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Master Thesis

**Supervisor: Professor
Tone Therese Linge**

Research Title

Job Satisfaction in a diverse workforce: To examine the relationship

between employees with minority background and job satisfaction

Yonas Tesfaghabir Teclom

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Abstract

Over the years studies demonstrate that unfair treatment of employees affects the overall satisfaction in a workplace. With the organization becoming diverse the issue of acting and interacting with employees from different background became more complex than before. This unprecedented situation forced managers and owners of the organization to understand and value the employees who have different cultural background in order to create a work climate that include all employees in the same manner. In the same line, researches shows that exclusion of employees from the main organizational decision making process and information network on one hand, the inadequacy of getting social support from the organization on the other became one of the main problem challenging the workforce today. Employees' feeling of exclusion and the inability of the employees to perceive the existence of social support may play a significant role in describing the association between unfavorable experiences of the employees with minority background and their job satisfaction. This study, therefore, examines the relationship between employees with minority background (women, ethnicity and age), feeling of inclusion, social support and the outcome variable job satisfaction. A sample of 110 employees from hotels and restaurants in Rogaland region completed the online survey questionnaire. The finding of this study supports the hypotheses that women and member of ethnic minorities are more likely to feel excluded and perceive the organization unsupportive and that is related to the lower feeling of job satisfaction.

Key Words: workforce diversity; inclusion/exclusion; social support; job satisfaction

Chapter One

1.1 Introduction & background of the study

It has been suggested that the long-term survival of any service organization lies on satisfaction of the employees as the nature of this industry is highly dependent on the people i.e. the employees. Furthermore, it has been stated that employees are the most crucial asset of any organization (Gabčanová, 2011). This is particularly true for the service industry, as the service industry is extremely dependent on the people. This is because service industry unlike other manufacturing industry produce and sell service which needs highly personal interactions. Thus, it is undoubtedly necessary to consider and speculate the outcome of unsatisfied employee in this kind of organization as most of the process is done by people either directly or indirectly.

Thus, it can be easy to conclude that people, more specifically employees are the most priceless resource of any service organizations. In line with the above statement, it is plausible to come up with the judgment that employees ''among other things'', are the main contributors toward the success of achieving the objectives of service organization because it is employees who performs and accomplish all the activities in time of dealing and interacting with customers of the service organization. Therefore, it seems that satisfaction is one of an unavoidable concept that all managers of an organization need to consider when they plan and set their objectives especially in the hospitality industry because in this kind of service organization the operation and production is done at the same time and this is done by employee.

Job satisfaction is an old concept which is defined in a different ways by many scholars during the last decades. Its related effect on employers and employees' of any kind of organization, it continues to exist one of the most extensively considered concept by many different interested

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groups like academics, psychologists and managers (Yücel, 2012). Job satisfaction is defined as the positive mental or psychological state which can be attained as the outcome from the evaluation of one's job experiences and values (Locke, 1969). Furthermore, Garcez, 2006 as cited (Al Jenaibi, 2010), explained that job satisfaction arise when someone become aware of he/she has skills & expertise, value and is worthy of recognition.

Any organization need to study and understand the significance of satisfaction in the work place as it has tremendous advantages in carrying objectives to an end. Researchers declared that satisfied employees have the chances to stay long and perform their job to their maximum level toward the advantage and productivity of a firm (Wright & Bonett, 1992). It is also strongly believable that happy workers tend to be more active, creative and their possibility to stay and value to an organization is very high (Al Jenaibi, 2010).

With the organizations becoming diverse, job satisfaction has continued to exist as an interesting topic of concern for managers and owners of the organization. This is because managers need to understand and encourage the employees who have different cultural background in order to run their organizations toward better competitive advantage in a very complex environment. It has been said a lot and done many research on the topic of employees' satisfaction in a diverse workforce. Hence, this study tends to use many of the researches done on the topic to develop the model and the theoretical pat of the study.

With the development of technology in an increasing rate which makes the availability of the information everywhere and accessible easily at any time and the improved transportation system (Law, Leung, & Buhalis, 2009) on one hand, the emergence of globalization which makes the

world smaller unprecedentedly which forced the country to open their borders (Anderson & O'dowd, 1999) on the other, it seemed like people get freedom to move from the place where they live to other countries to search employment and make their life better. The ending of cold war and the fall of communist regimes in central and east European countries on one hand, the decisions took by western countries in relaxing administrative restriction rules, reduce the administrative visa procedures and weakened the possible border barriers (Black, Engbersen, & Okólski, 2010) on the other, it is very much appeared that workers are liberated and inspired to move from eastern countries to western and Scandinavian countries as they have got the chance of welcoming from the host countries to stay and work free. According to (Favell, 2011), the formation of European Union and its enlargement that have seen as a remarkable achievement for the liberation of people also add fuel to the phenomenon as it allowed workers and people to move and work freely from place to place within Europe.

Furthermore, the international economic and demographic imbalances which ultimately create the push and pull situation between developing and developed countries on one hand, the national demographic trend which enhanced the presentation of some groups in the workforce from traditionally unrecognized workers like women on the other, it is very much seemed that there is an expectation of diversity increment in the workforce (Mor-Barak, 2011). Thus, possibly, as the result of the above aggregated phenomenon, today, it becomes a very usual to see differences at a workplace than it has been in a history. Therefore, with the workplace becoming highly diverse, managers need to appraise the value of divergent ideas that are produced which may be beneficial at the different levels of the entire process of the work i.e. managers must encourage individuals to work with many others by creating inclusive workplace that encourage every inputs of an employee

in the organization which can eventually generate satisfaction among employees (Shalley & Gilson, 2004).

Hospitality industry require a high number of workers as it mainly depends on people comparing to other sectors and, thus, it always in high demand of new employees (Furunes & Mykletun, 2007). To this end, hospitality industry particularly, hotels can be seen as the engine of world economic and communication integration as they give service to people from the globe (Jordhus-Lier, Bergene, Knutsen, & Underthun, 2010). Moreover, hotels can be categorized as a good workplace for employees with different cultural background as most hotel jobs usually not highly skilled, not inflexible and have not highly language required jobs (Gray, 2004).

Therefore, this study was concentrated on an interesting topic today "employees' perception toward to diverse workplace" and it has performed in depth research on the factors influencing job satisfaction in Norway, particularly on hospitality industry in Rogaland region. It specifically sought to examine the process of inclusion/exclusion and social support in an organization that could significantly relate to the satisfaction of employees in a workplace other than the job by itself. The reason the researcher has chosen to focus in a particular concepts of social support and inclusion/exclusion is due to the fact that these concepts could be highly important in building a good work climate in an increasingly diverse workforce today. This is because the workforce today which comprise many different employees in terms of age, ethnicity, gender and etc. motivated the researcher to concern about the importance of these two factors, and consequently forced the author to examine and to see how these process are perceived by employees who have different backgrounds and its possible relationship with job satisfaction.

1.2 Problem statement

As it is depicted in the introduction part all the element such as, globalization, international economic imbalances, global and national demographic trends, the fall of communism in eastern blocks and ending of cold war and the following development of European Union formation and its enlargement are the possible determinant factors of the present diverse workforce. For this reason, currently, we can observe heterogeneity of employees in many private sectors like hotels and restaurants and it is suggested this trend will continue and irreversible (Mor-Barak, 2011). Therefore, the availability and irreversibility of this diverse workforce forced the researcher to think and to make a research to examine the sensitivity and responsiveness of the employees' perception of inclusion/exclusion and social support and how these are related with the job satisfaction in a diverse workforce. With this in mind the researcher concerns about employees who are in the minority group. According (Hacker, 1951) "minority group is any group of people who because of their physical or cultural characteristics are singled out from the others in the society". Furthermore, studies shows that minority groups are experienced mistreatment either overtly or covertly in a workplace (Mor-Barak, 2011) and this can be directly influence employee job satisfaction (Michàl E Mor Barak & Levin, 2002).

Indeed from the diverse workforce today which we are going to consider, the following determinant factors like inclusion/exclusion and social support have undertaken to see and understand the sense of overall employee satisfaction in a diverse workforce. Furthermore, as it is suggested in social identity theory it is not unusual to see individuals regularly create social comparison between the characteristics they own and those owned by others (Blake E. Ashforth & Humphrey, 1993). This could be undoubtedly true in a diverse workforce as it is described by different demographic characteristic. However, for this study, the researchers have chosen to examine the three

demographic characteristics because of its nature of visibility and salience. Therefore, taking all the ideas together, the researcher motivated to formulate the following central research question.

Do employees with minority group background perceive the workplace as supportive and inclusive, and is this related to job satisfaction?

This question can be dissected in to the following four main questions:

1. Do employees with minority group background perceive that they are included in the decision process of the workplace?

2. Do employees with minority group background included in the information network of the workplace?

3. Do employees with minority group background receive support from the supervisors and co-workers?

4. Do employees with minority group background are satisfied in their workplace?

1.3 Objective of the study

The main objectives of this research paper are summarized as follows:

1. To investigate if the employees with minority group background are included in the decision process of the organization.

2. To examine if the information network in the workplace is accessible to the employees with minority group background?

3. To identify if the employees with minority group background receive emotional and tangible support from inside and outside of the work

4. To inspect if the employees with minority background are satisfied with their job in a workplace

Finally, to distinguish any problem encountered and to give conclusion and recommendation.

1.4 Significance of the study

This research paper is expected to have some relevance such as:

- To build the study on previous researches and to contribute with new and different perspective in order to maximize the understanding of diverse workplace and to examine the intangible factors that affect the employees of the organization

- Recommend some possible solutions for the management of the organizations and other interested stakeholders in regard to the degree of employees' perception of inclusion/exclusion in a workplace and social support they get from internal and external of a firm and its relationship to ward employees job satisfaction.

1.5 Thesis outline

This master thesis is summarized in five chapters. The first chapter contains the introduction and background, problem statement, research questions, research objectives and significance of the study. Chapter two will focus on literature review of diversity characteristics and job satisfaction, research model and hypothesis formulations. Chapter three will demonstrate the research methodology which consists research design, sampling, procedure, operational definitions, and methods of collecting data. Chapter four will explain and show the data and result presentation, analysis of the data and discussion of the study. Finally, chapter five will reveal the conclusion and recommendation of the study.

Chapter Two

2.1 Literature review

It is not easy to assess all the factors that affect employees' job satisfaction in a diverse workplace. For this reason, this chapter tends to focus on the main intangible elements the researcher believed that affect employee job satisfaction in a diverse workforce today. Therefore, this chapter will start by explaining the factors that affect employee job satisfaction in a workplace in general, and will proceed narrowly to make a depth discussion about diversity and how the process of inclusion/exclusion and social support is perceived by employees in a workplace and its possible relationship with the job satisfaction. To do so, the main literature were reviewed from many similar field of studies conducted in the previous years

2.2 Job satisfaction

Job satisfaction is one of the many social science concepts that has received special attention and is a highly studied topic in the last decades from many scholars. To this end, Spector (1997) explained the reason for the importance of job satisfaction in a workplace by making a division according to the focus on employee or the organization; where the former deals with fair treatment and respect of the employees, the latter is based on the degree of importance on how employee job satisfaction influence the operation of the organization.. Generally, job satisfaction has been defined in different forms. Some researchers defined it in regard to how an individual employee perceives his/her job by itself while others explained in terms of their mental feeling in the workplace (Spector, 1997). Satisfaction as one of the important variable of an organization has been described as the overall positive perception and feeling of an employees in relation to

employment by the organization (Bettencourt & Brown, 1997). The idea and study on job satisfaction obviously reveal that the inadequacy of resource, and the absence of tangible and intangible incentives in the workplace are the main factors that produce dissatisfied workers (Mueller & Wallace, 1996; Tyler & Cushway, 1998). Moreover, it has been stated that job satisfaction is related with the raised productivity and lower absenteeism and turnover (Ellickson & Logsdon, 2001).

