



**Comparison of Job Satisfaction between Irish-born and
Immigrant Employees in Non-Supervisory Positions in
Dublin's Pubs, Bars and Restaurants**

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Abstract

In the last few decades, the immigration of the workforce to more developed countries has noted a significant increase. That trend did not avoid Ireland as well. The increased levels of immigration to Ireland has followed the strong economic growth in the 1990s. In 2019, there were 622,700 non-Irish national residents in Ireland accounting for 12.7% of the total population with many of them starting their employment in Ireland through jobs in hospitality. In light of these numbers, it is relevant to examine immigrant's job satisfaction within the industry. There have been numerous studies on job satisfaction of immigrants, as well as on the overall workforce in the hospitality sector. However, the literature did not compare job satisfaction levels between host nationals and immigrants employed in non-supervisory positions in pub, bars and restaurants.

The aim of this research was to examine whether differences in job satisfaction between Irish-born and immigrant employees existed in positions which are already recognised for low levels of job satisfaction and to define the categories which made up the biggest difference between the two groups of employees.

A quantitative approach was used for this research with 78 questionnaires completed in full. In the survey, the author has used the well established Minnesota Satisfaction Questionnaire which is known for its reliability. The sample was taken by the convenience sampling method. The gathered information was analysed by using IBM SPSS 26 software.

The research has found that immigrant's job satisfaction is significantly lower compared to their Irish-born employees. The biggest difference between the two groups is shown in the categories of co-workers, responsibility and supervision–human relations.

The findings will help to fill the above-mentioned gap in existing research and can be used by hospitality managers in order to recognise and reduce the gap in job satisfaction between their immigrant and Irish-born employees.

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Chapter 1. Introduction

Job satisfaction is one of the crucial factors which will determine the extent to which an employee will be committed to the organisation and remain productive in the workplace (Dugguh and Dennis, 2014). There are numerous theories that attempt to encapsulate the factors that affect job satisfaction, but in its most basic form, it can be considered a reciprocal process, where a mutually symbiotic relationship is formed between a member of staff and the organisation. According to Herzberg (1959) job satisfaction is comprised of two integral factors, motivators (intrinsic) and hygiene factors (extrinsic). Intrinsic dimensions are defined by value, responsibility, success, social status and position at work whilst extrinsic parameters are remunerations, promotion opportunities, business relations, perceived support, organisational policies and practices.

In the last few years, there has been an increased number of studies which are related to immigrant job satisfaction (Wang and Jing 2017; Cross and Turner 2012; Chowhan *et al.* 2016). However, there is no research on the potential difference in job satisfaction between natives and immigrants in non-supervisory position in pubs, bars and restaurants. Through extensive research of journals and statistics, focusing on an employees job satisfaction, the author will provide a comprehensive overview of what are the primary factors that would cause an immigrant to feel different from a native peer in the same service job role.

Aligned with Herzberg's two-factor theory, the author will then compare job satisfaction levels between Irish-born employees and immigrants in non-supervisory positions in Dublin's pubs bars and restaurants. The author will use the short form of Minnesota Satisfaction Questionnaire (MSQ) (Weiss et al., 1967), which uses intrinsic and extrinsic factors to measure general job satisfaction with an additional two components, working conditions and coworkers (Tan, 2000).

Intrinsic satisfaction describes how people feel about the nature of the job task themselves (Glaveli, Grigoroudis and Manolitzas, 2019). The parameters in the intrinsic satisfaction category include variety, activity, independence, social status,

moral values, job security, social service, authority, ability utilization, achievement, responsibility and creativity dimensions (Gunlu *et.al*, 2010). With an emphasis on the hospitality industry, these dimensions are influenced by repetitive and monotonous tasks (Wong and Lin, 2007; Ariza Montes *et.al*, 2017), the hierarchical organisational structure which does not allow authority, autonomy, independence, or responsibility (Pyc, Meltzer and Liu, 2016; Derry and Jago, 2015), the underrated perception of the value of workers in the society (Shigihara, 2018), and overall value that these jobs bring to the wider society (Ferreira, 2017). Furthermore, there is an effect based on the perception that an individual has in regard to the organisational moral values (Kim *et.al.*, 2020; Stoermer, Bader and Froese, 2016). Including the overall factors which influence intrinsic job satisfaction in the hospitality business, immigrant employees have further factors such as cultural differences (Kim *et.al.*, 2020; Stoermer, Bader and Froese, 2016), the need to expand their skill set to increase their employability in the host country (Erikcek, 2019), discrimination (Cadenas, 2018; Lane and Lee, 2018), language skills (Wang and Matilla, 2010) and lower levels of employability comparing to host nationals (According to Aasland and Tyldum, 2016; Biletta *et.al*, 2019).

According to Glaveli, Grigoroudis and Manolitzas (2019), extrinsic satisfaction describes how the situations at work, that are external to the job duties they are conducting makes an individual feel. Extrinsic satisfaction categories consist of supervision-human relations, supervision-technical, company policy, compensation, career progress, and recognition dimensions (Gunlu *et.al*, 2010). These components in the hospitality industry are influenced by autocratic leadership style (Khan Tuan and Rajagopal, 2019), lack of emphasis on HRM practices (Walmsley *et.al*, 2019), low wages within the overall sector (Derry and Jago, 2015), unrealistic expectations when it comes to the promotional opportunities (Ngan and Tze-Ngai Vong, 2018), and supervisors acknowledgement of the work well done (Redmond and Sharafizad, 2020). From the immigrants perspective, in addition, these factors can also be influenced by the culture of their origin country (Cheng, J. and O-Yang, 2018), discrimination and unfair treatment (Wang and Jing, 2017), housing status (Quinn, 2017) and the feel of belonging to the host country (Bergbom and Kinnunen, 2014).

General job satisfaction is measured by the sum of extrinsic and intrinsic job satisfaction and an additional two parameters, working conditions and co-workers (Hancer and George, 2003). Working conditions in hospitality work are usually characterised by overwhelming workload and role stress accompanied with low remuneration, limited or no health insurance, which are reasons for lower levels of job satisfaction (Sönmez *et.al*, 2017; Cheng and O-Yang, 2018). These roles stressors can be even worse for immigrants, due to the employer's belief that they are more likely to withstand mistreatment and stressful and difficult tasks(Iwu *et.al*, 2019).

A good relationship with co-workers is one of the components which can moderate above-mentioned stressors (Tarvid, 2015). In the immigrant's case, relationships with the host nation's employees have an additional significance by means of overall belonging to the country to which they have immigrated to (Bergbom and Kinnunen, 2014).

Due to the aforementioned factors which might influence intrinsic, extrinsic and overall job satisfaction of immigrant employees, the author expects different levels of, general job satisfaction between the two groups. After analysing the results, the author will determine if there is a difference in job satisfaction based on employee origin.

Chapter 2. Literature review

2.1. Introduction to Job Satisfaction

Susanti and Miradipta (2013) have described job satisfaction as the degree of affirmative, positive cognitive and emotional connection that an individual has with his or her profession. Job satisfaction is also determined by how satisfied the physiological (decreases when satisfied) and psychological (increases when satisfied) needs of the employee are (Ayça, 2019). In simple terms, job satisfaction can be defined as a degree to which employees like or dislike their employment (Erro-Garcés and Ferreira, 2019). Job satisfaction has been proven through a plethora of studies and theories as one of the most important components that ultimately determines the extent of employee engagement and productivity in the workplace. Which then directly affects the organisation's success. It has been proven through extensive research that satisfied employees tend to be more committed, creative, and productive in their organisations (Dugguh and Dennis, 2014).

The theoretical approach to job satisfaction has its original beginnings in 1911 with Frederic W. Taylor and his groundbreaking theory of “scientific movement”, better known as “Taylorism”. Taylor was an advocate for both leaders and their subordinates, proposing that they should benefit mutually from their working relationship. This was at its time a revolutionary concept, as prior to this the main benefit was to the employer with little consideration to what the employee desired in return (Seementelli, 2018). More comprehensive research on the subject began later in 1943 with Maslow's “Hierarchy of Needs”. After Maslow, there were numerous other theories introduced such as McGregor's Theory X and Theory Y, Herzberg's Two Factor Theory, Alderfer's ERG Theory, McClelland's Theory of Needs, Behaviour Modification, Cognitive Evaluation Theory, Goal Setting Theory, Reinforcement Theory, Expectancy Theory, Equity Theory, Hackman, and Oldham Job Characteristic Model etc (Thiagaraj and Thangaswamy, 2017). Regardless of the original date of origin, Two Factor Theory which is pertinent for this research is still considered relevant in today's modern workplace and has been used in various studies to this day (Carpenter et.al, 2018).

2.2. Two Factor Theory

Grounded in his primary research conducted in 1959, Herzberg developed the theory that individual job satisfaction depends on two main integral factors, motivators and hygiene factors. Motivators, also called satisfiers, are intrinsic and are related to the actual job itself. These factors are achievement, recognition, responsibility and advancement. Hygiene factors such as working conditions, remuneration, supervision, and administration are extrinsic to the work itself and can help prevent dissatisfaction. General job satisfaction is the summation of intrinsic and extrinsic parameters (Ayça, 2019). However, it is important to note that these factors on their own will not necessarily guarantee job satisfaction and the success depends on the various situations and extenuating circumstances (Herzberg, cited in Daw and El Khoury, 2014).

2.3. Job Satisfaction in Hospitality Context

The hospitality sector is one of the key components of the Irish economy. According to PWC, the sector's total financial contribution is around €5 - 7.6 billion, representing between 1.5% - 2.3% of GDP. The sector employs around 180,000 people, out of which there are 52,000 just in Dublin. The payroll activity of the hospitality sector generates an economic impact of €82.6 million. Taxes related to payroll deliver €5.14 million to the Exchequer of Ireland whilst hospitality payroll generates a total financial contribution of €87.7 million. The hospitality sector is also a key buyer from Irish suppliers with purchases totalling €3.2 billion in 2016 (PWC, 2020). Job satisfaction is found to be of significant importance to the hospitality sector. Gazzoli et.al (2010) argues that an employee's job satisfaction and subsequently the service they provide has a huge influence on the customer's perception of the quality of their experience. Service quality on the other side has an impact on the reputé of the hospitality facility. Good service leads to positive publicity resulting in customer attraction and customer retention. Bad service, however, can result in negative publicity, leading to a loss of reputation and business (Mmutle and Shonhe, 2017). Even though this job satisfaction parameter has such an

important role in organisational success, the hospitality industry is inherently known for low job satisfaction (intrinsic and extrinsic) and high turnover. Derry and Jago (2015) have characterised hospitality as an industry with low remuneration and poor working conditions. This is further exasperated by instability, high turnover, discrimination in the workplace, often from customers, inconsistent shifts, as well as split shifts. Kusluvan *et.al*, (2010) have additionally described it as having a low standard of monetary compensation within the industry accompanied by low social status, unsocial working hours, and jobs which are often notoriously physically and emotionally exhausting. All these factors are contributing to the high trend of low job satisfaction in this industry. The research conducted by Ariza-Montes *et al.* (2019), has shown that servers are invariably subjected to handling more difficult physical working conditions compared to other service workers. This is partly due to the manual work their job comprises of as they have to carry heavy trays of beverages and food and make numerous repetitive movements. However, another aspect is the mental stress of dealing with difficult customers which can lead to emotional burnout. According to Derry and Yago (2015), 70% of servers suffer from burnout and 26% complained about their work-life balance and difficulty in retaining a social life. Due to the hard-working circumstances and often relative ease of access at the workplace, alcohol use, and even abuse, is relatively common within the hospitality industry. Hight and Park (2019) have discovered that alcohol has had a strong positive influence on job satisfaction as alcohol consumption has mediated between role ambiguity and job satisfaction. The hospitality sector is characterised by small businesses with ten or fewer workers with a predominantly young workforce and a larger share of female employees (54%). Approximately 48% of the employees are younger than 35 years. The industry generally does not require any experience for entry-level positions which makes it is a great starting point for youth who are seeking their first employment. At the same time, it is a good entry gate for immigrants whose skills are not matching the host country market requirements and who are looking to gain some “local” experience and ensure much needed financial security after their migration to the host country (Ariza Montes *et.al*, 2017). According to Rivera (2019), the hospitality industry and immigrant workers have developed a quid pro quo relationship. The immigrant labour force is willing to work for lower

wages which ensures sustainability and growth of the industry, whilst immigrants are getting an opportunity to earn an essential income.