Through the years researchers have indicated the importance of the work environmental factors like payment, chances of upgrading and others are considered to influence job satisfaction (Lambert, Hogan, & Barton, 2001). On the other hand, it has been also demonstrated that unfair treatment of employees in an organization influences job satisfaction negatively (Bettencourt & Brown, 1997; Bobocel, Agar, Meyer, & Irving, 1998; Daileyl & Kirk, 1992; Mossholder, Bennett, & Martin, 1998). To this end, (Yücel, 2012) ascertained that job satisfaction is one of the most preceding elements of organizational commitment and turnover intentions as it effects in low turnover intentions and high organizational commitments. In the same line, (Zeffane, Ibrahim, & Al Mehairi, 2008) revealed that low job satisfaction increased negative behavior, increasing cost and, influence customer satisfaction negatively. To the contrary, evidences shows that high job turnover, poor performance absenteeism and morally exhausted workers are good predictors of job dissatisfaction (MC CLENNEY, 1992)

Over the years, numerous scholars have tried to find out factors that affect job satisfaction. While some studies put forward as a base of argument job satisfaction in connection to the work

environment i.e. factors like salary, promotion and supervision (Lambert et al., 2001; Spector, 2008), others studies support demographic factors like age (P. C. Smith, 1969), cultural values and norms (Kirkman & Shapiro, 2001; Oishi, Diener, Lucas, & Suh, 1999) as good predictors of job satisfaction. Hence, job dis/satisfaction should be one of the main elements that concerns the interested groups like managers, customers and particularly employees of a firm (Rosse & Saturay, 2004).

2.3 Diversity

In a broad sense diversity is defined to embrace varieties in regard to race, gender, ethnicity, education, age, income, work experience and national and geographical origin (Byrd, 1992; T. H. Cox & Blake, 1991; R. R. Thomas, Russell, & Schumacher, 2001). Moreover, T. Cox (1994) defined diversity as the extent of representation of people with clearly dissimilar group associations of cultural significance within an organization. The definition of diversity is also extended to embrace varieties in terms of perspectives and interpretations of easily perceived diversity characteristics like gender and ethnicity and more inaccessible diversity characteristics like education and tenure with the organization (Tsue & Egan, 1992). To this end, work diversity is accepted as the existence of difference in regard to gender, age, sexual orientations, culture, ethnicity and quality of physical competence in organizations (Muller & Parham, 1998).

As it is depicted in chapter one of this study, the international and national demographic change, and economic global trends are the main forces that contribute to the diverse workforce today. Furthermore, we can also say and put as a reality that migration as another additional factor that

facilitate and add fuel to the decline of homogeneity in the workforce nowadays (Mor-Barak, 2011). Possibly, this could give a clue that enable us to predict easily the composition and structure of the future workforce. According to United Nations, 200a, as it is cited by Mor-Barak (2011) Europe as a whole need to welcome migrants in order to retain and keep the present structure of the working-age society and to prevent from possible future decline in the size of the workforce.

Hence, the future workforce seems to increase its heterogeneity of employees from its present composition and structure. Therefore, with this in mind, researches summarized that organizations that welcome diversity and plan to recruit from many differences tend to attract potential employees, reduce conflict among employees and improve the image of their organizations if they keep going consistently in filling all upper and lower level of the position completely or nearly from different sub groups (Herdman & McMillan-Capehart, 2010; Mor-Barak, 2011).

The last three decades have been noticed by a remarkable development in the practical inspection of the consequence of diversity on organizational, group and individual end result (Harrison & Klein, 2007; Jackson & Joshi, 2004). Taking into account to the projection that most of the new beginners into the workforce will be from minority groups, great number of organizations have enhanced their attention in employing and keeping a diverse workforce (Chemers, Oskamp, & Constanzo, 1995). In the same light, it has been also stated that diversity programs that require employing, upgrading and retain employees from a very different groups is connected directly to its capacity to enhance a reputation for appraising and valuing diversity (Herdman & McMillan-Capehart, 2010). This is because organizations that welcomes diversity cannot release the potential

of workforce diversity if they don't take necessary steps to build an inclusive climate that encourages further improvement of workforce integration (Pless & Maak, 2004).

Furthermore, it is argued that organizations that accept and appreciate diversity have a great competitive advantage in the globally complex and continuously changing environment (T. H. Cox & Blake, 1991; Milliken & Martins, 1996; Nemeth & Wachtler, 1983). Despite this fact, many firms frequently fails to achieve the planned and required results like, for instance, retaining balance among gifted and skillful color employees (D. A. Thomas & Gabarro, 1999), exercising feeling of inclusion (Gilbert & Ivancevich, 2000). This could be, probably, the possible reason why many studies have found the relationship of diversity in an organization and job satisfaction to end up in a negative direction (Long, 1998; Wesolowski & Mossholder, 1997)

Knowing the level of employee satisfaction and customer satisfaction is become very crucial to most of the companies today those needs to keep their quality of status (Jamieson, Nelson, & Richards, 1996). This is particular applicable for service organization where there is a lot of interaction between employees and customers as the behavior of (dis)satisfied employee influences the customer satisfaction of the organization directly (Rust, Stewart, Miller, & Pielack, 1996). It has become even more critical with the changes in the labor market demography as the participation of groups like minorities and women has increased than before which result an organizations to become diverse (Pless & Maak, 2004). According to Vinokur-Kaplan, Jayaratne, and Chess (1994), for example, women who are categorized with minority are less satisfied in their positions than men in the workplace where the work condition is inflexible, dependable and has heavy workloads.

To the contrary, Spector (1997) explained that job satisfaction is not gender sensitive to such extent, despite the fact that women in their study have little chance to enjoy upper positions and more subjected to have lower positions than men. Possibly, the reason for this result could be expectation difference

To some extent, diversity in race and culture is clearly visible with the degree that comprises highly from immigrants in the hospitality industry in Norway comparing to other sectors Mykletun et al., 2000a, as cited (Furunes & Mykletun, 2007). This is unavoidable reality, especially in the low level jobs like cleaning and housekeeping (Sollund, 2006). For the matter of fact, the workforce today which comprises many differences in regard to culture and ethnicity is prevalent for both implicit and explicit lack of fairness or justice against minorities (Ellen A Ensher, Elisa J Grant-Vallone, & Stewart I Donaldson, 2001; Pettigrew, 1998). At the same time, Ibarra (1995) concluded that the end result of work tends to exhibit negative experience in the members of minority groups than in the majority groups.

2.4 Inclusion/exclusion

With the organization has become more divers, it is clearly true that the concern of managers and other stakeholders to rise on how to create a participatory workplace that include all group of employees with different background. Previous research also ascertained that the significance of giving attention to the idea of inclusion/exclusion in order to understand the personal and organizational outcome of diversity in a workplace (Findler, Wind, & Barak, 2007). On the other

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hand, studies approves that the extent of job satisfaction is greatly affected by the perception of the employee in regard to getting acceptance by the organization Lawler, 1994 as cited (Findler et al., 2007). It is also discovered that the end result of an utmost extreme form of exclusion was job dissatisfaction (Brabson, Jones, & Jayaratne, 1991). In the same way, studies has showed in the absence of perception of coordination in the firm between employees and others related negatively to job satisfaction (DeFrank & Ivancevich, 1998).

Social demography studies in a firm reveals that lack of recognition and exclusion in relationship are the main influential experiences one encountered in a workplace if he or she is from minority group (Michal E Mor Barak, Cherin, & Berkman, 1998; Ely, 1994). Moreover, Milliken and Martins (1996) point out undeviating relationship between isolation from participating and socializing in a workplace and diversity characteristics like age, gender and ethnicity.

Individuals feeling of isolation and/or participation is depends on the range in which employees sense part of meaningful organizational activities or operations that influence their jobs and the degree to which they have part to influence in the organizational decision making process and have access to the work and non-work related information (Michal E Mor Barak et al., 1998). In the same line, feeling of exclusion and lack of recognition in direct relationship is one of the most research reveals in recent years in the study of organizational demography that has the most affective experience among minority group in the workplace (Michàl E Mor Barak, Nissly, & Levin, 2001; Chrobot-Mason, 2004; Jones & Schaubroeck, 2004).

Social identity theory which originated in Europe and flourished subsequently in North America and other part of the world (Mor-Barak, 2011), give the link between social structure and individual identity through the meaning individuals adhere to their membership in identity groups such as racial, ethnic and gender groups(Tajfel, 2010). To this end, intergroup relations in a very broad sense defined to embraces each dimension of people interactions that require individuals recognize and identify themselves as a members of a social category or being considered and viewed belonging to a social category by others (D. M. Taylor & Moghaddam, 1994). Moreover, Blake E Ashforth and Mael (1989) clearly expressed social identity as the feeling that a group of people consider themselves as same and one, which construct a sense of belief "we" and "they" or an in-group and out-group.

A number of previous researches also outlined identity group membership within diversity characteristics, for instance, like gender, ethnicity, race and social class, frequently related with isolation from useful information network and decision making processes within a firm (Ibarra, 1993; Mosisa, 2002; R. A. Smith, 2002). Any organization which is composed of many different groups, and each organizational member represents a number of these groups during the of interfacing with others in the organization (Alderfer & Smith, 1982). Based on intergroup theory, the way we thought our social fact is certainly decided by our group membership like sex, ethnicity, age and family (Alderfer & Smith, 1982). Hence, possibly, these thoughts can outline the way employees act and interact in an organization with others.

According Festinger's 1954 as cited in (S. E. Taylor & Lobel, 1989), social comparison theory tend to fulfil people to have precise and unvarying way of assessing themselves. It suggests that individuals like better to evaluate themselves and to appraise their standing within groups in the absence of objective and nonsocial standards (S. E. Taylor & Lobel, 1989). In the same line, Mullen and Goethals (1987) stated that individual is increasingly better understood within the frame of the group.

Many studies have found that the more the organizational subdivision increases its size in regard to diversity, the less homogenized the group and higher feeling of exclusion is probably to be (Bhushan & Karpe, 1996; Milliken & Martins, 1996). Accordingly, individuals from many different groups very often became aware and find themselves excluded from the main information network and job promotion (T. Cox, 1994; Ibarra, 1993). These experiences of isolation in turn may influence the general feeling of job satisfaction in a workplace (Ellen A. Ensher, Elisa J. Grant-Vallone, & Stewart I. Donaldson, 2001; Foley, Ngo, & Wong, 2005; Friedman & Holtom, 2002).

2.5 Social support

Social support is one of the most successful way by which people can manage and regulate to difficult situations, thereby keeping themselves apart from the unfavorable mental and physical health effects of stress (Cohen & Wills, 1985; Seeman, 1996; Thoits, 1995). It consists of emotional , instrumental, informational and appraisal support (Barrera Jr, 1986; Tilden & Weinert, 1987) comes from many different source, for instance, from family, friends, supervisors and coworkers (Michàl E Mor Barak & Levin, 2002).

It is highly accepted and revealed in a number of research that support from supervisors, coworkers and family have all been characterized as good predictor's organizational commitment (Morris, Shinn, & DuMont, 1999; Schaubroeck & Fink, 1998). These in turn, affect the level of the job satisfaction in a very great extent as organizational commitment is a constantly distinguished predictor of job satisfaction (Freund, 2005; Yoon & Thye, 2002).

Not surprisingly, friends, families and other group of social network have a great effect in producing satisfied employee as the support rendered by them play a big role in decreasing the a state of physical and mental depletion, feeling of worry and have helped as a good motivator to ward betterment of mental health.(Aneshensel, 1992; Babin & Boles, 1996; J. De Jonge & W. B. Schaufeli, 1998).

Many other researchers also approved that the support offered by friends, relatives and other members of a community network has a great significance in building a person's well-being (Babin & Boles, 1996; Goafshani, 2003; Hobfoll, Freedy, Lane, & Geller, 1990). This is because social support has direct and positive outcome on psychological well-being by satisfying individuals in achieving their personal needs for association with, respect and inclusion (Choenarom, Williams, & Hagerty, 2005; Cordes & Dougherty, 1993; El-Bassel, Guterman, Bargal, & Su, 1998). This is also true for job satisfaction as research revealed there is a great correlation between employee well-being and job satisfaction (Findler et al., 2007).

Moreover, studies ascertained that workplace support can be a good facilitator in minimizing the level of anxiety and emotional exhaustion and in improving general mental health (J. De Jonge & W. Schaufeli, 1998). It is also believable and found in several research that the support given to workers tended to enhance job satisfaction (Shimazu, Shimazu, & Odahara, 2004; Spear, Wood, Chawla, Devis, & Nelson, 2004). This findings is reinforced by many studies which discovered social support connected in a substantial degree of job satisfaction (Parkes, Mendham, & von Rabenau, 1994; Schulz, Greenley, & Brown, 1995; Vinokur-Kaplan et al., 1994). In the same way, (Brabson et al., 1991; El-Bassel et al., 1998) found and ascertained that the support one get from many others to be a notable predictor of job satisfaction. Considering all the above theories, therefore, I tend to postulate the following model and hypothesis.

2.6 The proposed model and hypotheses

Figure 1 displays the concept underlying the research model used in this study (Findler et al., 2007). The model introduces a system of relations between diversity, inclusion/exclusion, and social support. The results of these relations and the structure of inclusive and support is related to employees' job satisfaction of an organization (Findler et al., 2007). For this reason, I developed the attributes for the overall satisfaction of employees' social support and inclusion/exclusion. Hence, the proposed model which i intend to test includes the attribute of job satisfaction and overall job satisfaction toward the diverse workplace. The proposed model and hypothesized relationship is presented in figure-1 below
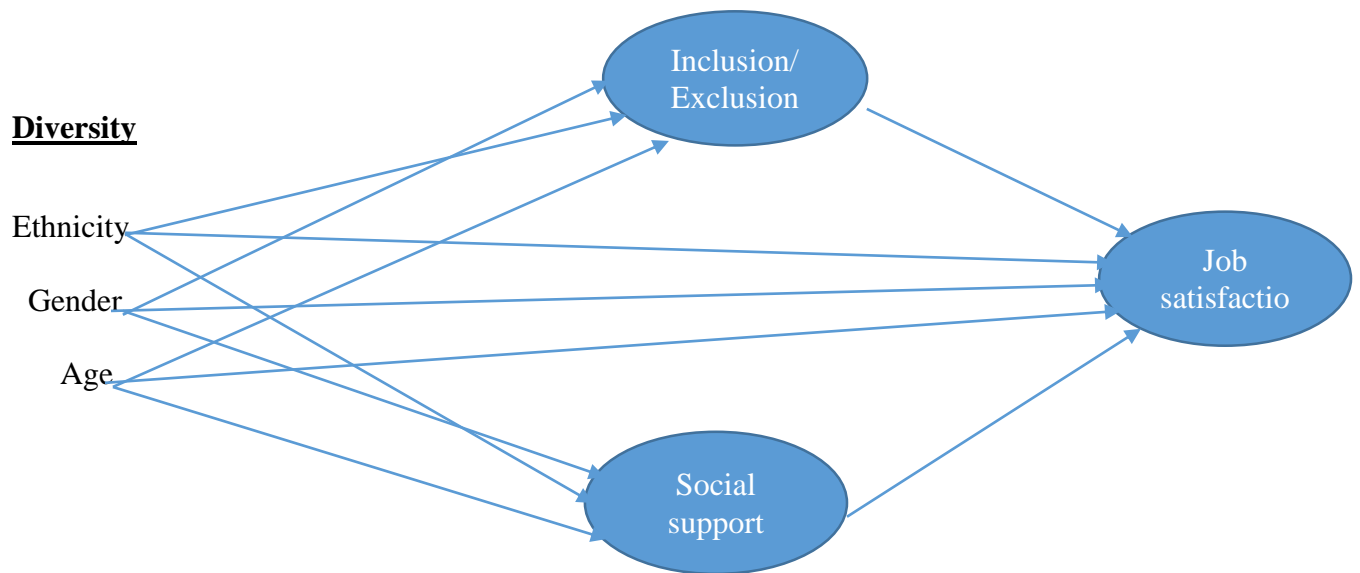
Figure-1. Proposed Model

I proposed that minority groups are related in a way employees of an organization are treated. Thus, influencing their perception of inclusion and social support they received, and all together these variables relates of employee job satisfaction. The present research hypotheses are summarized as follows:

Hypotheses

H1: employees with minority group background (women, ethnic minority and older people) more likely to feel exclusion from the organizational decision making process and information network in the workplace and tend to experience lower job satisfaction

H2: individuals with minority group background are more likely to feel the workplace is unsupportive and to experience lower job satisfaction

H3: perception of inclusion/exclusion correlates positively with job satisfaction

H4: perception of social support in the workplace correlates positively with job satisfaction.

Chapter Three

3.1 Methodology

This section sets forth the methodology used in this study including sample size, methods, unit analysis, and other techniques used in obtaining the data. Scholars have used different methodologies in conducting the research; some used qualitative or quantitative and some mixed both. This research paper is centered on quantitative methodology. This is because quantitative method is highly recommended approach to test the proposed hypothesis and to exactly measure the variables (Neuman, 2014). In conducting this study primary data were used and it was collected by distributing questionnaires to surveyed hotels and restaurants employees.

3.2 Research Design

This study was aimed to describe and analyze the relationship of social support and inclusive/exclusive in an organization with an employee job satisfaction in a diverse workplace. To overcome the time and money constraints and to answer the research questions and achieve research objectives a cross-sectional study was conducted in eleven hotels and five restaurants located in Rogaland region.

3.3 Sampling and unit of analysis

Population of this study is the employees of hotels and restaurants in Rogaland region. The employees are all individuals who work at different levels and departments of the hotels and restaurants. Simple random sampling was implemented in collecting data from respondents. This

is because the researcher believed that this type of sampling procedure assures every employee in the contacted hotels and restaurants will have an equal chance of being included in a sample.

3.4 Procedures and data collection method

An online survey was used using a link base questionnaire to enable the researcher to collect the data directly from the respondents. The data was collected from 30 item questionnaire. The questionnaire were divided into demographic variables and research questions. In the demographic part, six questions related to demographic variables like age, gender, tenure in the organization, ethnicity, level of education, and job categories were included. Except one question which had multiple choices, all the questions were open-ended.

The research questions were divided into three parts. The first part was related to "inclusive/exclusive" and 10 questions were used for this construct. The second part was about "social support" and 12 questions were employed for this construct and finally 4 questions were used for the construct job satisfaction. The questionnaire was outlined in a way that could distribute via link. The motive for this was to make the questionnaire easily accessible anytime and to encourage respondents to answer the questions in their free time. Moreover, the respondents can forward the link in their private emails and give their part in participating to complete the questions after the working hours. They can also forward the link to coworkers in the department.

The sample is drawn from 13 hotels and 5 restaurants located in Rogaland region. At first, the researcher took step to contact with the different levels of managers of the respected hotels and restaurants personally and via emails to explain the purpose of the study and get permission to collect data from the employees. This was rooted on the belief that convincing the upper and lower level managers of the selected hotels and restaurants would facilitate the collection process of the data. After gaining consent of the managers of different levels the questionnaire was sent to the employees of the stated hotels and restaurants via email. To minimize the anxiety and to maximize the confidence of the respondents, the questionnaire itself was supported with the statement of confidentiality and anonymity. The questionnaire were completed voluntarily by all participants as they had been given full privacy when they answer the questions and no incentives were promised by the researcher.

The questionnaire was sent in the beginning of April 2015 following with reminders to remind and motivate respondent to take their part in participating the study. The first reminder was sent on 15th of April, second on 21 April and finally on 30th of April 2015. After collecting and exporting the data to the excel spreadsheet, the data was imported to SPSS 21.0 software for further analysis. Of 500 employees, 110 have completed and recorded their response in a form which making up a response rate of 22 percent. The data was obtained nearly at the cut-off date and it is significantly below the intended and desired level of 50%. The researcher speculate that the reason for the low response rate was due to the lack of adding some promising incentives for the respondents, coupled with the belief that taking part in survey study would not bring any change in a real situation.

Among those who included in the sample size women are outnumbered males with a women constitute 66 (60%) and men represent 44 (40%) with no respondents were reported missing. The age distribution ranged from 20 to 54 years with a mean of 30.27 and median of 28 years. Most of the employees' age are lies between age of 20 and 34 which constitute 88 (80%) with few in number which is 22 (20%) lies between the age of 35 and above. The majority of the employees were receptionists which constitute (30%) followed by administration employees (21.8%). Most of the employees had a tenure at the organization of 1-3 which comprises of 61.8%, and 65.55% had a college- level education. Moreover, Norwegian constitute (60.9%) of the sample size (See table 1).

All data were analyzed using the SPSS 21.0 software. Cronbach's alpha coefficient was used to evaluate the internal consistency reliability of scale. To explore and compare the group differences with respect to diversity and inclusion and social support and the outcome variable job satisfaction analysis of variance (ANOVA) and t-test were utilized. To investigate and test the relationships among subscales of social support, inclusion/exclusion and job satisfaction scale correlation analysis was employed. Finally regression analysis and explanatory factor analysis (EFA) were utilized to see and understand the proposed hypotheses and to explore factor construct.