2.4. Immigrants in Ireland

Strong economic growth in the 1990s has led to increased levels of immigration from other European countries to Ireland. However, economic migrants and asylum seekers from third world countries did not start to migrate in considerable numbers to the country until the early 2000s. The number did decrease after the recession yet remained relatively high and continued to grow post 2010 (EWOI, 2020). In April 2019, there were 622,700 non-Irish national residents in Ireland accounting for 12.7% of the total population. 168,700 is from Non-EU and 454,000 from EU countries (CSO, 2019). According to CSO (2016), the unemployment rate for all recent immigrants was 20%. The largest percentage of unemployed in the labour force were Brazilians with a total of 30%. In 2016 there were 82,346 new arrivals in Ireland. Of that number 24,768 were returned Irish nationals. By April 2016, 41,093 of those immigrants were employed out of which almost 5,000 were working in the hospitality sector, 4,070 of this number were non-Irish which makes hospitality the largest sector. Around 33,900 of the new arrivals in Ireland, that did not speak English well or at all, were among those employed in April 2016, 9.2% of these worked in restaurants (CSO,2016).

2.5. Immigrants and job satisfaction

As mentioned earlier, the hospitality industry has a high proportion of ethnic minorities and immigrants which raises the question of what their level of job satisfaction is (Kusluvan *et.al*, 2010). Wang and Jing (2017) have categorised factors which affect immigrant job satisfaction into two groups, work and non-work. Work factors are workplace environment, job characteristics and factors such as competency and psychological conditions. Non-work factors are described with general demographic and cultural factors such as language, host national identity and community-related factors. In the hospitality business employees have to effectively communicate with other guests and other employees, therefore, sufficient knowledge of the local language, as well as cultural awareness, is an important factor which will

determine one's job satisfaction. Non-native English speakers are likely to experience the threat of stereotyping, negative emotions and anxiety, and therefore increase their feelings of low job satisfaction (Kim *et.al* 2018; Deprez-Simms and Morris, 2010). According to Wang and Matilla (2010), cultural differences between the customer's behaviour and the immigrant's perception of that behaviour can lead to apprehension, miscommunication as well as confusion and result in conflict, stressful situations and be an integral source of stress for a server during the intercultural service encounter. In some cases, immigrant workers can be subject to the hostility that has roots in anti-immigrant sentiments. Customers empowered by the "customer is always right" agenda, which lends them an additional feeling of superiority, can present verbally abusive, rude behaviour (Illario, 2019, as cited in Rivera, 2019). That behaviour has a devastating effect on successful implementation on various aspects of human resources management such as recruiting, training, leadership, and finally the performance of the employees who were victims of the abusive behaviour (Kusluvan *et.al*, 2010; Han, Bonn and Cho, 2015). Due to the aforementioned unsuitability of the qualifications brought from their home countries (Ariza Montes *et.al*, 2017), a large number of immigrants are forced to work within positions for which they are overqualified. Perceived overqualification, especially if it is accompanied by strong host national identity is fatal for job satisfaction. The authors argue that the attachment of these individuals to the host country may lead them to desire to be a valued member of their new society and be recognized for their skills and professional potential. Often the individual who sees themselves as overqualified in their job will start to resent their current place leading to an increased risk of leaving the country or even a shift toward a desire to reject the host nations identity (Wassermann *et.al*, 2017). The authors have also found through regression analysis that self-perceived overqualification starts after 6 months of immigration to the hosts country. However, Wang and Jing, (2017) have identified that tenured immigrants have higher job satisfaction than newcomers which is explained by the amount of time spent in the new country which has allowed the process of acculturation to develop. They have better language skills as well as cultural context and have integrated more fully into the new society. Cross and Turner (2012) have identified that employees who were considered over skilled for their position were more likely to state unfair treatment. A strong

connection between acculturation and job satisfaction was identified by Au *et.al* (1998) by using an explanatory study. The authors have found that Chinese restaurant workers who worked in the downtown area of New York were more acculturated than their colleagues working in Chinese businesses in Chinatown and also showed higher levels of job satisfaction. It is interesting to note that their research didn't show any direct connection between job satisfaction and English-speaking proficiency. But it could be argued that this could be due to the fact that the target group in China town worked predominantly with Chinese and had a strong host country nationalism and therefore did not see the need to become more acculturated. Although no direct relationship was made between English proficiency and job satisfaction, it was shown that those with higher English proficiency were more assimilated and displayed higher levels of job satisfaction overall (Au *et.al.*,1998). Opposite from Au *et.al* (1998) Cross and Turner (2012) have documented a direct positive correlation between a proficient knowledge of the English language and the individuals' job satisfaction. Chowhan *et al.* (2016) have undertaken a comparison of job satisfaction between Canadian-born employees and immigrants. The authors have also examined if the High-Performance Work System (HPWS) will have a different effect on job immigrant satisfaction comparing to Canadian-born employees. Even though HPWS has shown a positive impact on immigrant's job satisfaction, Canadian-born employees have shown higher levels of job satisfaction in both cases.

There have been successful findings in the research of Cross and Turner (2012) which show that fair treatment is the most important factor in the job satisfaction of immigrants in Ireland. From their findings, 56% of employees stated that they were very definitely or definitely happy with their pay and working conditions and 69% of employee has stated that they are treated equal to Irish workers and 76% are accepted by Irish colleagues. Another additional stressor for the immigrant population is the process of adaptation to a new society during which the person can experience low levels of general life satisfaction and loneliness which can lead to depression. The biggest challenge in that process is the development of the new country's national belonging while maintaining your own national identity (Zhang, Verkuyten and Weesie, 2018). The same authors have identified four possible outcomes of the above-mentioned challenge: dual identity (high national and ethnic identification), national identity (high national

identification only), ethnic identity (high ethnic identification only), and disengagement (low ethnic and low national identification).

In order to examine the job satisfaction of immigrant and Irish-born employees, the author will use the short form of Minnesota Satisfaction Questionnaire (MSQ) (Weiss et al., 1967) which has 20 questions related to job satisfaction. Six of the 20 questions are used for measuring extrinsic satisfaction, 12 questions are used for measuring intrinsic satisfaction. 2 items are included when measuring general job satisfaction, which is measured when considering all 20 items (Weiss et al., 1967). General satisfaction is the sum of the intrinsic and extrinsic satisfaction dimensions with the addition of two dimensions which includes working conditions and co-workers (Gunlu *et.al*, 2010). In the following pages, the author will analyse factors which influences the parameters in the questionnaire in hospitality in general, but also on immigrant workers in hospitality.

2.6. Intrinsic Job Satisfaction

Intrinsic satisfaction describes an individual's feeling in regards to the nature of the job task themselves (Glaveli, Grigoroudis and Manolitzas, 2019). The parameter in the intrinsic satisfaction category includes variety, activity, independence, social status, moral values, job security, social service, authority, ability utilization, achievement, responsibility and creativity dimensions (Gunlu *et.al*, 2010).

2.6.1. Variety and Activity

Increased task variety has a positive impact on an employees' perception of achievement and growth. It also provides learning opportunities in which they can enhance their skills and knowledge which will have a positive impact on job satisfaction (Redmond and Sharafizad, 2020). That parameter is quite important for the immigrant population because the new skills will increase their employability in the host country (Erikcek, 2019). However, work in non-supervisory positions in hospitality, especially the one of frontline employee forces them to perform repetitive tasks in order to enhance their service and achieve better customer satisfaction which makes the job monotonous and with lack of variety (Wong and Lin, 2007; Ariza Montes *et.al*, 2017). Even though the variety of the task might not

be satisfying, the job in restaurants and bars can be extremely busy and dynamic which is not necessarily positive. Ariza-Montes *et al.* (2019), have acknowledged that work in hospitality especially in non-supervisory positions is dynamic and demanding which can lead to extensive stress. It is interesting to note that this can have a more negative influence on immigrants. According to Itzhaki *et al.* (cited in Wang and Jing, 2017), when a job becomes more demanding, for example during the touristic season, immigrant workers experience a notable decrease in job satisfaction, significantly more than their colleagues from the host country.

2.6.2. Independence

In the hospitality industry, which in most cases have a hierarchical organisation, employees in nonsupervisory position usually do not experience a great extent of independence or autonomy (Pyc, Meltzer and Liu, 2016). However, Cai *et al.*, (2018) have identified three main options how hospitality workers, in this case frontline employees, can exercise their independence in the workplace:

1. Freedom to introduce new technologies or innovative approaches in order to enhance their service performance.
2. Liberty to terminate or abolish unnecessary procedures which represent obstacles to reach higher organisational effectiveness.
3. Being able to influence a change of how their work is done to increase the effectiveness of the service.

The result of Cai *et al.* (2018) comprehensive research has proven that when frontline employees recognised that they are allowed and encouraged to add input on how their work is done, they will be more productive, they will experience more job motivation and satisfaction and will assume responsibility more frequently and proactively.

This parameter of independence is equally important for both, immigrant and host workers. Both groups of employees show an increase in job satisfaction if they have a certain degree of control over their work (Wang and Jing, 2017).

2.6.3. Social Status

Hospitality work is known for low wages, lack of benefits at work, poor working conditions, extensive working hours, irregular shifts and is definitely not found as attractive employment (Derry and Jago, 2015). In accordance with that, the social status of hospitality workers is very low. Employees in restaurants, especially ones on nonsupervisory positions, are stigmatised and considered low-skilled and uneducated. Restaurant jobs are considered as undesirable and even “not a real job” (Shigihara, 2018). According to the research undertaken by Shigihara (2018), restaurant workers are cognizant of the social status of their job, and because of that, are expecting negative treatment from members of society. Participants have made a societal distinction between their current job, and their career. Their current job was found as something just temporary, and their idea of career referred to the profession they will keep until retirement. Societal distinction expressed by the work duration, helped participants manage the perceived occupational stigma. At the same time, for immigrants, integration to the labour market is not easy, and their employment rates are usually lower than that of the locals which might influence their image and attitude towards their employment once they have it (Biletta *et.al* 2019). Also, according to Frank and Hou, (2017), immigrants have a tendency to not recognise unsatisfactory employment as their personal failure but will attribute it to other factors which are connected with their immigrant status.