Table 1. Sample description

Characteristics	%	Number
Gender		
Male	40	44
Female	60	66
Ethnicity		
Norwegian	60.9	67
Swedish	10.9	12
Others	28.2	31

Age		
Under 34 years of age	80	88
35 years of age and above	20	22
Level of education		
University graduate	65.55	72
No university graduate	34.45	38
Job categories		
Marketing	8.2	9
Sales	10	11
Administration	21.8	24
Finance	5.5	6
Reception	30	33
others	24.5	27
Tenure		
Under 3 years	61.8	68
4-6	18.2	20
7-9	10.9	12
10-12	3.6	4
13 and above	5.5	6

3.5 Measurement

3.5.1 Diversity

From the diversity of the workforce that we are going to consider the following variables were measured: Gender was coded as 1-male and 2-female. Ethnicity was classified based on the country of origin. Because of a relatively small numbers in some other ethnicity classes and to get an important difference, the ethnicity class were grouped into three groups: Norwegians, Swedish and Others. Age was given free to be filled by respondents but due to a relatively small numbers in some groups and a large group of respondents age lie in the same range this variable is divided into groups for the purpose of comparison. The age group of 34 and less is coded as 1 and the age group of 35 and above is assigned as 2. Level of Education is categorized into two groups: Possessing

degree from the university and not possessing degree from the university. Job type is categorized into the following sub groups: Marketing, Sales, Finance, Administration and others. Tenure included five categories: less than 3, 4-6, 7-9, 10-12, and over 13.

3.5.2 The inclusion/exclusion scale

This scale is developed to measure the degree to which employees feel a part of an important organizational process in regard to information network and organizational decision process. The inclusion/exclusion scale which has two important dimensions measures the extent to which employees perceive or sense a part of integral organizational process; particularly in regards to gain a way to information network and participation in decision making process (Michal E Mor Barak et al., 1998; Mor-Barak, 2005). Examples of items include "I frequently receive communication from management higher than my immediate supervisor (i.e. memos, e-mails)" and "I am often invited to contribute my opinion in meeting with management higher than my immediate supervisor."

The scale is modified to 5 point Likert scale for this study thinking that it will give more clarity among respondents though it was 6 point Likert scale in the original study. The inclusion/exclusion scale (10 item) which developed by to measure the extent to which employees perceive they are included in the workplace in regard to information network and decision making process showed strong internal consistency (Cronbach alpha= 0.87) in the original study. The data acquired for the current study showed high internal consistency with a Cronbach's alpha of 0.94.

3.5.3 Social support

Social support was measured with 12 items in the questionnaire. This measure was developed and used to evaluate the degree to which people like supervisors, coworkers, family and friends who are around the employees provide emotional and tangible support (Caplan, Cobb, French Jr, Harrison, & Pinneau Jr, 1975). These 12 item scale assess the support presents from supervisors, coworkers, relatives, intimates and families to an employee. Examples of items in this construct comprises "to what extent do employee rely on his or her supervisor when things get tough at work" and to what degree that the employees feel better by the support they get from people around them?" The scale ascertained Cronbach's alpha 0.84 in the original study (Caplan et al., 1975). For this study, the alpha coefficient of reliability indicated a strong internal consistency of 0.86.

3.5.4 Job satisfaction

This construct was included in the questionnaire to see the overall satisfaction level of the employees with his or her job without giving credits to any particular job facet. The scale which consists of four items including "all in all, I am satisfied with my job" was developed and used by Quinn and Staines (1979). It confirmed a Cronbach's alpha of 0.85 in the original study. It was used facet-free scale in the original study. These four item construct scale showed Cronbach's alpha 0.91 in the current study, approving high internal consistency.

3.6 Scales

The researcher used a five-point Likert scale to measure each item in all the scales. The scales was ranging from 1(strongly disagree) to 5 (strongly agree). Two negative questions from inclusion/exclusion construct were reverse-scored to give an overall positive scores.

3.7 Reliability and validity

The internal consistency of the scales was evaluated by calculating of the items that make up the scale. According to Nunnally, 1978 as it is cited by Pallant (2010), All the scales used in this study was scored more than the recommended level of Cronbach's alpha 0.7 as stated above (see tables 20-22 in appendix for more information). Convergent and discriminant validity were evaluated using factor analysis approach. As depicted in factor analysis result (see table-15 in appendix), the finding from the correlation matrix support the convergent validity as the smallest within factor correlation are significantly different than zero. However, the discriminant validity is not satisfied as desired because some of the correlations of different constructs exceeds the minimum correlation found within the same construct.

Chapter Four

4.1 Data presentation, analysis and discussion

In this chapter the data collected was presented, analyzed and discussed. This chapter presented results regarding diversity variables of the surveyed hotels and restaurants and the process of inclusion/exclusion and social support and its relationship with job satisfaction. This chapter, therefore, provided the answer to research questions and test the proposed hypothesis outlined in the introductory part.

4.2 Preliminary analysis

As it is depict in the descriptive statistics the average score for the process of inclusion and exclusion was between 3.5 and 2.52, but the highest score was 3.5: "I am usually among the last to know about changes in the organization." The second highest score was 3.44: "My coworkers openly share work-related information with me." The lowest score was 2.52: "I am often invited to contribute my opinion in meeting with management higher than my immediate supervisor." (See table 2 in the appendix).

In the process of social support the average score was between 4.49 and 2.85 with the highest score was 4.49: "It easy to me to talk with my wife, friends and relatives." The second highest score was 4.44: "My wife, friends and relatives are willing to listen my personal problems." The lowest average score was 2.85: "My supervisor is willing to listen my personal problems." (See table 2 in the appendix).

The average score for the overall job satisfaction was between 3.18 and 2.54, where the highest score was 3.18: "Everything being equal I choose my present job if I had to decide it again." The second highest score was 2.98: "All in all, I am satisfied with my job." The lowest score was 2.54: "I do not have an intention to change the job though there is possibilities to do so." (See table 2 in the appendix).

A Pearson product – moment correlation coefficient was conducted to evaluate the null hypothesis that there is no relationship between employee sense of exclusion and job satisfaction and employee perception of support and job satisfaction (N = 110). A preliminary analysis showed that there was no violations in the assumption of normality, linearity, or homoscedasticity (see figure-2 and 3 in the appendix). There was significant evidence to reject the null hypothesis and conclude that there was a strong positive relationship between sense of inclusion (M =30.35, SD = 9.01), sense of getting social support (M = 42.60, SD = 7.68) and job satisfaction (M = 11.65, SD = 4.40), r (110) = .86, p < 0.01 between inclusion and job satisfaction and r (110) = .79, p < 0.01 between social support and job satisfaction (see table 3 and 4 below).

Table-3 Descriptive Statistics

	Mean	Std. Deviation	N
Total inclusion/exclusion	30.35	9.061	110
Total social support	42.60	7.684	110
Total job satisfaction	11.65	4.396	110

Table-4 Correlations

	Total inclusion/exclusion	Total social support	Total job satisfaction
Total inclusion/exclusion	1	790**	.856**
Total social support	790**	1	.785**
Total job satisfaction	.856**	.785**	1

**. Correlation is significant at the 0.01 level (2-tailed).

As it is depicted in table 3 above, all the correlations between the variables are above .50 which is significantly acceptable to say the correlations are large enough to indicate the strength of the relationship Cohen 1988 cited in (Pallant, 2010). As can be seen in table – 3 there is large strong relationship between sense of inclusion and job satisfaction, $r = .86$ and 73 shares of variance i.e. employees sense of inclusion in a workplace helps to explain 73% of variance in their score on the job satisfaction. Moreover, the correlation result shows that all the constructs are closely related that satisfied the convergent validity of the model (Churchill Jr, 1979).

To examine the contribution of independent variables in depth and check their ability to predict the outcome of dependent variable, and to identify the proposed hypothesis a series of regression analysis were used. As it is explained by Tabachnick and Fidell, cited in (Pallant, 2010), the sample size of this study met the demand to run the regression analysis. Therefore, the standard regression analysis were performed to justify the assumption revealed in the model of this study.

As can be seen in table-5, regression analysis correlation section the variables social support and inclusion/exclusion are correlated positively with dependent variable job satisfaction. The

correlation coefficient of the variables are highly correlated toward positive direction. Though there is some assumption deviation of regression analysis in regard to independent variables as they are highly correlate more than .7, the researcher conclude to proceed with analysis as the assumption of multicollinearity is satisfied with tolerance value more than 0.1 (i.e. in regard to this study TV scores .38 for both IV) and variance inflation factor value less 10 (i.e. in regard to this study VIF scores 2.7 for both IV). See table-6

Table-5. Result of Pearson Correlations analyses

Scale	1	2	3
1.Total Job satisfaction	1	.856	.785
2.Total inclusion/exclusion	.856	1	.790
3.Total social support	.785	.790	1

*. Correlation is significant at the 0.01 level (1-tailed).

Table 6 presents the result of several regression analysis. H3 was supported, as the process of inclusion/exclusion in the workplace is highly correlated toward positive direction i.e. the more the employees feel included in the process of decision making and information network the more they feel satisfaction with their job (β = .627, p < .01). H4 was also supported as social support was positively associated with the job satisfaction i.e. the more the workers perceive the organization is supportive the more they feel satisfaction at their workplace (β = .290, p < .01). The largest β value (.627) for total inclusion and exclusion process in the model explains that the total inclusion process makes the largest and strongest unique contribution to the prediction of the dependent outcome variable (job satisfaction), whereas the β value for the social support was lower (.290)

showing that it made less of a unique contribution to explain the dependent outcome variable (job satisfaction).

Table-6. Results of multiple Regression analysis

	R	R²	A R²	B	SE	B	t	T	VIF
Model-1	.874	.764	.76						
Total inclusion/exclusion				.304	.037	.627	8.19	.38	2.66
Total social support				1.66	.044	.290	3.79	.38	2.66

Statistically significant at sig. value (p < .001).

Results in the table 6 also revealed that R² explained 76% of the total variability in the level of satisfaction is uniquely explained by the model, i.e. by the independent variables of inclusion/exclusion and social support. Moreover, we can conclude that there is no independent variable included in the model was redundant as there is no a big discrepancies between the R² and the adjusted R².

To test group differences in regard to diversity (gender, ethnicity and age) with the dependent variable inclusion and social support analysis of variance (ANOVAs) and t-test were employed. A one-way between groups of variance was conducted to explore the impact of ethnicity on the level of inclusion and level of social support. The assumption of normality was examined using histograms (see figure 1 in the appendix part of ANOVA) and found defensible for all groups. The assumption of homogeneity was inspected and found tenable using Levene's test, $F_{(2, 107)} = 1.68$, $p = .2$. The ANOVA was significant, $F_{(2, 107)} = 15.11$, $p = .000$, $\eta^2 = .22$ (see appendix table-7

on the topic of ANOVA for inclusion and ethnicity). Hence, there is significant evidence to reject the null hypothesis and conclude there is a significant difference between level of inclusion and ethnicity difference in the workplace. Moreover, the actual difference in the mean scores between groups was quite large more than .14 to interpret the effect size Cohen, 1988 as cited (Pallant, 2010). The assumption of normality and homogeneity is also tenable in respect to ethnicity and social support and the ANOVA was significant, $F(2, 107) = 16.67$, $p = .000$, $\eta^2 = 0.24$ (see table-8 in appendix section on the topic of ANOVA for social support and ethnicity). There is also significant evidence to reject the null hypothesis and conclude that there is a significant difference between social support and ethnicity in the workplace with a large Eta squared .24.

An independent-sample t-test was performed to compare the inclusion and social support scores for males and females on one hand, for the age group on the other. As table- 9 in the appendix shows, the compared result for inclusion scores and gender revealed that there is significant difference in scores for males (M = 33.34, SD = 9.54) and females (M = 28.36, SD = 8.21; t (108) = 2.2, p =.004, two tailed). Despite reaching statistical significance, the actual difference in mean score between the groups was quite small to interpret the effect size at η^2 =.04.

In comparing the social support score for males and females, table- 10 in the appendix suggested and ascertained that there was significant differences in scores for males (M = 44.39, SD = 7.91) and females (M = 41.41, SD = 7.35; t (108) = 2.02, p = 0.5, two tailed). As the same as in inclusion scores the magnitude of the difference in the means for gender to social support scores was very small (eta squared =0.04). The compared group result for age also as follows: as depicted in appendix table 11, the compared result for inclusion scores and age showed that there is a

significant difference in scores for the age group ≥35 (M = 38.23, SD = 8.64) and for the age group ≤ 34 (M = 28.39, SD = 8.02; t (30.84) = -4.84, p =0.000, two tailed). According the result found from the t- test we can conclude that there is enough evidence to reject the null hypothesis and to infer there is a big difference between level of inclusion and age group in the workplace at a large Eta squared .18. Furthermore, the result showed there is a significant difference in scores between social support and age group in the workplace i.e. for the age group ≥ 35 (M =47.95, SD = 7.37) and for the age group ≤ 34 (M = 41.26, SD = 7.20; t (108) = -3.83, p = 0.000, two tailed with a nearly large effect size η^2 =0.12.

To sum up, the result assured and provide support to the hypothesis as follows: the result provide support to H1 and H2 with respect to gender and ethnicity differences but not with respect age. Analysis of variance the relationship between ethnicity and perception of inclusion indicates a significant relationship (F = 15.11; df = 2; p < .000) with Norwegians feeling most included (M =33.58) and Swedish (M = 28.67) and others (M = 24.03) feeling less included (see appendix table-7). Simultaneously, the result also supported in regard to the relationship between ethnicity and perception of social support. The results suggests a significant relationship (F = 16.67; df =2; p < .000) with Norwegians perceive the workplace more supportive (M = 45.33), Swedish (42.25) and others (36.84) feeling less supported (see appendix table-8).

The finding also point out significant gender difference (t = 2.2; df = 108; p < 0.005) with men feeling more included (M = 33.34) than women (M = 28.36) but with a minimum Eta square .04. However, with respect age the finding indicate that there is significant difference but to the opposite of the hypothesis H1 and H2. The result ascertained that a significant difference (t = -4.84; df =30.84) and (t = -3.83; df = 108) for inclusion and social support respectively both at p < 0.000.

Employees with the age group of 35 and above feeling more included (M = 38.23) and perceive the workplace more supportive (M = 47, 95) than the age group of 34 and below which score (M =28.39) for inclusion and (M =41.26) for social support.

Moreover, analysis of variance (ANOVAs) and t-test were used to see the group difference of diversity characteristics (age, gender and ethnicity) with a dependent outcome variable job satisfaction. A one-way between groups of variance was used to examine the effect of ethnicity on the level of employee job satisfaction. As table 12 in the appendix shows, the assumption of homogeneity variance is violated. Therefore, we have chosen to consult the adjusted F statistic provided by Welch statistic rather than ANOVA. The result shows that there is group difference among the mean and indicate a significant relationship between ethnicity difference job satisfactions at $F (2, 31.888) = 17.793$, $p < 0.001$ with Norwegian feeling more satisfaction in the workplace (M =13.25), Swedish (M = 10.67) and others feeling less satisfaction (M = 8.58).

To examine the impact of gender and age with respect of the outcome variable job satisfaction an independent sample test were utilized. As depicted in appendix table 13 and 14, the finding indicate significant gender differences ($t = 2.7$; $df = 108$; $p < 0.007$) with men feeling more satisfied (M = 13.02) than women (M = 10.74) with a moderate Eta square .04. The finding also indicate significant age difference ($t = -4.94$; $df =108$), $p < .001$) with employees with the age group ≥ 35 feeling more satisfaction at the workplace (M = 15.41) than employees with age group ≤ 34 feeling less satisfaction (M = 10.72). Therefore, the result found and presented in this paper estimated the proposed model below. (See figure -4).
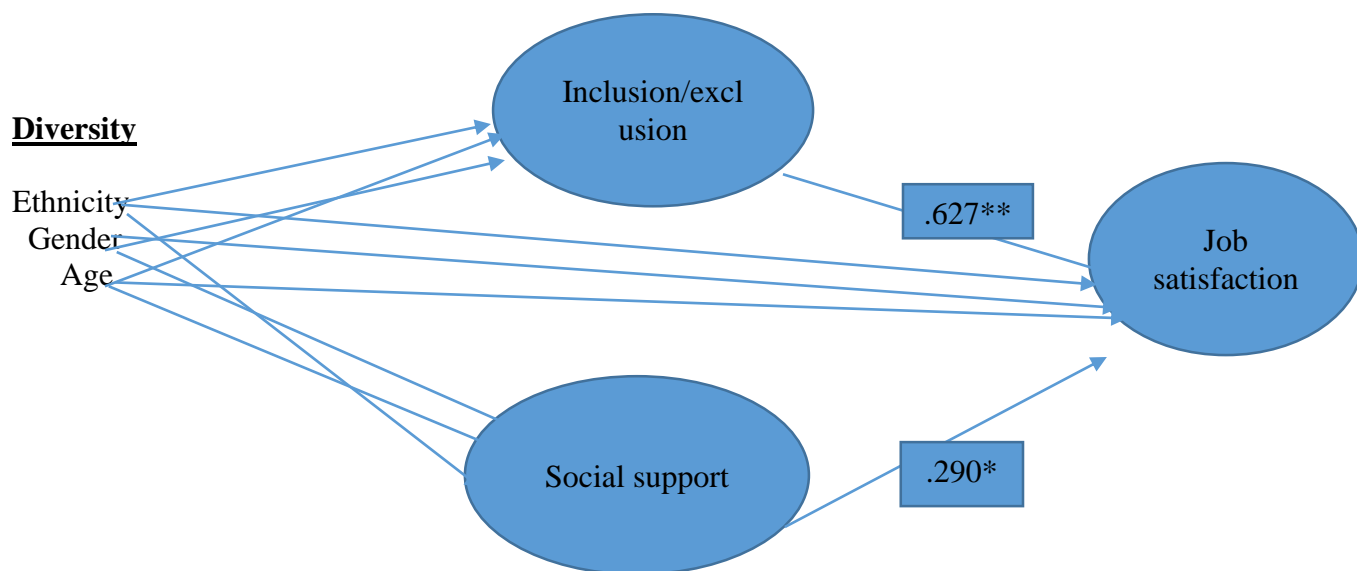
Figure-4 Model

Although there is strong evidence that items of the same construct has operated indistinguishably as all items used to measure same construct show strong internal consistency of Cronbach alpha more than .7, hence, convergent validity. The researcher employed exploratory factor analysis to examine and assure the construct validity. This is because the measures should not only act similar but should also correlated negatively with the opposing construct (Neuman, 2014). As depicted in factor analysis result (see table-15 in appendix), the finding from the correlation matrix support the convergent validity as the smallest within factor correlation are: inclusion/exclusion .46 and p =.000, social support .77 and p =.88 and job satisfaction .76, p = .00 i.e. the correlations are significantly than zero and hence convergent validity is supported. However, the discriminant validity is not satisfied as desired because the correlation between items of different constructs are not too low. Moreover, to examine the items contribution toward the construct the rotated component matrix were used. The rotated component matrix for items employed for this research is presented on table-15 (see appendix). As it is demonstrated in the result table the first six items

which comes under the factor 1 have factor loading 0.83 and above. The first highest factor loading under the factor one is relating to the social support except one to job satisfaction. It means the construct social support is well explained by these five items. Thus, these five items can distinctly measure the construct social support.

4.3 Discussion

The purpose of this study was to examine the relationship between groups with minority background (ethnicity, gender and age), perception of inclusion and social support and the outcome variable job satisfaction.

Inspecting the result found from this study, perceived level of inclusion appeared as the strongest predictor of the outcome variable job satisfaction. Although there is no too much research has formerly centered on the concept of inclusion/exclusion especially in regard to Norway, many research have reviewed variables that are intimately related to this concept, and the finding of this study agree with their finding. To mention some, for example, employee perception of acceptance by the organization and coworkers has formerly been connected to the job satisfaction Lawler, 1994 as cited (Findler et al., 2007). On the contrary, the outmost extreme form of exclusion has been shown to be a predictor of job dissatisfaction (Brabson et al., 1991). Similarly, studies has proved the lack of perceiving collaboration in the workplace has the adverse outcome with regard to job satisfaction (DeFrank & Ivancevich, 1998).

Perception of social support also yield some statistically significant and important result. The finding of this study revealed that perception of social support correlates the job satisfaction in the workplace. The result of this study also reinforced by the finding of other researchers. For example,

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perceived support from supervisors, coworkers and family members have all been distinguished as a good contributors in predicating job satisfaction (Brabson et al., 1991; El-Bassel et al., 1998; Freund, 2005; Parkes et al., 1994; Schulz et al., 1995; Vinokur-Kaplan et al., 1994; Yoon & Thye, 2002).

Furthermore, the finding of this study showed that social support has a significant indirect positive relationship with job satisfaction as employees' who perceived the organizational process as more supportive reported a great feeling of job satisfaction. The reason could be due to the fact that the support given by many others play a substantial role in minimizing the physical and mental exhaustion and enhance better feeling of mental health (Aneshensel, 1992; Babin & Boles, 1996; J. De Jonge & W. B. Schaufeli, 1998). Consistent with the above findings, it is also reported that support rendered to workers tended to reduce employee job dissatisfaction (Shimazu et al., 2004; Spear et al., 2004).

The researcher hypothesized that employees with minority background (women, old people and non-Norwegians) would be more likely to feel exclusion, and perceive the workplace is unsupportive. The finding of this study indicates that gender difference was directly related to both the inclusion and exclusion, and social support variable with women feeling more excluded and perceive the workplace is more unsupportive than men. In respect with inclusion and exclusion variable the result of this study is in line with other formerly found results showing that women feel more excluded from network of information and decision-making processes compared with men (Michàl E Mor Barak & Levin, 2002; Findler et al., 2007; Ibarra, 1993).

Moreover, the result of this study declared that women, employees who felt less included in decision making and information network, and perceive the organization was unsupportive reported less satisfaction with their job than men. This finding is consistent with Long (1998), Michàl E Mor Barak and Levin (2002) and Vinokur-Kaplan et al. (1994). Contrary to the findings by Spector (1997) and in line with the findings by Vinokur-Kaplan et al. (1994) position in a workplace could be an additional factor that affect the job satisfaction with respect to gender. It is also supported by the findings of Jordhus-Lier et al. (2010) which clearly explained that women are underrepresented in management positions. We can reinforce this statement by observing the respondents of this study as women who has college education worked in the low level position (21%) given the number of women in the sample size comparing with men who has college education working in the low positions (9%) given the number of men in the sample size (see table-16 appendix).