2.6.4. Moral Values

Moral values are an important part of working life, they determine standards of everyday individual conduct of the employees, their level of performance and consequently their job satisfaction (Ariza Montes *et.al*,2017b). In recent years, the ethical values of the business have started to attract more and more attention and

have become a relevant factor when one is deciding whether to work for a certain organisation or not, their job satisfaction and to their turnover intentions (Trivellas *et.al*, 2019). The hospitality industry is not an exception. Jung, Namkung and Yoon (2010) have found that if employees recognise the moral value of the company it will have a significant positive effect on their willingness to achieve a fit between the organisation and themselves. This will result in higher job satisfaction and lower their individual turnover intentions. However, the authors have found that the organisation's ethical values would have an effect on the employee's turnover intention if the employee has not found a match with his/her personal moral values and the organisation's one. When the employee identifies a mismatch between their values and the organisation one's they perceive the organisation as unethical, and job satisfaction and intention to leave will be much higher (Jung, Namkung and Yoon, 2010). Cheng's *et.al* (2013) research on 625 hotel employees in Taiwan has come to a similar conclusion. The degree of a healthy organisation's climate, established by ethical practices, was strongly associated with the rate of employee's job satisfaction and their turnover intentions. *Kim et.al.*, (2020) have measured the influence of Corporate Social Responsibility on employee job satisfaction among hospitality workers in South Korea and have found a significant correlation. If employees perceive that their organisation is conducting their business in an ethical and philanthropic manner, their levels of job satisfaction will increase. However, it is important to include potential cultural differences (*Kim et.al.*, 2020; Stoermer, Bader and Froese, 2016). Individual values are defined by national culture. Therefore, there is a big possibility that what is acceptable behaviour and acts in the host country, might not be seen the same from the perspective of an immigrant worker (Stoermer, Bader and Froese, 2016.)

2.6.5. Job Security

One of the important characteristics of the hospitality industry is low job security. With a large number of temporary working arrangements, quite often employees are recruited through agencies which give employers more flexibility as the employees are not their employees, and even though “de jure”, employees can join unions, “de facto” that is not the case (Ariza-Montes *et al.*, 2019). Being an

immigrant can be a significant obstacle for successful integration in the labour market. The employment rate of foreign-born is consistently lower than of the local population. In 2018 employment rates in EU countries for immigrants was 68% compared to the employment rate of 74% for the native population (Biletta *et.al* 2019). Besides potential discriminatory reasons, a potential reason is that they have an undeveloped social network which reduces their opportunity to be referred for a job. In addition, in many countries, if they are to downsize, companies are using the last in-first out principle and immigrants are likely to fit in the group of recent hires (Azlor, Damm and Schultz-Nielsen, 2020).

In 2019, an immigrant employee, a waiter at one of Dublin's restaurants joined a union as they were concerned about conditions and how service charges were handled at the restaurant, as the employer was partly using them to pay the employee wages. Shortly afterwards she lost her job. The case attracted a lot of attention from politicians, activists, media, unions and the public. The case went to WRC where the employee was awarded compensation of €4,200. The employee raised complaints of among other discrimination and poor working hours but did not succeed on those grounds, she won instead on unlawful dismissal (Falwey, 2019).

According to Aasland and Tyldum (2016), job availability for the immigrant population is on much lower levels comparing to locals, and they are less likely to get hired if they are to compete for the same position. Those finding are aligned with the results of the research made by Biletta *et.al* (2019), which have found that the immigrant population is less likely to have permanent, full-time employment compared to the local population and there is a much higher possibility to feel less job security. It is interesting to note that the first generation of migrants in 50% of EU countries have better employment rates than the native population. Mostly due to the reason that the main purpose of their migration was to find any employment to give themselves a starting point, a better opportunity for a successful life, however, they are overrepresented in low paid, low skilled, primary jobs. Even when we calculate above-mentioned information, immigrant workers still have less chance than natives to be employed in a larger share of the EU countries. (Biletta *et.al* 2019).

2.6.6. Social Service

The significance and variety of the tasks which employees have to conduct in their work have a huge effect on the perception of how meaningful their job is which is in correlation with their perception of how valuable and worthwhile their job is (Hackman and Oldham, cited in Grobelna, 2019). The employees who recognise their job as significant will show lesser levels of stress and higher levels of job satisfaction (Grobelna, 2019). The hospitality industry is largely consisted of jobs with low levels of significance for the wider population and the perception is that they have reduced impact on other's lives which consequently leads to employees having problems to identify themselves with a job they are conducting. This, in turn, leads to reduced ability to assign meaning to their tasks (Ferreira, 2017). However, Kim and Qu, (2020) have found that the social exchange between frontline employees and customers in restaurants can override the above-mentioned problem. The amount of social exchange is proportional to employee willingness to show customer-oriented behaviour and do the “extra mile”. Interpersonal connection with customers assigns meaningfulness to the employee's work, increases their job satisfaction and has a positive impact on customer satisfaction (Kim and Qu, 2020). However, in the immigrants' case, cultural differences potentially might lead to misunderstanding between the frontline employee and the guest, leading to conflict and instead of being a positive factor in overall job satisfaction, a social exchange can become an additional stressor (Wang and Matilla, 2010).

2.6.7. Authority

Authority measures how satisfied employees are with the extent to which they are controlling the work of their colleagues (Glaveli, Grigoroudis and Manolitzas, 2019). The hospitality sector is known as a power centralised, strongly hierarchical industry with an autocratic leadership style which doesn't allow much control over the job of colleagues, especially if the person is employed in a non-supervisory position (Pyc, Meltzer and Liu, 2016). However, in the immigrants' case, the situation could potentially be even worse due to the discrimination which will empower other employees which are on the same hierarchical level to try and control the immigrant employees work (Cadenas, 2018; Lane and Lee, 2018).

2.6.8. Achievement and Ability Utilisation

Demographically observed, over-education is more common among immigrants compared to non-immigrant workers due to the fact that their skills, work knowledge and education is not always suitable for the host country job market (Wasserman and Hope, 2019). Another reason is that upon moving to a new country, immigrants are willing to accept a job which is below their educational standard in order to get much needed financial security and to gather some domestic experience which will potentially give them an opportunity to find better employment (Iwu *et.al*, 2019). Even though over-education has a negative effect on both groups, due to the above-outlined external factors, immigrants are more likely to accept their circumstances and not relate them with personal failure. On the other side, overeducation which is not so common among the non-immigrant group will more negatively influence non-immigrant workers (Frank and Hou, 2017). Tarvid's (2015) findings suggest that overeducation of employees with a bachelor's degree doesn't have a significant impact on job satisfaction, but it has a strong negative influence on the job satisfaction of the employees who are holders of a master's degree. On the other side, in the example of the USA, immigrants tend to develop unrealistic positive expectations before they actually move to the country in an attempt to improve their life. When they finally have arrived in that country, they face underemployment, due to reasons such as lack of language skills or possession of skills which are not matching the host country job market, which in turn causes poor levels of job satisfaction. Underemployment, especially in positions with minimum wage such as nonsupervisory jobs in hospitality, represents the main obstacle for social integration (Laurence, cited in Ziller and Heizmann, 2020). In some cases, the disappointment is strong enough to make them return to their home country (Baran *et.al*, 2018).

In the case where the immigrant is not overeducated, is in the position in which he/she wants to be and has excellent technical skillset for that position, the hindrance to completely use those abilities can be language skills or lack of cultural awareness which can be lethal for job satisfaction (Kim *et.al* 2018).

2.6.9. Responsibility

The hospitality industry, including bars and restaurants, is well known for its hierarchical structure where employees on non-supervisory positions have little or no influence on the way they will perform their work (Derry and Jago, 2015). However, in the service part of the restaurant industry, frontline employees are constantly interacting with customers with different types of personalities, which in combination with unavoidable service failure incidents, can lead to unpredictable situations where personal judgment is used to manage and recover from above-mentioned service failures (Hewagama *et.al*, 2019; Karatepe and Karadas, 2012). According to Karatepe and Karadas (2012), if management gives their employees more empowerment and adequate responsibility to respond to the above-mentioned situations instead of dealing with them on their own, employees will feel more valuable and will have higher levels of job satisfaction. However, if employees are not appropriately trained to deal with this kind of situations, the unfamiliar responsibility can result in stress (Karatepe and Karadas, 2012). In the case of immigrants with for example lower host country language skills, the stress levels might be even higher (Wang and Matilla, 2010).

2.6.10. Creativity

Creativity in the workplace is largely determined by the approach used by the worker's supervisors and managers. In a case where the supervisor's approach is supportive, if they are providing accurate, on-time and constructive feedback, and are willing to hear and understand the challenges which their subordinates are facing, they will feel more liberty to show their creativity (Leana *et.al*, as cited in Cheng, J. and O-Yang, 2018). According to the study by Cheng, J. and O-Yang, (2018), in hospitality, if the employee has the freedom to make physical and cognitive changes in the tasks, they are doing they will feel more satisfied with their employment. A similar conclusion has been made by Afsar, Shahjehan and Shah (2018). If management will give employees flexibility in how they are going to conduct and how they are going to deal with their daily routine tasks, the employees will have higher levels of job satisfaction and it will reduce their turnover intentions. In the immigrants' case, if they will have the opportunity to present knowledge from their home country which will add novelty and enrich their workplace in the new country,

that will certainly make them feel more valued (Harrison, Harrison and Shaffer, 2018).

2.6.11. Summary and Research Question – Is there different levels of intrinsic job satisfaction between the Irish-born and Immigrants

According to Glaveli, Grigoroudis and Manolitzas (2019), Intrinsic satisfaction describes employee's feelings about the nature of the job task themselves.

Diversified tasks usually have a positive impact on employees job satisfaction because they will give them learning opportunities in which they can enhance their skills and knowledge (Redmond and Sharafizad, 2020) which might be of special importance for immigrant employees as that will increase their employability in the host country (Erikcek, 2019). However, hospitality is known for repetitive and monotonous tasks which are automated in order to enhance the service and achieve better customer satisfaction (Wong and Lin, 2007; Ariza Montes *et.al*, 2017).

In relation to the Independence category, Pyc, Meltzer and Liu(2016) have stated that in the hospitality business characterised with hierarchical organisational structure, employees, especially those in nonsupervisory positions, usually do not have a great extent of independence. However, this category has been proven as a category with similar importance for both groups, host nation employees the same as for immigrant workers (Wang and Jing, 2017).

Social status of employees in restaurants is considered to be relatively low. Employees, especially ones on nonsupervisory positions, are considered low-skilled and uneducated and restaurant jobs, in general, are considered as undesirable and even “not a real job” (Shigihara, 2018). However, in order to cope with low social status immigrants have a tendency to attribute it to other factors which are connected with their immigrant status and not recognise it as their personal failure (Frank and Hou, 2017).

The same as with other industries, workers in hospitality consider the match of moral values of the organisation and their personal values, as a relevant factor which will determine their job satisfaction (Jung, Namkung and Yoon, 2010; Cheng's *et.al*, 2013). In relation to the immigrant employees where the individual values defined by their national culture, perception of the organisational moral values can differ (*Kim et.al.*, 2020; Stoermer, Bader and Froese, 2016).

Job security is a relevant determinant of job satisfaction for both groups. However, this category might have more relevance for the immigrant workers due to the fact that job availability for the immigrant population is on much lower levels comparing to locals (According to Aasland and Tyldum, 2016). Also, immigrants are less likely to have permanent, full-time employment compared to the host nation (Biletta *et.al*, 2019).

The hospitality industry is largely consisted of jobs with low levels of significance for the wider population which consequently leads to employees having problems to identify themselves with a job they are conducting (Ferreira, 2017). However, for the frontline employees within the hospitality industry, the social exchange between them and customers in restaurants can override the above-mentioned problem. In the immigrant case, due to the cultural differences the social exchange with customers can lead misunderstanding or to conflict and instead of being a positive factor in overall job satisfaction, a social exchange can become an additional stressor (Wang and Matilla, 2010).

In the centralised, strongly hierarchical industry with autocratic leadership style which doesn't allow much control over the job of the colleagues especially if the person is employed in a non-supervisory position, authority dimension is not expected to be rated high (Pyc, Meltzer and Liu, 2016). The situation for immigrant employees could potentially be even worse due to the discrimination which might empower peers to try and control the immigrant employee's work (Cadenas, 2018; Lane and Lee, 2018).

Overeducation, which is a relevant factor in determining achievement and ability utilisation satisfaction, is more common among immigrants comparing to non-immigrant workers (Wasserman and Hope, 2019). Just in order to have an entry to the host nation market, immigrants are willing to accept a job which is below their educational standard (Iwu *et.al*, 2019). Even in the case where the immigrant is not overeducated, an obstacle to use skills and abilities completely can be language skills or lack of cultural awareness which can contribute to low job satisfaction (Kim *et.al* 2018).

In relation to the responsibility category, the hierarchical organisational structure of the hospitality industry does not offer employees much influence on the way they will perform their work (Derry and Jago, 2015). However, the service part of the restaurant industry occasionally does give the employees responsibility to deal with

the service failures on their own (Hewagama *et.al*, 2019; Karatepe and Karadas, 2012). Even though increased levels of responsibility should result with an increased level of job satisfaction (Cheng, J. and O-Yang, 2018), in the case of immigrants with lower host country language skills, the stress of dealing with service failures on their own might increase stress levels (Wang and Matilla, 2010).

According to Afsar, Shahjehan and Shah (2018), in hospitality, if the employees have the freedom to add creativity and make physical and cognitive changes in the tasks they are undertaking at their workplace, they will feel more satisfied with their employment. In addition, if immigrant employees have a chance to present knowledge from their home country to enrich their workplace in the new country, they tend to feel more valued (Harrison, Harrison and Shaffer, 2018).

Due to the above-mentioned differences which might influence different levels of intrinsic job satisfaction between immigrant employees and the host nation's employees, the author expects different levels of job intrinsic job satisfaction between the two groups. Therefore:

H₀- There will be no difference between intrinsic job satisfaction levels between Irish-born and immigrant employees.

H₁- Intrinsic job satisfaction will show different levels between Irish-born and immigrant employees.

2.7. Extrinsic Job Satisfaction

Extrinsic job satisfaction describes how the situations at work, that are external to the job duties that an individual is conducting makes an individual feel (Glaveli, Grigoroudis and Manolitzas, 2019). The extrinsic satisfaction category consists of supervision-human relations, supervision-technical, company policy, compensation, career progress, and recognition dimensions (Gunlu *et.al*, 2010).

2.7.1. Supervision - Human Relations and Supervision-Technical

According to Mao *et.al* (2018), leader competence and leadership style have a strong influence on the psychological safety of the employees and help determine the level of trust in their supervisor. Leadership qualities are an important component which will determine employees job satisfaction. Non-alignment between leadership style

exercised by the supervisor/manager and employees' expectations of that leadership style will consequently lead to job dissatisfaction (Khan Tuan and Rajagopal, 2019). Authentic leadership that emphasizes honesty, ethics and straightforward communication enhances the value of the feedback addressed to employees and will have a positive effect on the subordinate's job satisfaction and reduce the stress within the organisation (Ayça, 2019). However, predominant in hospitality is autocratic and authoritarian leadership style, where managers and supervisors have complete, centralised power of authority and decision making which will cause the opposite effect (Pyc, Meltzer and Liu, 2016; Uzunsaf Yamak and Zihni Eyüpoglu, 2018; Rao and Zaidi, 2020). Interestingly, Cheng, J. and O-Yang, (2018) have noticed that in cultures such as those from Eastern Europe, which has an emphasis on collectivism, an autocratic leadership style and centralised decision making doesn't have a huge impact on overall job satisfaction. This is because collectivism compensates through acceptance of organisational norms. An additional issue for immigrants is that due to the belief that they will have more tolerance on mistreatment and stressful and difficult tasks, immigrants have can experience unethical practices such as long working hours, abusive behaviour and discrimination (Iwu *et.al*, 2019).

Regarding the technical aspects of supervisor's competences, Swanson et al. (2020) have proven that the leader's abilities are a crucial factor for knowledge sharing which has a direct effect on the subordinate's job performance. Both factors enhance employee's loyalty and job satisfaction. Learning opportunities are especially important for immigrants who have just moved to the country as acquiring new skills will help them not just to perform better but will also open the door for future employment (Erikcek, 2019).

2.7.2. Company Policies and Practices

The item company policy measures employee satisfaction with the extent of how the company's policies are put into practice (Glaveli, Grigoroudis and Manolitzas, 2019). Kusluvan *et.al*, (2010) have determined that the social ecology of the organisational environment and HRM practices of the organisation are among the most significant variables which are influencing job attitudes, behaviours and job

satisfaction. Unfortunately, the hospitality sector is still not taking advantage of the strategic approach to HRM (e.g recruitment, training, career development) including the approach to the employee relations which is usually in unsatisfying levels regardless whether you are a local or immigrant (Walmsley *et.al*, 2019). In addition to that, from the immigrant's perspective, it is often not uncommon that they, as a vulnerable group, experience unfair treatment at their workplace in a form of procedural injustice (Wang and Jing, 2017). One of the factors is that immigrants do not often raise cases through formal grievance procedures or through legal procedures. The reason can be a lack of knowledge of the employee's rights in the host country (Yang, 2019). An additional issue is they may be employed illegally and are not registered to work in the host country. Besides illegal immigrants, a certain number of immigrants in Dublin are students of English. These could be students from Brazil, India, Pakistan etc. who are on Stamp 2 visa, and therefore not allowed to work more than 20 hours per week. However, some of them are working full time illegally, thus they are not likely to start legal or grievance procedures in the organisation (Arnold, Whelan and Quinn, 2017; Mooney, 2014). Besides the aforementioned, there is an additional obstacle to prosecute employers in Ireland. An employer can open a new business which will give him individual immunity in a legal sense, and save them from prosecutions and individual legal liability, therefore, consequences (Mooney, 2014).

2.7.3. Compensation

Barret *et.al* (2012) have analysed earnings of immigrants from EU countries that joined the EU in 2004 (New Member Countries) and discovered a difference of 10-18% in incomes between the Irish-born professionals and these immigrants. Voitchivski (2014) argues that a pay gap exists not only due to language skills but also due to the fact that the qualifications and skills brought from the immigrant's parent's countries are only partially recognised. However, for immigrants who work in a low wage sector such as hospitality, especially in non-supervisory positions, the gap is found to be fairly insignificant, this is largely due to the fact that minimum wage is generally employed in such low entry jobs with little room for flexibility regardless of the individuals' origin (Barret *et.al* 2012).

Remuneration for a lot of employees on non-supervisory positions is the minimum wage which can have a negative impact on employee's overall well-being, therefore, their job satisfaction (Walmsley *et.al*, 2019). The national minimum wage was raised from €10.10 per hour to €9.80 on February 1st 2020. That means that those who are working full time for 39 hours a week will earn €20,483 a year before deductions. A take-home annual pay is €18,889 or €363 a week (Money Guide Ireland, 2020). Cost of living in Dublin is quite high, mostly due to extremely high rents. The average property costs €2044 to rent in Dublin. Prices of a 1 bedroom apartment can go up to more than €1500, and to rent just a single bedroom in a shared apartment the tenant will need to invest an average sum of €713. When one is earning minimum wage, this comprises approximately 50% of his/her income. Due to the inability to afford adequate living space, a large number of people are forced to rent just a bed in a shared room (Sheils McNamee, 2019). In 2018, the population of Dublin was as high as 1,347,359 people, out of which nearly 200,000 were non-Irish nationals which makes up a share of 14.84% (Dublin Chamber, 2019). According to the ERSI report, 70% of immigrants in Dublin are in the private rental sector which brings one to the conclusion that the non-Irish population is heavily impacted by high rental prices (Quinn, 2017). Even though the pay gap between immigrants and indigenous workers employed in hospitality is found to be fairly insignificant, which is largely because minimum wage is generally employed in such low entry jobs (Barret *et.al* 2012), the impact of this low income can cause more issues for immigrants. This is mainly due to the fact that in the majority of cases, they have to invest a significant amount of their salary just to provide themselves with a living space.

The main reason to emigrate to a foreign country is disappointment with the instability or economic circumstances in the mother country. Therefore, to become financially stable and to be in a position to assure a better life for yourself and your family is of significant importance (Ziller and Heizmann, 2020). The research conducted by Ziller and Heizmann (2020) has shown that unmet financial expectations will lead to social distrust. As people tend to compare themselves with their social environment, the gap is even bigger if the immigrant lives in a country with a successful economy. However, a positive effect on job satisfaction will occur

in cases where the remuneration in the host country is much higher than the immigrants' country (Itzhaki *et al.* cited in Wang and Jing, 2017).

2.7.4. Advancement

Advancement in the workplace is usually described as a promotion to a higher position with more responsibility and with a better salary (Ngan and Tze-Ngai Vong, 2018). According to Ngan and Tze-Ngai Vong (2018) among the other reasons that employees within the hospitality business have general low job satisfaction, is that they tend to have unrealistic expectations with their promotion opportunities. Hospitality workers often assume that a promotion will occur within a short period of time, when this does not occur it usually leads to low motivation and turnover intentions. Quite often the reason for optimistic expectations towards career advancement opportunities lies in unstructured performance feedback and appraisals. On the other side, the immigrant population, in general, have less promotional opportunities (Cadenas, 2018). Cultural differences, the process of acculturation to the host country, stress experienced during immigration to the new country like immigration legal challenges or just emotional impact of leaving their friends and family behind, anti-immigrant hostility, stereotyping and discrimination are some of the most relevant obstacles for immigrants' career advancement. This often leads to bad mental health and bad overall wellbeing (Cadenas, 2018; Lane and Lee, 2018). Also, it is not rare that immigrants experience professional barriers set by their supervisors with the excuse that their contribution to the current position is of huge importance for the organisation (Leong and Tang, 2016). However, according to Hajro *et.al.* (2019), unfair treatment in the promotion process and practices can result in the development of emotion coping strategies such as accepting that the situation is out of their personal control and responsibility which in turn reduces stress. That attitude offers them the opportunity to acknowledge the positive aspects of their current position. For example, a chance to advance their proficiency in the host country language, improve their communication skills, and customer relation skills which will give them the opportunity for a better-paid job in future (Erikcek, 2019). And even a chance to build strong social networks which will be useful in the time when they will seek for another employment (Iskander, Riordan and Lowe, 2012).

2.7.5. Recognition

Organisational support theory suggests that when an employer, or the owner, is recognised by employees as a person who is showing appreciation for the job done and provides overall support towards his/her workers, then the employee will believe that their organisation cares about them and about their wellbeing (*Eisenberger et al*, as cited in Cheng and O-Yang, 2018). If employees perceive the level of organisational support as satisfying, they will show more cooperative behaviour towards their co-workers and reduce potential obstructive and restrictive behaviour within the organisation (Cheng, J. and O-Yang, 2018). According to Redmond and Sharafizad (2020), even a simple gesture such as saying thank you as recognition for working longer hours, or adding an extra effort, can make a huge difference and increase job satisfaction. In addition, just a symbolic form of recognition such as the aforementioned will increase motivation, make employees willing to go the extra mile again and also, they are more likely to go out of their way to help their colleagues (Redmond and Sharafizad, 2020). In the immigrants' case, the recognition of their efforts may add an additional dimension and will also increase their feeling of belonging which will have an additional impact on their overall job satisfaction (Bergbom and Kinnunen, 2014).

2.7.6. Summary and Research Question – Is there a different level of extrinsic job satisfaction between the Irish-born and immigrants?

According to Glaveli, Grigoroudis and Manolitzas (2019), extrinsic satisfaction describes how the situations at work, that are external to the job duties they are conducting, makes an individual feel.