With respect to age the initial hypothesis which was based on the literature that old people are neglected from getting equal opportunities at workplace (McVittie, McKinlay, & Widdicombe, 2003), was not supported by the current result of this study. Unlike to the initial hypothesis, older employees with the age group of 35 and above who participated in this study were felling more included and perceive the workplace is more supportive comparing with those employees grouped with the age of 34 and less. With respect of age the finding of this study is consistent with finding of Findler et al. (2007) and with the study done by Michàl E Mor Barak and Levin (2002).

Taking the result into account, it looks like age is associated with the years an employee have been spent in the organization rather than universal culture (Tao, Takagi, Ishida, & Masuda, 1998). This is because most of the respondents with the age group of 35 and above where they assumed as old

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people within Hotels and restaurants were employees who worked longer in the organization and have better senior position (see table 17 and 18 in appendix). Possibly, this could be the main reason that made employees with age group of 35 and above to feel more included in the decision making and information network and reported more feeling of satisfaction with their work comparing with those age group of 34 and less. This might be because age could be more associated with the tenure and positon in an the organization i.e. the long you work in the organization in years, the more chance you have to be settled with a good position and more chance to know the internal working decision process and to have a good access for both formal and informal information network of the organization.

However, since this study is conducted by collecting the data from employees who were already in the workforce, the finding of this study cannot be appropriate for conclusion to say there is no age discrimination in the hospitality industry. This is because age discrimination exercises at different phases of the process starting from recruitment and development of the workforce (Parkins, Fishbein, & Ritchey, 2006; Peter, 2006; P. Taylor & Urwin, 2001) to keeping (Sullivan & Duplaga, 1997) and possibly until leaving.

Moreover, the employees who are classified as old in this study might be young in other field of study because the age distribution ranges from 20 to 54 with most of the employees' ages are lies between age of 20 and 34 which constitute 88 (80%) of the respondents (see table-1). In the same way, Rosemary (1993) declares that an employee age can be categorized as "old" or "young" depending the average age of the staff in an organization. This is consistent with the finding of Mykletun et al 2000a as it is cited (Furunes & Mykletun, 2007) that indicates the average age of the employees in the hospitality industry is very low comparing to other industries. To this end, the

age distribution found in this study can give us a clue to see the degree of heterogeneity with respect to age in the hospitality industry is very low. According to Solem (2001), the reason for this homogeneity in regard to age can be due to age discrimination.

Country of origin (Norwegians, Swedish and others), which serves as a representatives for ethnicity in the current study is directly related to the inclusion, social support and the outcome variable of jobs satisfaction. It was one of a significant predictor of inclusion and social support. More precisely, participants who were Norwegians reported that more feeling of inclusion and perceive the workplace is supportive with more feeling of satisfaction with their jobs followed by Swedish. Though the reason for this could be attributed to many factors which need more examination, job category was one visible part of the problem that could probably made non-Norwegian employees to feel less satisfied than Norwegian coworkers as most of the high level positions are filled with the Norwegian employees (see table-19 appendix). In the same line, Mykletun, Furunes, and Marnburg (2012) stated that inclusion (the main predictor of job satisfaction) in decision making and information network is always strongly associated better job opportunities and profession development at the work.

Moreover, research findings shows many important factors that affect the felling of inclusion or exclusion within the workplace. For example, Onsøyen, Mykletun, and Steiro (2009) declared that negative feedback and unhealthy communication with the upper levels of the organization are the main elements for feeling of exclusion within the workplace. Despite the fact that hotel workplace always are defined by high degree of ethnic diversity (Mykletun et al., 2012), particularly, in low level position like housekeeping and cleaning (Onsøyen et al., 2009; Sollund, 2006), the result of this study showed that most of the respondents were Norwegians which constitute (60.9%) of the

sample size. Possibly, the reason could be that employees with low skills who are working at the lower level of the hospitality industry are experiencing exclusion from the organizational information network.

Chapter Five

5.1 Conclusion

This study was initiated with the idea to produce empirical evidence upon the relationship between employees with minority background and job satisfaction on one hand, the perception of these group toward the process of inclusion /exclusion and social support on the other. This section, therefore, aims to sum up the result presented in this report.

In summarizing the result, one can conclude that the initially planned objective to examine the relationship between employee with minorities' background and job satisfaction showed a mixed result as gender and ethnicity were supported the proposed hypothesis, age was not. Moreover, the independent variables inclusion/exclusion and social support were found as significant predictors of job satisfaction in the workplace

Furthermore, the finding of this study indicated that the high degree of work dissatisfaction among hotel and restaurant employees with non-Norwegian background and women is largely attributed to the fact that they perceive the workplace is unsupportive and fell their not included in the decision making process and information network.

With respect to age the researcher hypothesized that older workers are neglected from the decision making process and perceive the workplace is unsupportive. However, contrary to the hypothesis the finding of this study clearly demonstrated that older workers are more satisfied with their work than their younger coworkers and feel they are included in the decision making process and perceive the workplace is supportive. Perhaps the main reason can be that older employees has been worked in the organization for quite long years with almost achieve their objectives with few

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expectation left from the organization and/or they may be more settled comparing with the younger counterparts. Furthermore, the accumulated experience and the position they have in the organization can help them to be included in the decision making process and information network. Accordingly, it could be easy to them to act and interact with all employees in different levels of the organization which can eventually help them to get any support they need from the organization. Finally, reviewing all the findings from previous studies (Michal E Mor Barak et al., 1998; Michàl E Mor Barak & Levin, 2002; Findler et al., 2007) and the result of this study, one can conclude that the construct inclusion/exclusion can serve as the main evaluation device to understand the practice of current diverse workforce.

5.2 Implications

The findings of this study has diverse implications for theory and from the perspective of hospitality industry management. In today's global world where a workplace is becoming more diverse than before, managers of the hospitality industry need to establish and improve management practices, which make them able to understand the changing structure of the workforce in order to cope with the changing external environment of the global world rather than use intuition and experience.

One of the main contribution of the current study is that to demonstrate the intangible variables formerly recognized as precedents of job satisfaction. This is because the variables of inclusion and social support appears as a significant variables that connects the diversity characteristics and the employee job satisfaction. Generally, considering the result found in this study and other previous researches (Michal E Mor Barak et al., 1998; Michàl E Mor Barak & Levin, 2002; Findler

et al., 2007), inclusion/exclusion and social support measure can play a significant role in evaluating the working climate in a diverse workforce.

The most important managerial implication acquired from this study is that organizations need to understand that diversity is beyond the representation of workplace by multicultural employees. It is more about considering the difference (Konrad, Prasad, & Pringle, 2005). Now a days, managers need to understand the present structure of the workforce and anticipate the future trend in order to introduce more comprehensive structure that facilitate and motivate the inclusion of diverse employees.

5.3 Recommendation

Based on the empirical finding of this study, the researcher herby forwards some recommendations:

In order to be successful and get a competitive advantage in the market and achieve organizational goals by creating an inclusive workforce, hotels and restaurants must use analytical technique (it is meant the use of any formal method, approaches and models to be applied to solve the problem that prevents the organization from building an inclusive work climate). For example, analytical tools which has been commonly used by managers for analyzing the work environment is SWOT analysis (Glaister & Falshaw, 1999). By using SWOT analysis managers of hotels and restaurants can understand their strength and weakness and can create a workplace that satisfies all employees at different levels. For instance managers can build up positive relationship among the employees of the organization, create trust between an employee and supervisors, and can investigate if there is poor communication and negative feedback among the departments of the organization which can eventually create a feeling of exclusion within the workplace.

Thus, by making SWOT analysis organizations can create a workforce which has positive attitude to the organization and perceive the workplace is supportive and have feeling of inclusion in decision making process and information network.

Hotels and restaurants should be aware to anticipate that hiring people from many others does not mean enough to create diverse workforce because the absence of taking important majors to build inclusive climate may result to undesirable outcome which can destroy the trust and cooperation among the employees; hence job dissatisfaction. Moreover, hotels should make extra effort in creating a work environment that motivate and satisfy all members equally and improve the workforce integration in order to unleash the potential of the workforce diversity. Human resource management should exercise to create an inclusive workforce that participate all members in the same manner and assign employees in all levels of the organization by giving equal chances according their skills and experience.

5.4 Research limitation and future research

It is clear that the main limitation of this study lies in its cross-sectional design of the study as it is very rigid in its nature. Though it has some advantage in conducting survey studies as it is easy and cheap, it has many negative side effect that demand more care in time of analyzing the data because of its inability to show the possible other factors that could affect the outcome variable. Lack of financial resource which prevents the researcher from promising some incentives to the respondents coupled with time constraints were also other limitations that create difficulties in getting desired respondents which eventually questioned the generalizability of the outcome of the study. The researcher, therefore, suggests further research should be done that will increase the

sample size and extend the scope of the study to include more hotels and restaurants from different

levels

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Table-2. Descriptive statistics

Attributes	N	Min.	Max.	Mean	Std. Deviation
Inclusion/Exclusion					
A1	110	1	5	3.15	1.057
A2	110	1	5	2.85	1.164
A3	110	1	5	2.76	1.313
A4	110	1	5	2.52	1.232
A5	110	1	5	2.56	1.045
A6	110	1	5	3.44	.972
A9	110	1	5	2.94	1.103
A10	110	1	5	3.41	.912
A7(R)	110	1	5	3.50	1.047
A8(R)	110	1	5	3.23	1.246
Social support					
B11.	110	1	5	3.27	1.100
B12	110	1	5	3.38	1.066
B13	110	2	5	3.87	.779
B14	110	1	5	3.19	1.267
B15	110	1	5	3.59	1.025
B16	110	1	5	4.49	.810
B17	110	1	5	2.95	1.057
B18	110	1	5	3.42	.990
B19	110	1	5	3.98	.824
B20	110	1	5	2.85	1.277
B21	110	1	5	3.16	1.054
B22	110	1	5	4.44	.796
Overall satisfaction					
C23	110	1	5	3.18	1.042
C24	110	1	5	2.54	1.359
C25	110	1	5	2.95	1.104
C26	110	1	5	2.98	1.433
Valid N (listwise)	110				