Leadership qualities such as skillset and overall attitude in the relations to subordinates are an important component which will determine employees job satisfaction (Mao *et.al*, 2018). Non-alignment between the leadership style exercised by the supervisor/manager and employees' expectations will consequently lead to low job satisfaction (Khan Tuan and Rajagopal, 2019). However, the autocratic leadership style which is a characteristic in the hospitality industry (Uzunsaf Yamak and Zihni Eyüpoglu, 2018; Rao and Zaidi, 2020) might be more

suiting for the culture of immigrants who have arrived from countries who put more emphasis on collectivism (Cheng, J. and O-Yang, 2018).

HRM practices of the organisation are among the most significant variables which are influencing employees' job satisfaction (Kusluvan *et.al*, 2010). However, in the hospitality sector these are often neglected (Walmsley *et.al*, 2019). That especially counts for the immigrant employees as they, as a vulnerable group, can experience unfair treatment at their workplace in the form of procedural injustice (Wang and Jing, 2017).

Hospitality is known as a low wage sector, especially for workers in non-supervisory positions. The gap in remuneration between immigrants and the host nation is found to be fairly insignificant, (Barret *et.al* 2012). However, due to the fact that a larger share of immigrants comparing to their host colleagues, rent their living space (Quinn, 2017), the compensation component might impact them stronger.

Advancement component usually shows lower levels of satisfaction within the industry, due to the unrealistic expectations of the employees with their promotion opportunities (Ngan and Tze-Ngai Vong, 2018). In addition to that Cadenas (2018), has argued that the immigrant population, in general, have less promotional opportunities and more often experience unfair treatment in the promotion process and practices (Hajro *et.al*,2019).

If employees feel that their contribution to achieving organisational goals is recognised and appreciated, regardless of the way the recognition will be shown (Redmond and Sharafizad, 2020), they tend to show higher levels of job satisfaction (Cheng, J. and O-Yang, 2018). Recognition in the immigrants' case has even more value as it also increases their overall sense of belonging to the host country (Bergbom and Kinnunen, 2014).

Due to the above-mentioned differences which might influence different levels of extrinsic job satisfaction between immigrant employees and host nation employee, the author expects different levels of job extrinsic job satisfaction between the two groups. Therefore:

H₀- There will be no difference between extrinsic job satisfaction levels between Irish-born and immigrant employees.

H₂- Extrinsic job satisfaction will show different levels between Irish-born and immigrant employees.

2.8. General Job Satisfaction

General job satisfaction is measured by the sum of extrinsic and intrinsic job satisfaction and an additional two parameters, working conditions and co-workers (Hancer and George, 2003).

2.8.1. Working Conditions

Regardless of the fact that countries such as Canada and Australia have implemented strict legislative directives in order to fairly regulate working conditions within the hospitality industry, immigrants have still experienced unethical practices such as long working hours, abusive behaviour and discrimination. The reason for that lies in the belief that immigrants are more likely to withstand mistreatment and stressful and difficult tasks (Iwu *et.al*, 2019).

One of the other important variables which affect immigrants' job satisfaction and overall wellbeing is constant exposure to different stressors such as hazardous threats at work. This is especially true for kitchen workers employed on a lower level of the hierarchical ladder, or the frontline employees' which experience overwhelming workload and role stress (Sönmez *et.al*, 2017; Cheng and O-Yang, 2018). Above mentioned factors including low remuneration, quite often with limited or no access to health insurance, together with poor living conditions connected to their immigrant status are a guarantee for low levels of job satisfaction (Sönmez *et.al*, 2017). However, according to comprehensive research conducted by Erro-Garcés and Ferreira, (2019), workers in wealthier countries with above the average GDP compared with EU, which Ireland is (In 2019, Ireland recorded the second-highest level of GDP per capita in the EU-27, at 91% above the EU average (Eurostat, 2020)), usually experience better workplace conditions than their colleagues in countries below EU median, such as countries in southern and eastern Europe.

2.8.2. Co-workers

The co-workers parameter measures employee satisfaction with his or her colleagues (Gunlu *et.al*, 2010).

Organisational culture and relationship among co-workers are of huge importance in the hospitality industry. Especially in the case of front-line employees, assistance and help from co-workers are one of the crucial components in managing stressful situations (Tarvid, 2015). Bufquin, *et.al.* (2017) have come to a similar conclusion. They have suggested that restaurant owners should show particular emphasis to employees' social, soft skills due to the reason that higher levels of perceived warmth from co-workers will result in higher levels of job satisfaction which in turn improve their organisational commitment.

Dysfunctional relationships between co-workers which include workplace bullying can negatively affect job satisfaction, cause a drop in employee's efficiency, increase turnover, cause legal consequences and lead to significant financial impact to the organisation. On the other side, harmonised social connections between employees result with workers who are more likely to stay at their current position, and whose personal objectives are aligned with the company ones (Ariza Montes *et.al.*,2017). Abusive behaviour is especially common in the kitchen which tends to be stressful and not as visible to customers. Employees have to accept an established hierarchical structure, and verbal sometimes even physical violence toward younger and inexperienced employees is considered as standard and normal within the profession. In research conducted by Ariza et al. (2017) half of the survey respondents, not just the kitchen staff members, have experienced workplace harassment. Foreign background can also be an additional source of discrimination in the workplace. According to Biletta *et.al* (2019), a significantly higher number of immigrants, compared to natives, especially the first generation, have reported discrimination linked to race, religion and nationality. Discrimination is not solely linked to lower-paid jobs such as in the hospitality industry, but also to jobs which are on the higher end of the remuneration rate.

Relationships with co-workers, in a multicultural environment, co-cultural and intercultural are strongly connected with employees' job satisfaction for both immigrant and native employees (Bergbom and Kinnunen, 2014). However, in the case of immigrant workers, relations with host nationals have more influence on the overall job satisfaction than co-cultural relations, with their fellow immigrant colleagues. The reasons for that are various. Good relations with a national satisfies their need to belong and gives them a feeling that they belong to their workplace in the whole. It also gives them an opportunity to learn skills and

knowledge which will help them to perform well in their position which will consequently give them the opportunity for progression. On the other side relations with immigrant colleagues for the host employees do not have as big importance by means of belonging or social support, but it gives them an opportunity to improve their cultural awareness which will help them to work in more culturally diverse workplaces which will, in turn, have a positive effect to their job satisfaction (Bergbom and Kinnunen, 2014).

2.8.3. Summary and Research Question – Is there a different level of general job satisfaction between the Irish-born and immigrants

General job satisfaction is measured by the sum of extrinsic and intrinsic job satisfaction and an additional two parameters, working conditions and co-workers and (Hancer and George, 2003).

Hospitality work is usually characterised by an overwhelming workload and role stress accompanied with low remuneration, and limited or no access to health insurance which are all reasons for lower levels of job satisfaction (Sönmez *et.al*, 2017; Cheng and O-Yang, 2018). In addition to that, due to the belief that immigrants' are more likely to put up with mistreatment and stressful tasks, an immigrants' working conditions can be even worse (Iwu *et.al*, 2019).

Especially in the case of front-line employees, assistance and help from co-workers are one of the crucial components in managing stressful situations (Tarvid, 2015). Dysfunctional relationships between co-workers which include workplace bullying can negatively affect job satisfaction (Ariza Montes *et.al*, 2017). In the immigrants' case relationships with host nation employees has an additional significance by means of overall belonging to the country to which they have immigrated to (Bergbom and Kinnunen, 2014).

Due to the aforementioned differences which might influence different levels of general job satisfaction between immigrant employees and the host nations employee's, the author expects different levels of overall general job satisfaction between the two groups. Therefore:

H₀- There will be no difference between general job satisfaction levels between Irish-born and immigrant employees.

H₃- General job satisfaction will show different levels between Irish-born and immigrant employees.

Chapter 3. Methodology

3.1. Introduction

In this chapter the author will give an insight into the purpose of the research, justification for the method used, the procedure of selection for suitable candidates, the justification for using the specific instrument for measuring the job satisfaction and approach to the analysis of the results.

3.2. Research Aim

Numerous researchers have examined employee job satisfaction in different industries, positions and geographical locations. Some of them have examined job satisfaction of immigrants and the factors which can influence them. However, there were no studies which compared the job satisfaction levels of immigrant and host nation employees in the hospitality industry. The purpose of this research is to determine whether a difference in intrinsic, extrinsic and general job satisfaction exists between Irish-born and immigrant employees in non-supervisory positions in Dublin's pubs, bars and restaurants.

3.3. Research Method

In order to carry out this research and to determine potential differences between Irish-born and immigrant employees in non-supervisory positions in Dublin's pubs' bars and restaurants, the author has considered both methodologies, quantitative and qualitative. However, as the purpose of the study was to compare levels of job satisfaction between the two groups, the author wanted to gather a sample size as large as possible in order to get the most objective results which will facilitate drawing a generalised conclusion (Sogunro, 2002). An additional reason was that similar studies have used the same approach and the same questionnaire which has shown solid reliability (Ayça, 2019; Gunlu, Aksarayli and Şahin Perçin, 2010; Hancer and George, 2003; Saly, 2019; Zopiatis, Constanti and Theocharous, 2014).

3.4. Sampling

In order to participate in this research, one had to be currently employed in non-supervisory positions in pubs, bars and restaurants in Dublin. As part of measures to control COVID-19, pubs bars and restaurants have been closed until late June, which has postponed the start date of the questionnaire distribution to early July. Participants are chosen by the convenience sampling method. The survey is distributed via a link to the questionnaire in Microsoft forms by directly approaching the employees currently employed in suitable organisations and suitable positions and sharing this link with them. All gathered information has been saved electronically and kept inline within the framework of GDPR legislation.

3.5. Questionnaire

In order to examine the job satisfaction of immigrant and Irish-born employees, the author will have used the short form of Minnesota Satisfaction Questionnaire (MSQ) (Weiss et al., 1967) which has 20 questions related to job satisfaction. The author has decided to use MSQ despite its age due to its reliability and validity which have been proven in numerous previous studies within the hospitality industry (Zopaitis *et.al*, 2014; Gunlu 2009; *et.al*; Hancer and George, 2003).

The MSQ has a five-point Likert type scale where the respondents are requested to express their level of satisfaction with each statement in the questionnaire by using the following five categories outlined here: 5 - totally satisfied, 4 - satisfied, 3 - neither satisfied nor dissatisfied, 2 - dissatisfied, 1 - totally dissatisfied. 6 of the 20 questions are used for measuring extrinsic satisfaction, 12 questions are used for measuring intrinsic satisfaction. 2 items are included when measuring general job satisfaction, which is measured when considering all 20 items (Weiss et al., 1967). The parameter in the intrinsic satisfaction category includes activity, independence, variety, social status, moral values, job security, social service, responsibility, ability utilization, creativity, authority, and achievement dimensions. Extrinsic satisfaction category consists of supervision-human relations, supervision-technical, company policy, compensation, career progress, and recognition dimensions. General satisfaction is the sum of the intrinsic and extrinsic satisfaction dimensions with the addition of two dimensions which includes working conditions and co-workers

(Gunlu *et.al*, 2010). The demographic profile of the respondents includes gender, age, educational background, position in the company, and length of service in the company. The demographic questions for immigrants include also years spent in Ireland after immigration and level of English language proficiency.

3.6. Data Analysis

The collected data will be examined by using IBM SPSS 26. As preliminary research, the collected data is examined for the reliability, Kolmogorov–Smirnov test and Shapiro-Wilk test is used to examine the normal distribution of the scores (Pallaant, 2013). In order to examine the significance of the difference between the two categories of employees in each category of job satisfaction, intrinsic job satisfaction, extrinsic job satisfaction and general job, the author has used the Independence Sample T-test which is commonly used testing method for comparison of means between two groups (Pallant, 2013). In order to test the homogeneity of variance Variance prior to T-Test, the author has used a Levene Test for Equality of (Hencer and George, 2003; Pallaant, 2013).

Chapter 4. Results and Analysis

4.1. Demographics

In order to evaluate potential differences between Irish-born and immigrant employees in non-supervisory positions in Dublin's pubs, bars and restaurants, the author has collected 91 responses. However, due to 13 incomplete questionnaires, 78 responses were examined. Out of 78 participants with the fully completed questionnaire, 24 are Irish-born employees and 54 participants are immigrants in Ireland.

4.1.1. Demographics: Irish Born

Out of 24 Irish-born employees, 45.8% of participants are males and 54.2% are females. There were no participants who have defined their gender as other.

33.3% of participants are 18-24 years old, most of the Irish-born employees (58.3%) have fallen into the 25-34 years old age group. 8.3% of the participants are between 35-44 years old. There were no participants older than 44 years.

In relation to the level of education, there were no participants with only primary school finished. 33.3% of the employees have finished secondary school/high school and 16.7% have a Diploma. Most of the respondents have a bachelor's degree (45.8%), 4.2% have a Postgraduate degree, whilst no one has claimed a master's degree or higher.

33.3% are employed in a position of waiter/waitresses, the largest share of the participants are bartenders (58.3%) and the rest of the participants (8.3%) are kitchen non-supervisory staff. There were no participants employed on the barista, food runner/ barback or cleaner positions. 8.3% of the participants have been employed with a current employer for less than 3 months, 12.5% had a job tenure of 3 months to 1 year. The biggest share of the respondents is employed between 1 and 2 years with the current employer (41.7%). Job tenure of 29.2% of the employees was 2-5 years, whilst there was no one employed for more than 10 years with their current employer.

Table 1
Respondent Characteristics and Overall Job Satisfaction Mean Scores (Irish-born)

Characteristic	N	Percentage	Job Satisfaction Score	SD
Gender				
Male	11	45.8	72,1819	0,33042
Female	13	54.2	77,0769	0,330775
Other	-	-	-	-
Age (years)				
18-24 years old	8	33.3	76,75	0,47615
25-34 years old	14	58.3	73,0001	0,277471
35-44 years old	2	8.3	71,66667	0,5
45 years and older	-	-	-	-
Education				
Primary school	-	-	-	-
Secondary School /High School	8	33.3	76,625	0,461443
Diploma	4	16.7	69,5	0,41003
Bachelor's Degree	11	45.8	73,273	0,284736
Postgraduate Degree	1	4.2	99	0,217945
Master's Degree or higher	-	-	-	-
Position				
Waiter/ Waitress	8	33.3	78,25	0,316475
Bartender	14	58.3	72,7858	0,344385
Kitchen non-supervisory staff	2	8.3	75,5	0,486698
Barista	-	-	-	-
Barback/Food runner	-	-	-	-
Cleaner	-	-	-	-
Job Tenure				
Less than 3 months	2	8.3	79	0,497494
3 months to less than 1 year	3	12.5	66,6667	0,547707
1-2 years	10	41.7	74,6	0,308383
2-5 years	7	29.2	71,4285	0,442637
5-10 years	2	8.3	96	0,4
More than 10 years	-	-	-	-

n = 24.

The possible range of job satisfaction is from 20 to 100

4.1.2. Demographics: Immigrants

Out of 54 immigrant employees, 46.3% are males and 53.7% are females. The same as with Irish-born participants, no participants have defined their gender as Other.

18.5% of the employees are 18-24 years old, 66.7% are between 25 and 34 years old whilst 14.8% of the employees are between 35 and 44 years old. The same as with the Irish-born employees, there were no participants older than 44 years.

The majority of respondents have finished secondary school/high school (40.7%), there were no employees with just primary school finished. 11.1% of the employees have a Diploma, 24.1% have a bachelor's degree and 5.6 have Postgraduate degrees.

Whilst within the Irish-born group of employees we didn't have anyone with a master's degree or higher education, in the case of immigrant employees 18.5% had. The largest share (50%) of immigrant respondents are employed in the position of waiter/waitress. 25.9% are bartenders and 20.4 are kitchen non-supervisory staff. The share of respondents that declared themselves as employed as a cleaner or barista is the same, 1.9%. There were no respondents employed as a barback/ food runner.

In relation to job tenure, 9.3% of the employees were employed within the same company for 3 months or less. 31.5% had a job tenure of 3 months to less than a year, 24.1% had 1-2 years, 25.9% 2-5 years, 5.6% had tenure of 5-10 years. 3.7% of the employees were employed for more than 10 years with the same employer.

For the immigrant group of the employees, the author has added 2 additional demographic characteristics, Time in Ireland and English proficiency level.

16.7% of the employees are living in Ireland for less than a year, 20.4% 1-3 years, 22.2% 3-5 years. The majority of the respondents (40.7%) have been living in Ireland for more than 5 years.

In regard to English proficiency level, no respondents have claimed the Elementary level of English. 3.7% had a low intermediate level of English-speaking level, 33.3% claimed a High intermediate level. The majority of respondents (50%) have an Advanced level of English-speaking level and 13% of them are native speakers.

Table 2

Respondent Characteristics and Overall Job Satisfaction Mean Scores (Immigrants)

Characteristic	n ^a	Percentage	Job Satisfaction Score ^b	SD
Gender				
Male	25	46.3	70,32	0,19956
Female	29	53.7	62,9312	0,375504
Other	-	-	-	-
Age (years)				
18-24 years old	10	18.5	69,9	0,361213
25-34 years old	36	66.7	66,6391	0,266937
35-44 years old	8	14.8	60,625	0,450477
45 years and older	-	-	-	-
Education				
Primary school	-	-	-	-
Secondary School /High School	22	40.7	66,6365	0,379525
Diploma	6	11.1	67,3332	0,261405
Bachelor's Degree	13	24.1	66,7693	0,345212
Postgraduate Degree	3	5.6	70,9997	0,398261
Master's Degree or higher	10	18.5	63,2	0,336749
Position				
Waiter/ Waitress	27	50.00	62,5556	0,333849
Bartender	14	25.9	71,1429	0,330135
Kitchen non-supervisory staff	11	20.4	68,2726	0,267344
Barista	1	1.9	66	1,1
Barback/Food runner	-	-	-	-
Cleaner	1	1.9	81	0,217945
Job Tenure				
Less than 3 months	5	9.3	61,4	0,495076
3 months to less than 1 year	17	31.5	63,8823	0,384883
1-2 years	13	24.1	67,5384	0,32717
2-5 years	14	25.9	68,2858	0,29066
5-10 years	3	5.6	67	0,427856
More than 10 years	2	3.7	77,5	0,443706
Time in Ireland (years)				
Less than a year	9	16.7	68,0001	0,388731
1-3 years	11	20.4	66,6361	0,277647
3-5 years	12	22.2	70,6667	0,249174
More than 5 years	22	40.7	63,1817	0,384216
English Proficiency Level				
Elementary level	-	-	-	-
Low intermediate	2	3.7	76	0,4
High intermediate	18	33.3	69,4444	0,27639
Advanced	27	50.0	64,0001	0,261205
Native Speaker	7	13.0	64,7143	0,608231

N= 54.

The possible range of job satisfaction was from 20 to 100

4.2. Research Results

4.2.1. Analysis Method

In assessing the reliability of the MSQ questionnaire out of 91 participants in this study 78 (85.7%) have provided full responses to the 20 item inventory. 9 participants (14.3%) did not complete the questionnaire in full. With the analysis of 78 fully completed questionnaires, the MSQ short form has confirmed high scale reliability (Ayça, 2019; Gunlu, Aksarayli and ŞahinPerçin, 2010; Hancer and George, 2003; Saly, 2019; Zopiatis, Constanti and Theocharous, 2014) with Cronbach's alpha score as high as 0.924.

The Kolmogorov–Smirnov test and Shapiro-Wilk test was used to examine the normal distribution of the scores and has shown satisfactory levels (Hancer and George, 2003) In order to examine the significance of the difference between the two categories of employees, the author has used the Independence Sample T-test. Levene Test for Equality of Variance was used to examine the homogeneity of variance (Hancer and George, 2003). T-Test was used to examine the difference between the two groups in each category of job satisfaction, intrinsic job satisfaction, extrinsic job satisfaction and general job satisfaction.

4.2.2. Research Results of the Intrinsic Job Satisfaction

4.2.2.1. Activity Results

According to the results of the research, the median for activity dimension of job satisfaction of Irish-born employees is slightly higher than the median for the immigrants. Even though research conducted by Ariza-Montes *et al.* (2019) and Itzhaki *et al.* (cited in Wang and Jing, 2017) suggested that a dynamic working environment will more negatively influence the immigrants' job satisfaction, this research has shown that the difference of perception of the dimension of activity between above-mentioned groups of employees is insignificant.

4.2.2.2. Independence Results

According to Pyc, Meltzer and Liu, (2016), due to the hierarchical organisational structure within the hospitality, employees on nonsupervisory positions rarely experience large levels of independence which negatively influence job satisfaction.

Research shows that this parameter is equally important to both groups (Wang and Jing, 2017) which has been proven within this research. according to the conducted T-test, the difference between the two groups in the independence component is insignificant.

4.2.2.3. Variety Results

Sharafizad, (2020) has acknowledged that task variety has an overall positive reflection on the employees' job satisfaction levels due to the possibility of enrichment knowledge and skills which can especially be useful for immigrants (Erikcek, 2019). However, this research has shown that the difference between the two groups in the satisfaction of the variety parameter is insignificant.

4.2.2.4. Social Status Results

Workers in hospitality are considered low-skilled and uneducated, therefore their social status is very low (Shigihara, 2018). However, entry to the labour market for immigrants is not easy which can influence the image they have in regards to their employment (Biletta *et.al* 2019) and even if they are fully aware of the low social status that comes with the nature of their job, they have a tendency to attribute it to other factors which are connected with their immigrant status (Frank and Hou, 2017). Our research did prove a significant difference in the perception of the social status between Irish-born and immigrants. However, in this case, perception of the social status satisfaction has a more negative influence on immigrant participants of the survey which is not aligned with research conducted by Frank and Hou, (2017).

4.2.2.5. Moral Values Results

According to Namkung and Yoon (2010) and Cheng's *et.al* (2013), the moral values of the organisation will have an effect on job satisfaction of employees in the hospitality industry. If employees perceive that their organisation is conducting their business ethically, they will have a higher level of job satisfaction (Kim *et.al.*, 2020). In the immigrant's situation, this may be different due to the cultural differences on what is considered moral and acceptable in the host country which might not be considered the same in the immigrant-origin country (Stoermer, Bader and Froese, 2016). In line with Stoermer, Bader and Froese, (2016) the research has shown that

immigrants have a lower satisfaction in moral values than their Irish-born employees.

4.2.2.6. Security Results

Due to potential discriminatory reasons, an undeveloped social network and unsuitable skill-set for the host country, immigrant status can be a problem for the integration to the labour market of the host country (Biletta *et.al*, 2019; Azlor, Damm and Schultz-Nielsen, 2020). The immigrant population is less likely to have permanent, employment compared to the local population and they are more likely to feel less job security (Biletta *et.al*, 2019). However, the results of this research have shown that difference in perception of job security between immigrants and their Irish-born employees is not significant.

4.2.2.7. Social Service Results

Jobs in the hospitality industry has mainly consisted of jobs with low levels of significance for the wider population which often leads to the employee being unable to identify him/herself with their employment position (Grobelna, 2019). However, interpersonal connection with customers can add meaningfulness to the hospitality workers (Kim and Qu, 2020). In the immigrants' case, cultural differences can be an obstacle to establishing above mentioned interpersonal connection due to misunderstanding which will consequently lead to the lower levels of job satisfaction (Wang and Matilla, 2010). However, this research did not find significant differences in social service satisfaction levels.