Figure-2 Scatter plot (BIVAR) = total inclusion/exclusion with total job satisfaction
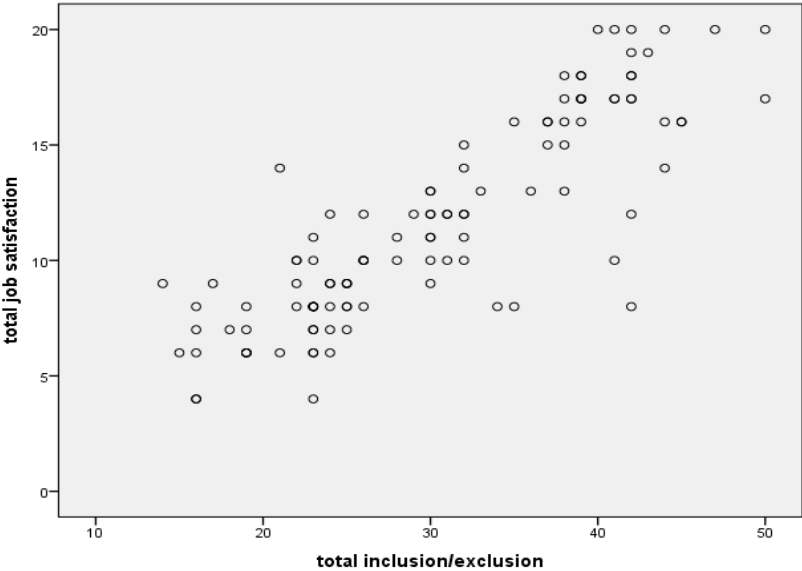
Figure-3 Scatter plot (BIVAR) = total social support with total job satisfaction
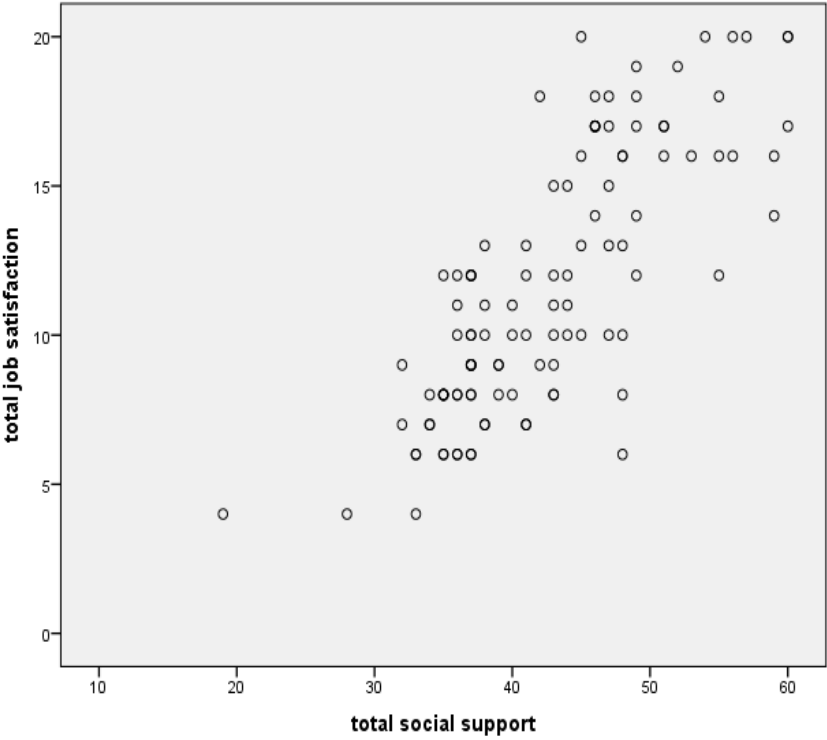
Table 7 Analysis of variance (ANOVA) for Inclusion and Ethnicity

Descriptive

	N	Mean	SD	SE	95% confidence interval for mean		Min.	Max.
					Lower Bound	Upper Bound		
Norwegian	67	33.58	8.421	1.029	31.53	35.64	15	50
Sweden	12	28.67	7.808	2.254	23.71	33.63	18	44
Others	31	24.03	7.364	1.323	21.33	26.73	14	42
Total	110	30.35	9.061	.864	28.64	32.07	14	50

Test of Homogeneity of variance

Levene statistic	df1	df2	Sig.
1.678192	2	107	.192

ANOVA

	Sum of squares	df	Means square	F	Sig.
Between groups	1971.240	2	985.620	15.114	.000
Within groups	6977.933	107	65.214		
Total	8949.173	109			

Robust Tests of Equality of Means

	statistic	df1	df2	Sig.
Weich	16.034	2	29.939	.000
Brown-Forsythe	16.293	2	44.299	.000

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Multiple Comparisons

Dependent Variable: total inclusion/exclusion

Tukey HSD

(I) Country of origin	(J) Country of origin	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Norwegian	Sweden	4.915	2.531	.132	-1.10	10.93
	others	9.550*	1.754	.000	5.38	13.72
Sweden	Norwegian	-4.915	2.531	.132	-10.93	1.10
	others	4.634	2.746	.214	-1.89	11.16
others	Norwegian	-9.550*	1.754	.000	-13.72	-5.38
	Sweden	-4.634	2.746	.214	-11.16	1.89

*. The mean difference is significant at the 0.05 level.

Table 8 Analysis of variance (ANOVA) for social support and Ethnicity

Descriptive

	N	Mean	SD	SE	95% confidence interval for mean		Min.	Max.
					Lower Bound	Upper Bound		
Norwegian	67	45.33	7.144	.873	43.59	47.07	33	60
Sweden	12	42.25	7.238	2.089	37.65	46.85	34	59
Others	31	36.84	5.663	1.017	34.76	38.92	19	49
Total	110	42.6	7.684	.733	41.15	44.05	19	60

Test of Homogeneity of variance

Levene statistic	df1	df2	Sig.
2.438	2	107	.092

<center>ANOVA</center>

	Sum of squares	df	Means square	F	Sig.
Between groups	1529.180	2	764.590	16.672	.000
Within groups	4907.220	107	45.862		
Total	6436.400	109			

Robust Tests of Equality of Means

	statistic	df1	df2	Sig.
Weich	19.641	2	29.272	.000
Brown-Forsythe	17.056	2	36.253	.000

Multiple Comparisons

Dependent Variable: total social support

Tukey HSD

(I) Country of origin	(J) Country of origin	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Norwegian	Sweden	3.078	2.123	.319	-1.97	8.12
	others	8.490*	1.471	.000	4.99	11.99
Sweden	Norwegian	-3.078	2.123	.319	-8.12	1.97
	others	5.411	2.302	.053	-.06	10.88
others	Norwegian	-8.490*	1.471	.000	-11.99	-4.99
	Sweden	-5.411	2.302	.053	-10.88	.06

*. The mean difference is significant at the 0.05 level.

Table 9 Analysis of t-test for inclusion and gender

Group statistics

	Gender	N	Mean	SD	SEM
Total Inclusion/Exclusion	Male	44	33.34	9.538	1.438
	Female	66	28.36	8.212	1.011

Independent sample test

	F	Sig.	t	df	Sig.(2.tailed)
Ev. assumed Inclusion	2.379	.126	2.198	108	.004

Table- 10 Analysis of t-test for social support and gender

Group statistics

	Gender	N	Mean	SD	SEM
Total Social support	Male	44	44.39	7.913	1.193
	Female	66	41.41	7.348	.905

Independent sample test

	F	Sig.	t	df	Sig.(2.tailed)
Equal v/assumed Social support	.032	.858	2.019	108	.046

Table-11 Analysis of t-test in respect to inclusion and social support with age

Group statistics

	Age group	N	Mean	SD	SEM
Total social support	≤ 34	88	41.26	7.196	.767
	≥ 35	22	47.95	7.377	1.573
Total inclusion/exclusion	≤ 34	88	28.39	8.079	.861
	≥ 35	22	38.23	8.635	1.841

Independent sample test

	F	Sig.	t	df	Sig.(2.tailed)
Equal v/assumed Social support	.004	.947	-3.833	108	.000
Inclusion/ not E. v/assumed exclusion			-4.842	30.841	.000

Table-12 Analysis of variance (ANOVA) between ethnicity and Job satisfaction

Descriptive

	N	Mean	SD	SE	95% confidence interval for mean		Min.	Max.
					Lower Bound	Upper Bound		
Norwegian	67	13.25	4.269	.522	12.21	14.29	6	20
Sweden	12	10.67	3.284	.948	8.58	12.75	6	16
Others	31	8.58	3.212	.577	7.40	9.76	4	18
Total	110	11.65	4.396	..419	10.82	12.49	4	20

Test of Homogeneity of variance

Levene statistic	df1	df2	Sig.
5.825	2	107	.004

ANOVA

	Sum of squares	df	Means square	F	Sig.
Between groups	475.971	2	237.986	15.614	.000
Within groups	1630.902	107	15.242		
Total	2106.873	109			

Robust Tests of Equality of Means

	statistic	df1	df2	Sig.
Weich	17.793	2	31.888	.000
Brown-Forsythe	19.713	2	53.013	.000

Multiple Comparisons

Dependent Variable: total job satisfaction

Tukey HSD

(I) Country of origin	(J) Country of origin	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Norwegian	Sweden	2.587	1.224	.092	-.32	5.50
	others	4.673*	.848	.000	2.66	6.69
Sweden	Norwegian	-2.587	1.224	.092	-5.50	.32
	others	2.086	1.327	.262	-1.07	5.24
others	Norwegian	-4.673*	.848	.000	-6.69	-2.66
	Sweden	-2.086	1.327	.262	-5.24	1.07

*. The mean difference is significant at the 0.05 level.

Table-13 Analysis of t-test in respect to Job satisfaction with Gender

Group statistics

	Gender	N	Mean	SD	SEM
Total job satisfaction	Male	44	13.02	4.603	.694
	Female	66	10.74	4.036	.497

Independent sample test

	F	Sig.	t	df	Sig.(2.tailed)
Equal v/assumed Social support	2.318	.131	2.744	108	.007

Table- 14 Analysis of t-test for Job satisfaction and Age

Group statistics

	Age group	N	Mean	SD	SEM
Total job satisfaction	≤ 34	88	10.72	3.901	.416
	≥ 35	22	15.41	4.339	.925

Independent sample test

	F	Sig.	t	df	Sig.(2.tailed)
Equal v/assumed Job satisfaction	.376	.541	-4.935	108	.000

Table- 15 Factor analysis result

	1	2	3	4	5	6	7	8	9	10
A1	1	.696	.660	.597	.540	.572	.589	.644	.638	.547
A2	.696	1	.704	.718	.573	.543	.685	.712	.693	.558
A3	.660	.704	1	.774	.633	.621	.694	.650	.680	.549
A4	.597	.718	.774	1	.476	.499	.608	.634	.652	.512
A5	.540	.573	.633	.476	1	.478	.537	.457	.557	.497
A6	.572	543	.621	.499	.478	1	.748	.606	.702	.687
A7-R	.589	.685	.694	.608	.537	.748	1	.749	.719	.697
A8-R	.644	.712	.650	.634	.457	.606	.749	1	.752	.660
A9	.638	.693	.680	.652	.557	.702	.719	.752	1	.656
A10	.547	.558	.549	.512	.497	.687	.697	.660	.656	1
B11	.589	.598	.630	.511	.536	.600	.645	.691	.627	.528
B12	.634	.607	.648	.546	.546	.608	.608	.666	.637	.508
B13	-.055	-.041	-.101	-.112	.033	.062	.079	-.046	-.042	.009
B14	.753	.703	.711	.618	.555	.699	.723	.716	.685	.694
B15	.572	.618	.555	.547	.525	.604	.628	.605	.650	.563
B16	-.234	-.225	-.278	-.165	-.059	-.007	-.011	-.065	-.047	.036
B17	.574	.635	.679	.593	.651	.550	.605	.671	.627	.557
B18	.512	.515	.599	.438	.542	.581	.478	.443	.537	.429
B19	-.145	-.175	-.318	-.126	-.116	-.150	-.160	-.139	-.163	-.039