4.2.2.8. Authority Results

Due to the nature of the hospitality industry with centralised decision-making structure, employees on non-supervisory positions usually do not have many opportunities to control the work or their colleagues (Pyc, Meltzer and Liu, 2016). However, in some cases, even though they are on the same hierarchical level, native employees might feel empowered to control the job of their immigrant colleagues (Cadenas, 2018; Lane and Lee, 2018). Our research did not show a significant difference in authority parameter.

4.2.2.9. Ability Utilisation Results

According to Wasserman and Hope (2019), overeducation is more common among the immigrant population. However, in our sample, 66.7% of the employees had a qualification higher than secondary school/high school compared to 59.3% of immigrants. However, it is important to mention that 18.5% of the immigrants had Master's degree compared to 0% of immigrants. Due to the percentage of respondents with education higher than secondary school/ high school, it is not wrong to conclude that we have a large number of overeducated employees. Frank and Hou, (2017) have claimed that overeducation will have a more negative influence on immigrants. Also, Tarvid's (2015) has found that overeducation will have a more negative influence on Master's degree holders than on Bachelor's degree holders. However, this research did not find a significant difference in satisfaction with ability utilisation between the two groups.

4.2.2.10. Responsibility Results

Even though the hospitality industry is known for a centralised decision-making system (Derry and Jago, 2015), front line employees, which most of the respondents of this research fits, if allowed, have to use personal judgment to manage and recover from service failures (Hewagama*et.al*, 2019; Karatepe and Karadas, 2012). If management empowers their employees and gives them an adequate responsibility to respond to the above-mentioned service failures, they will feel more valuable and will have higher levels of job satisfaction (Karatepe and Karadas, 2012). However, if the employee is not adequately trained for those situations, they can result in high-stress levels (Karatepe and Karadas, 2012), especially if the knowledge of the language of the host country is limited (Wang and Matilla, 2010). This research has shown a significant difference between Irish-born and immigrant employees where the immigrant group have scored a low level of satisfaction in the responsibility component.

4.2.2.11. Creativity Results

Cheng, J. and O-Yang (2018), have suggested that if managers will empower their employees to use physical and cognitive changes in the tasks, they are undertaking they will experience higher levels of job satisfaction. If immigrant employees will be

given an opportunity to present knowledge from their home country, they will feel more valued at the workplace (Harrison, Harrison and Shaffer, 2018). Immigrant respondents of this research have scored a significantly lower level of the satisfaction creativity dimension.

4.2.2.12. Achievement Results

Similar to ability utilisation, the achievement component is strongly connected to perceived overeducation. However, research results, in this case, have shown a significant difference between Irish-born and immigrant employees where immigrants have scored a lower level of satisfaction with the parameter. A potential reason for that can be that overeducation will have a more negative influence on Master's degree holders than on Bachelor's degree holders (Tarvid's, 2015). In our sample, 18.5% of the immigrants had Master's degree compared to the Irish-born employees with 0%

4.2.2.13. Intrinsic Job Satisfaction Sum

3 components with the highest score among the Irish born participants are activity, moral values and responsibility. Security has shown the lowest score of satisfaction followed by authority and independence and ability utilisation which had the same mean score.

The same as with the Irish-born employees, Immigrant employees have scored activity as the component with they are satisfied with the most. Activity is followed by social service and moral values. Three components that have shown the lowest levels of job satisfaction are social status, creativity and independence.

This research has shown that immigrant employees have significantly lower levels of intrinsic job satisfaction than their Irish-born colleagues. The 3 dimensions with the largest mean difference are responsibility, social status and moral values.

The author has also found a significant difference between extrinsic job satisfaction between Irish-born and immigrant workers. Therefore, the null hypothesis which assumed non-significant difference is rejected, hypothesis 1 which assumed different levels of extrinsic job satisfaction has been proven.

Table 3
Means of Dimensions and Sig (2-tailed)

Dimension	Type	M ^a	SD	M ^a	SD	T-Test		
		Irish Born		Immigrants		<i>t</i>	<i>df</i>	<i>Sig (2-tailed)</i>
Activity	Intrinsic	4,0833	,65386	3,8704	,77815	1.169	76	0.246
Independence	Intrinsic	3,5417	,88363	3,1481	1,01698	1.693	76	0.105
Variety	Intrinsic	3,8333	,81650	3,2407	1,02672	2.496	76	0.15
Social status	Intrinsic	3,7083	,9546	3,1296	1,08239	2.257	76	0.027
Supervision–Human relations	Extrinsic	3,9583	,9990	3,3333	1,14924	2.304	76	0.024
Supervision-Technical	Extrinsic	3,8750	1,0759	3,2963	1,05740	2.219	76	0.029
Moral values	Intrinsic	4,0000	,7223	3,6111	,76273	2.112	76	0.038
Security	Intrinsic	3,5000	1,0632	3,2778	1,05360	0.857	76	0.394
Social service	Intrinsic	3,9167	,9286	3,7778	,79305	0.677	76	0.501
Authority	Intrinsic	3,2917	,9546	3,1852	,97272	0.449	76	0.655
Ability utilization	Intrinsic	3,5417	1,1413	3,2037	1,20345	1.163	76	0.249
Company policies and practices	Extrinsic	3,7083	,8587	3,1667	,79503	2.710	76	0.08
Compensation	Extrinsic	3,2500	1,0734	2,8333	1,20924	1.163	76	0.249
Advancement	Extrinsic	3,1667	,9631	2,8704	,99140	1.229	76	0.223
Responsibility	Intrinsic	3,9583	,9546	3,3148	1,12977	2.429	76	0.017
Creativity	Intrinsic	3,7083	,95458	3,1296	1,21386	2.066	76	0.042
Working conditions	General	3,9167	,88055	3,4815	,90576	1.975	76	0.052
Co-workers	General	4,3750	,6469	3,8889	,81650	2.576	76	0.012
Recognition	Extrinsic	3,6667	,9631	3,2593	1,06727	1.602	76	0.113
Achievement	Intrinsic	3,8333	,91683	3,3333	1,04611	2.030	76	0.047

M= 1-5

Sig (2-tailed) = ≤0.05 shows significant difference

4.2.3. Research Results of the Extrinsic Job Satisfaction

4.2.3.1. Supervision-Human Relations Results

Leadership style has a strong influence on employee job psychological safety and if leadership style does not meet an employee's expectations the result will be low job satisfaction (Mao *et.al*, 2018; Khan Tuan and Rajagopal, 2019). The hospitality industry is known for a centralised power of authority and decision making which has a negative influence on job satisfaction (Pyc, Meltzer and Liu, 2016;

UzunsafYamak and Zihni Eyüpoglu, 2018; Rao and Zaidi, 2020). However, in the example of immigrants, specifically from Eastern European countries which make a big share of Ireland's immigrant population (CSO, 2019) an autocratic leadership style doesn't have a huge impact on overall job satisfaction (Cheng, J. and O-Yang, 2018). The research did show a significant difference in satisfaction with supervision-human relations dimension with immigrants scoring lower levels of job satisfaction which is not aligned with Cheng, J. and O-Yang, (2018). However, the author did not use nationality as a demographic characteristic, therefore, the share of Eastern European workers in the sample is not defined. However, the difference can be explained by the research of Iwu *et.al.* (2019) who has found that managers are more likely to assign difficult tasks, long working hours to the immigrants as they believe that they will have more tolerance to such mistreatment.

4.2.3.2. Supervision-Technical Results

A leader's technical abilities are important for knowledge sharing which has a direct effect on the subordinate's job performance and job satisfaction (Swanson et al. 2020). Learning opportunities are of huge importance for immigrants because besides better performance, new skills will put them in a better position to find employment in future(Erikcek, 2019). This research has shown that the perception of the lack of supervisor's technical competence has a significantly more negative influence on immigrant participants.

4.2.3.3. Company Policies and Practices Results

Kusluvan *et.al.*, (2010) has concluded that social ecology and HRM practices are among the most important determinants of job satisfaction. However, the hospitality industry usually doesn't place a lot of emphasis on the above-outlined factors (Walmsley *et.al.*, 2019). Wang and Jing (2017) have stated that immigrant employees as a more vulnerable group often experience unfair practices and it is less common that they will raise formal grievance procedures due to the lack of knowledge of employment law (Yang, 2019). Results of this research are aligned with Yang's (2019). The author has found that the company policies and practices component show a significant difference between Irish-born and immigrants where the latter has stated a lower level of satisfaction.

4.2.3.4. Compensation Results

According to Barret *et.al* (2012) comparison of wages between immigrants from new EU member countries and the local employees varies between 10-18%. The gap can be explained by the partial recognition of the qualifications and skills brought from the immigrant's parent's countries Voitchivski (2014). However, within the hospitality industry which is widely known as an industry with low salaries (Derry and Jago, 2015), especially on non-supervisory positions, the gap between host country employees is found to be insignificant (Barret *et.al*, 2012). This research has shown that both groups are equally dissatisfied with their compensation which is in line with Barret *et.al* (2012) findings.

4.2.3.5. Advancement Results

Ngan and Tze-Ngai Vong (2018) have stated that the reason for why advancement has a strong negative impact to the overall job satisfaction of employees within the hospitality industry is unrealistic expectations by means of career progression. From the immigrants perspective, factors such as cultural differences, the process of acculturation to the host country, stress experienced during immigration to the new country, anti-immigrant hostility, stereotyping and discrimination are among the largest obstacles for career progression (Cadenas, 2018; Lane and Lee, 2018). However, Hajro *et.al.* (2019), argues that immigrants tend to develop emotion coping strategies for their situation by acknowledging that their position is out of their power and they find positive aspects to it such as the possibility to improve their language skills and to gain experience and learn skills which will help them to find better employment (Riordan and Lowe, 2012). This research has not found a significant difference between Irish-born and immigrant satisfaction with advancement which would be in line with the statement of Hajro*et.al.* (2019).

4.2.3.6. Recognition Results

Even a small gesture such as a simple thank you to emphasise recognition for good work, or for example, overtime work can have a strong positive impact on an employee's job satisfaction. An employer who is showing appreciation for a job well done will increase an employee's belief that the organisation cares about him/her (Eisenberger *et al*, as cited in Cheng and O-Yang, 2018). This will especially affect

immigrant workers as it will increase their overall feeling of belonging (Bergbom and Kinnunen, 2014). In the dimension of recognition, this research did not show a significant difference between the two groups.

4.2.3.7. Extrinsic Job Satisfaction Sum

Irish born have shown the highest satisfaction with supervision-human relations and supervision-technical component. The dimension with the lowest scores of extrinsic satisfaction is advancement and compensation.

The same order is repeated with an immigrant group of participants. Supervision-human relations and supervision-technical component has shown the highest level of satisfaction, whilst dimensions with the lowest scores of extrinsic satisfaction are advancement and compensation.

Regardless of the fact that supervision-human relations and supervision-technical components have the highest scores for both groups, the same parameters have the biggest difference between both groups as well.

The research has shown a significant difference between extrinsic job satisfaction between Irish-born and immigrant workers. Therefore, the null hypothesis which assumed non-significant difference is rejected, hypothesis 2 which assumed different levels of extrinsic job satisfaction has been proven.

4.2.4. Research Results of General Job Satisfaction

4.2.3.1. Working Conditions Results

Working conditions within the hospitality industry are known as poor. The kitchen staff is regularly exposed to hazardous threats at work and frontline employees to overwhelming workload and role stress (Sönmez *et.al*, 2017; Cheng and O-Yang, 2018). Due to the belief that immigrants are more likely to withstand mistreatment and stressful and difficult tasks, they are more often exposed to unethical practices such as long working hours, abusive behaviour and discrimination (Iwu *et.al*, 2019). On the country to the statements of Iwu *et.al*, (2019), this research did not find a significant difference between Irish-born and immigrant employees. However, it is important to notice that the mean difference between two groups is 0.435 whilst Sig (2-tailed) is 0.052.

4.2.3.2. Co-workers Results

Good relationship and assistance from co-workers are one of the most important components in managing stressful situations (Tarvid, 2015; Bufquin, *et.al.*2017). Relationships with co-workers, in a multicultural environment, is strongly connected to job satisfaction for both immigrant and native employees (Bergbom and Kinnunen, 2014). According to Bergbom and Kinnunen, (2014), a good relationship with colleagues from the host country is of big importance for immigrant workers as that will satisfy their need to belong. Their research has also shown that relationships with immigrant workers do not affect overall job satisfaction to the same extent. Immigrant workers have scored a significantly lower level of satisfaction on the co-workers parameter which potentially can be in line with the statement of Bergbom and Kinnunen, (2014).

Table 4
Means of Dimensions, Sig (2-tailed), Percentage of Job Satisfaction

Dimension	M ^a	SD	<i>t</i>	<i>df</i>	<i>Sig</i> (2-tailed)	M ^a	SD
	Irish Born					Immigrants	
Intrinsic	3,7431	0,59837	2.548	76	0.013	3,3519	0,63726
Extrinsic	3,6042	0,70679	2.592	76	0.011	3,1265	0,76953
General	3,7417	0,57155	2.808	76	0.006	3,3176	0,63366
Intrinsic (%)	74,86					67,04	
Extrinsic (%)	72,08					62,53	
General (%)	74,83					66,35	

M= 1-5

Sig (2-tailed) = 0.05 ≤ shows significant difference

The possible range of job satisfaction in percentages is from 20 to 100

4.2.3.3. General Job Satisfaction Sum

General satisfaction is found by measuring all 20 items (Hancer and George, 2003). In the Irish-born group, 3 components with the highest score in the Minnesota Satisfaction Questionnaire are co-workers, activity and moral values whilst the categories with the lowest scores are advancement, compensation and authority.

The immigrant group has shown the highest levels of satisfaction with co-workers, social service and moral values whilst the lowest score is shown for the dimensions of compensation advancement and creativity.

The biggest variance between the two groups is shown in the dimensions of co-workers, responsibility and supervision–human relations.

This research has shown that there is a noticeable difference between general job satisfaction between Irish-born and immigrant workers. Therefore, the null

hypothesis which assumed a non-significant difference is rejected, Hypothesis 3 which assumed different levels between general job satisfaction has been proven.

The author has converted means of the general job satisfaction to the percentile scores to determine if employees belong to low, average, or high levels of job satisfaction. The possible range for scores can vary from 20 to 100. According to Hancer and George (2003), the score for employees in the hospitality industry which is 67 or below falls within the low motivation category and a score of 83 or higher falls within the high job satisfaction category. Therefore Irish-born employees have shown a moderate level of general job satisfaction while their immigrant colleagues have shown a low level of general job satisfaction.

4.3. Study limitations

There are a number of limitations to this study. Due to COVID-19, Dublin's pubs bars and restaurants were closed until late June which hindered the author in the collection of data which consequently resulted in a lower number of responses than expected. The fact that most of the employees were on 3 months lay off and had just got back to work might influence their job satisfaction levels, therefore, responses to the survey. Furthermore, the number of collected responses was twice as large for immigrant employees compared to the number of Irish-born employees' responses. This unequal proportion between the two groups undermines the validity of this study. The respondents were found by the convenience method and most of them are employed in Dublin city. Therefore, this study did not get the results from Dublin's wider geographical area which would show more reliable results.

Chapter 5. Conclusion

In the last three decades, the number of immigrants in Ireland has significantly increased reaching a significant share of 12.7% of the population in Ireland (CSO, 2019). In order to reach some financial security, many of them start their employment in the hospitality sector even though that might be below their educational standard (Iwu *et.al*, 2019) due to the reasons that employment in non-supervisory positions within the hospitality sector is relatively easy and often does not require any previous experience (Ariza Montes *et.al*, 2017).

In order to fill the gap in the body of knowledge and throw some more light on levels of job satisfaction within the industry, the author was eager to identify potential differences in levels of intrinsic, extrinsic and general job satisfaction between Irish-born and immigrant workers employed in non-supervisory positions in Dublin's pubs, bars and restaurants. That was done by using the Minnesota Satisfaction Questionnaire. The author has collected 24 Irish-born and 54 immigrants fully completed questionnaire responses.

The study has found that immigrant employees have significantly lower levels of job satisfaction in all three categories. The most important, general satisfaction is found by measuring all 20 dimensions (Hancer and George, 2003). The Irish-born employees had the highest scores for the dimensions co-workers, activity and moral values. The dimensions with the lowest scores are advancement, compensation and authority. On the other side, immigrant employees have shown the highest scores with co-workers, social service and moral values whilst the lowest score is shown for the dimensions of compensation, advancement and creativity.

The largest gap between the two groups has been found in the dimensions of co-workers, responsibility and supervision–human relations suggesting that in order to have harmonised personnel, owners and managers should show more emphasis on above-outlined dimensions.

Even though the dimension of co-workers had the highest rank in both groups, the author identified a significant gap which suggests that Irish-born employees are much happier with their co-workers than their immigrant colleagues. The literature

suggests that good relationships between the colleagues in the hospitality sector have a great effect on the overall job satisfaction (Tarvid, 2015; Bufquin, *et.al.*, 2017; Bergbom and Kinnunen, 2014) which was proven in this study. However, a significant gap between the groups can be explained by the study of Bergbom and Kinnunen (2014), who has found that the nature of the relationship with host nation colleagues has more effect on the immigrant workers than the relationship with immigrant colleagues has on host nation workers due to the reason that besides the other components, a good relationship with the host nationals gives immigrants a sense of belonging.

Responsibility is a component which is not easy to exercise in centralised decision-making organisations such as the majority in the hospitality sector are (Derry and Jago, 2015). However, when it comes to recovering from service failures, a lot of front line employees, which most of the employees in this study are, have to use personal judgment (Hewagama *et.al.*, 2019; Karatepe and Karadas, 2012). That can have a negative influence on the stress levels of immigrant employees if they don't have a good command of the host nation language (Wang and Matilla, 2010). As most of the respondents (96%) have claimed they have a high intermediate or higher level of English language proficiency, this factor can be excluded. Potential reasons for the gap in job satisfaction can be found in the next category with the biggest difference between the two groups, supervision - human relations.

Leadership style and the way managers deal with their subordinates have a great impact on employees overall well-being (Mao *et.al.*, 2018). In hospitality which is known for autocratic and authoritarian leadership style, that impact is usually negative (Pyc, Meltzer and Liu, 2016; Uzunaf Yamak and Zihni Eyüpoglu, 2019; Rao and Zaidi, 2020). However, some cultures that show emphasis on collectivism are more tolerant on the leadership style which is commonly practised in the hospitality business (Cheng, J. and O-Yang, 2018). That was not shown in this research as immigrant employee scores in this category have shown a significantly lower level of satisfaction. The reason for such a result might lie in the Iwu *et.al.* (2019) findings which suggest that managers are more likely to show unethical behaviour towards the immigrant employees than towards host nationals by assigning them difficult tasks, giving them long working hours, present abusive behaviour or discrimination on their nationality grounds. The discrimination from the manager side can be used to explain the difference in responsibility category

where a manager might not give similar levels of responsibility to Irish-born and immigrant employees.

The findings of this research are important as they have shown a significant difference in job satisfaction between Irish-born and immigrants which calls for actions in order to reduce the gap. However, for further research author advises combining quantitative and qualitative approach in order to recognise underlying specifics which have caused the gap.

Chapter 6. Recommendations

In order to minimise the existing gap between Irish-born and immigrants in non-supervisory positions, the author recommends to managers of Dublin's pubs bars and restaurants to undertake the following actions:

1. Explain to the Irish-born employees that good relationships between them and immigrant workers have additional importance to immigrants as that will increase their perception of belonging. This will help in establishing harmonious relationships among all workers which will have a positive outcome not just for the immigrant employees, but for the owners as well. There is no cost for this action and positive results will be noticed immediately.
2. Train and empower immigrant employees to deal with in unavoidable service failures by using their own personal judgement. This will show the immigrant employees increased levels of trust and will have positive effects on their perception of responsibility within the organisation which will consequently lead to better engagement. There are no direct costs associated with this action. The training process might take a relatively small amount of time, but the positive effects of this action will be noticeable immediately.
3. Present the fair distribution of working hours and difficult tasks between all the employees. This action will not require any costs and positive effects will be seen immediately.

4. Treat all employees fairly and correctly regardless of their origin. This action will not produce any costs and will lead to a better workplace. The hospitality industry is known for low wages and difficult work, this will help all the employees to deal with their challenges easier. The effects of this action will be noticed immediately.

Chapter 7. Personal Learning Reflection

The reason why I started my studies on NCI is to give myself an opportunity for a better life. The two years long journey was not easy in any segment. It was not hard to financially cover all the demands as my salary was quite low during this time frame and I had to take out a loan to cover my costs. The program was demanding and challenging especially in combination with full-time work and for a person whose native language is not English and have only been speaking it for five years. However, I have managed to overcome all these obstacles and have gathered a significant amount of knowledge from all of my highly appreciated lecturers, which will be useful for the rest of my life. Due to the successfully passed first year, I have managed to get my first employment within HR.

This research was important to me as I have working experience as an immigrant within the hospitality industry. Therefore, I had an opportunity to experience a lot of the situations outlined in this research myself.

While conducting this research I have faced a lot of obstacles. The main problem was that due to COVID-19, all the pubs, bars and restaurants were closed, which made a collection of the data impossible until late June when the restaurants and venues that serve food, could reopen. Also, the fact that a lot of places are working with a reduced capacity, made it difficult to collect the responses, and new health and safety measures meant that only a link could be used to collect data forcing me to rely on the individuals to fill it out on their own accord.

The demanding part was also to learn how to use IBM SPSS 26, but with the provided lectures, literature and videos, I managed to overcome that as well.

I have found writing this dissertation and conducting all the necessary elements which go with it, the most challenging part of the course. However, due to that, bringing it to the end evokes a great sense of achievement and pride.

Chapter 8. References

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Chapter 9. Appendices

Appendix 1 – MSQ Questionnaire

The statements in the questionnaire are:

1. Being able to keep busy all the time – Activity - Intrinsic
2. The chance to work alone on the job - Independence - Intrinsic
3. The chance to do different things from time to time -Variety - Intrinsic
4. The chance to be "somebody" in the community - Social status - Intrinsic
5. The way my boss handles his/her workers - Supervision–Human relations - Extrinsic
6. The competence of my supervisor in making decisions - Supervision-Technical - Extrinsic
7. Being able to do things that don't go against my conscience - Moral values - Intrinsic
8. The way my job provides for steady employment - Security- Intrinsic
9. The chance to do things for other people - Social service - Intrinsic
10. The chance to tell people what to do – Authority - Intrinsic
11. The chance to do something that makes use of my abilities - Ability utilization - Intrinsic
12. The way company policies are put into practice - Company policies and practices- Extrinsic
13. My pay and the amount of work I do – Compensation - Extrinsic
14. The chances for advancement in this job – Advancement - Extrinsic
15. The freedom to use my own judgment – Responsibility - Intrinsic
16. The chance to try my own methods of doing the job – Creativity - Intrinsic
17. The working conditions - Working conditions - General
18. The way my co-workers get along with each other – Co-workers - General
19. The praise I get for doing a good job – Recognition - Extrinsic
20. The feeling of accomplishment I get from the job – Achievement - Intrinsic