B20	.635	.646	.757	.597	.585	.598	.659	.649	.638	.643
B21	.638	.595	.592	.499	.540	.565	.574	.621	.617	.522
B22	.163	-.248	-.375	-.317	-.111	-.106	-.143	-.138	-.240	-.008
C23	.542	.589	.655	.498	.554	.473	.656	.646	.537	.529
C24	.548	.647	.668	.556	.573	.585	.661	.675	.653	.606
C25	.651	.680	.683	.665	.619	.480	.599	.675	.578	.529
C26	.656	.713	.685	.639	.583	.631	.709	.711	.649	.595

Total variance explained

component	Initial eigenvalues			Extraction sums of squared loadings			Rotation sums of sq. loading
	Total	% of variance	cum. %	Total	% of variance	cum.%	Total
1	14.390	55.346	55.346	14.390	55.346	55.346	14.327
2	23.52	9.046	64.392	2.352	9.046	64.392	2.776
3	1.119	4.302	68.694	1.119	4.302	68.694	1.505
4	.951	3.660					
5	.840	3.232					
↓ 26							

Scree Plot
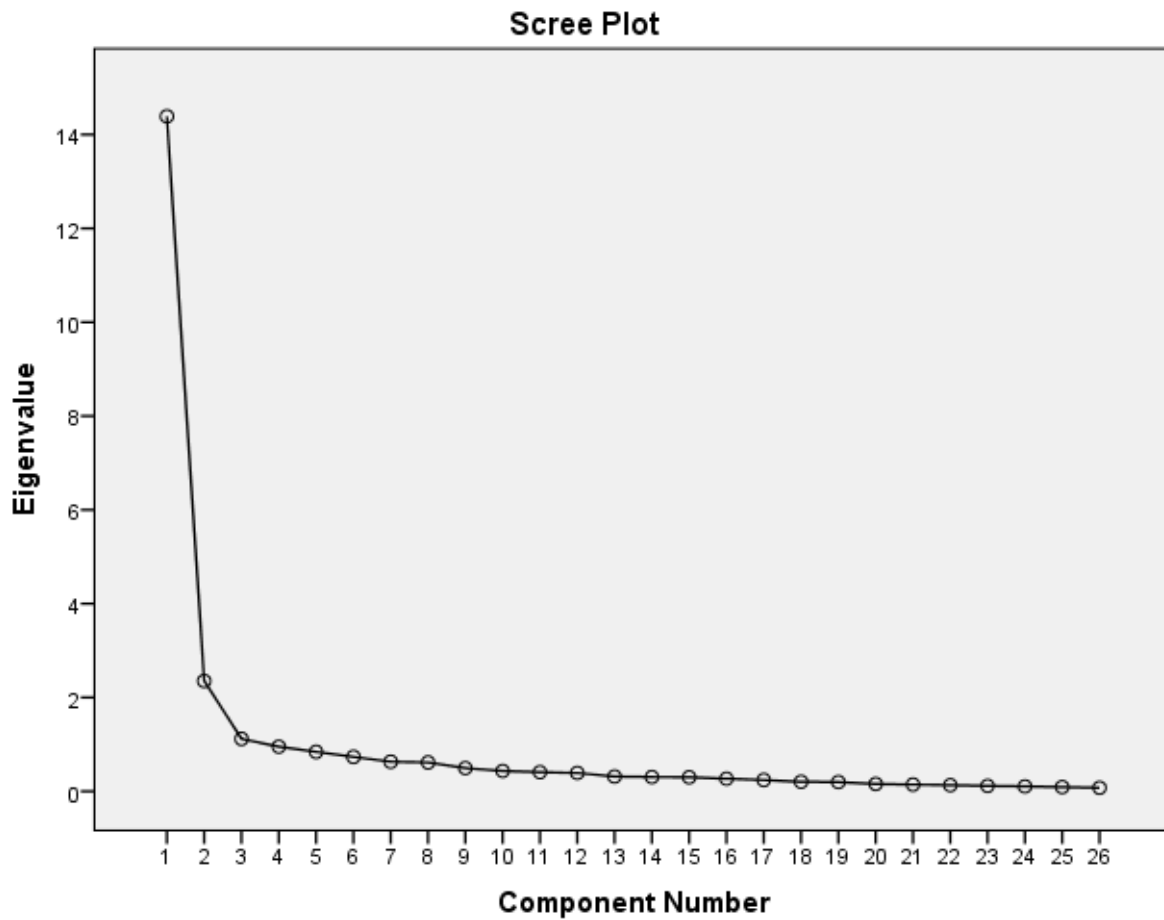
KMO and Bartlett's Test

Kaiser- Meyer- Olkin Measure of sampling Adequacy	.937
Approx. Chi-square	2584.372
Bartlett's Test of Sphericity df.	325
Sig.	.000

Rotated component matrix

	Component	
	1	**2**
B14	.873	
C26	.865	
B20	.855	
B17	.852	
B12	.843	
B11	.830	
C25	.828	
A7	.825	
A8	.824	
B15	.813	
A9	.811	
B21	.810	
A3	.805	-.346
A2	.797	
C24	.796	
A1	.766	
A6	.763	
C23	.756	
A10	.748	
A4	.720	
B18	.718	
A5	.705	
B19		.793
B16		.724
B22		.718
B13		.707

Table-16 Cross Tabulation of Gender, Education and Job categories

Gender		Level of education			Total
		Bachelor	H. school	Master	
Male	Others	1	2	3	6
	Marketing	5	0	0	5
	Administration	7	2	4	13
	Sales	5	1	0	6
	Finance	0	0	1	1
	Reception	3	10	0	13
Total		21	15	8	44
Female	Others	12	7	2	21
	Marketing	4	0	0	4
	Administration	11	0	0	11
	Sales	5	0	0	5
	Finance	5	0	0	5
	Reception	3	16	1	20
Total		40	23	3	66

TABLE-17 Cross Tabulation of Age (grouped) and Tenure (grouped)

	≤ 3	4-6	7-9	10-12	≥ 13	TOTAL
≤ 34	64	18	5		1	88
AGE GROUP						
≥ 35	4	2	7	4	5	22
TOTAL	68	20	12	4	6	110

TABLE-18 Cross Tabulation of Age (grouped) and Job categories

	Marketing	Administration	Sales	Finance	Reception	Others	Total
≥ 35	1	12	4	0	3	2	22
Age group							
≤ 34	8	12	7	6	30	25	88
Total	9	24	11	6	33	27	110

TABLE-19 Cross Tabulation of Ethnicity and Job categories

	marketing	administration	sales	Finance	Reception	others	Total
Norwegian	7	19	7	4	24	6	67
Ethnicity Swedish	1	4	0	2	4	1	12
Others	1	1	4	0	5	20	31
Total	9	24	11	6	33	27	110

Table-20 Reliability statistics

Cronbach's alpha	Number of items
.943	10

Item total statistics (inclusion/exclusion)

	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlations	Cronbach's alpha if item deleted
A1	27.21	67.983	.746	.937
A2	27.50	65.500	.809	.934
A3	27.59	63.253	.820	.934
A4	27.84	65.606	.750	.938
A5	27.79	69.892	.636	.942
A6	26.92	69.287	.733	.938
A9	27.42	66.044	.828	.934
A10	26.95	70.254	.721	.939
A7(R)	26.85	66.914	.823	.934
A8(R)	27.13	64.534	.800	.935

Table-21 Reliability statistics

Cronbach's alpha	Number of items
.862	12

Item total statistics (social support)

	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlations	Cronbach's alpha if item deleted
B11	39.33	46.322	.769	.834
B12	39.22	46.190	.809	.831
B13	38.73	56.916	.130	.872
B14	39.41	45.125	.724	.836
B15	39.01	47.092	.775	.835
B16	38.11	58.373	.002	.878
B17	39.65	46.247	.813	.831
B18	39.18	48.792	.671	.842
B19	38.62	58.018	.028	.877
B20	39.75	44.448	.762	.833
B21	39.44	46.982	.758	.835
B22	38.16	58.395	.002	.878

Table-22 Reliability statistics

Cronbach's alpha	Number of items
.905	4

Item total statistics (Job satisfaction)

	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlations	Cronbach's alpha if item deleted
C23	8.47	12.637	.757	.892
C24	9.12	10.582	.780	.882
C25	8.70	11.973	.804	.875
C26	8.67	9.672	.853	.856

Questionnaires

Dear respondents

I am 2nd year master student at university of Stavanger Norwegian school of hotels and tourism. As part of my study, I am conducting a survey on the topic of job satisfaction in hospitality industry in Rogaland region. I would like to know your honest opinion on your experience as an employee based on the following questions. Your identity and response are completely anonymous. This questionnaire will take maximum 10 minutes. Please use the scale to indicate your agreement level of each of the following areas. You can do that by circling the number.

Your agreement level in regard to decision making and information network	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
A1. I have influence in decisions taken by my work group regarding our tasks	1	2	3	4	5
A2. I am able to influence decisions that affect my organization	1	2	3	4	5
A3. My supervisor often asks for my opinion before making important decisions	1	2	3	4	5
A4. I am often invited to contribute my opinion in meeting with management higher than my immediate supervisor	1	2	3	4	5
A5. I am often asked to contribute in planning social activities not directly related to my job function	1	2	3	4	5
A6. My coworkers openly share work-related information with me	1	2	3	4	5
A7. I am usually among the last to know about changes in the organization	1	2	3	4	5
A8. My supervisor does not share information with me	1	2	3	4	5

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
A9. I frequently receive communication from management higher than my immediate supervisor (i.e. memos, e-mails)	1	2	3	4	5
A10. I am always informed about informal social activities and company social events	1	2	3	4	5

Your agreement level in regard to support you get from internal and external of your workplace	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
B11. The support I get from my supervisor helps to make my work life easier.	1	2	3	4	5
B12. The support I get from my coworkers helps to make my work life easier	1	2	3	4	5
B13. The support I get from my wife, friends and relatives helps to make my work life easier	1	2	3	4	5
B14. It is easy to me to talk with my supervisor	1	2	3	4	5
B15. It is easy to me to talk with my coworker	1	2	3	4	5
B16. It easy to me to talk with my wife, friends and relatives	1	2	3	4	5
B17. I rely on my supervisor when things get tough at work	1	2	3	4	5
B18. I rely on my coworkers when things get tough at work	1	2	3	4	5
B19. I rely on my wife, friends and relatives when things get tough at work	1	2	3	4	5
B20. My supervisor is willing to listen my personal problems	1	2	3	4	5
B21. My coworkers are willing to listen my personal problems	1	2	3	4	5
B22. My wife, friends and relatives are willing to listen my personal problems	1	2	3	4	5

Your agreement level in regard to general satisfaction with your job	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
C23. Everything being equal I choose my present job if I had to decide it again	1	2	3	4	5
C24. I do not have an intention to change the job though there is possibilities to do so.	1	2	3	4	5
C25. I would recommend the same job I have to my friend	1	2	3	4	5
C26. All in all, I am satisfied with my job	1	2	3	4	5

Your personal information

D27. Your age _____
D28. Gender   (1) male   (2) female
D29. Total number of years you are in this organization _____
D30. Country of origin   _____
D31.   Level of your education   _____
D32.   Job categories   1. Marketing   2. Administration   3.sales 4. Finance 5. Other_____

Thank you very much for your time indeed