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THE IMPACT OF MULTICULTURAL WORKING ENVIRONMENT TO JOB SATISFACTION

Master's thesis

Programme International Business Administration

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Tallinn 2020

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ABSTRACT

This thesis investigates the challenges and benefits of the multicultural working environment to job satisfaction in Bank, IT & Manufacturing organizations in Estonia. The aim of this thesis is to identify the multicultural working environment variables that impact to the employee's job satisfaction. This thesis explores employees with various cultural backgrounds have various factors of multicultural working environment employees' which impact job satisfaction. In order to reach this, the author of this thesis has put down the following research questions (1) what are the benefits and challenges of a multicultural working environment for the employees? (2) which factors of the multicultural working environment impact to the employee's job satisfaction?. The author focused both qualitative and quantitative research for the thesis. Qualitative research was done through meetings of interviews and managers while quantitative exploration was done through a survey and analyzing the data.

The result of the study showed that employees working in a multicultural working environment challenges and problems an employee can face such as communication, the mindset of an employee, cultural norms and diversity, employees who are culturally diversified treated fairly or not, all cultures and different backgrounds employees are respected or not. There are some positive factors as well that impact the multicultural working environment to employee's job satisfaction. Also, the majority of the respondent think that bonding with people of a different age group, diversified training programs, ethnicity, recognition or praise must be held to advance job satisfaction that organizations can progress multicultural working environment setting.

KEYWORDS: JOB SATISFACTION, MULTICULTURALISM, MULTICULTURAL WORKING ENVIRONMENT, WORKPLACE, EMPLOYEES

INTRODUCTION

Employees are the most important asset of an organization. The world is becoming more multicultural than at any time in recent because of globalization, steady movement, and leading-edge innovation. Individuals will migrate from their own nation to another for work, family or degree program, which is more developed than their own nation for instance, and where they will confront various difficulties. Because of this globalization and its subsequent migration, the quantity of a multicultural working environment in Estonia is continually expanding. To remain associated with the progressive multicultural world, organizations and work networks must have the option to address the difficulties and qualities of a multicultural working environment. This makes considering this topic significant. Having a multicultural workplace can greatly impact each organization because when employees are presented with alternate circumstances and culture at where they work, they are bound to practice resilience and the chance of them collaborating and cooperating increases. In this twenty-first century, the world is getting to be more culturally diverse, with having different races, ethnicity, sex and languages of individuals moving around us daily. This phenomenon can be portrayed by using a term, which is called 'cultural diversity'.

Researchers like Jayawardana, H.M.A.S., and K.G.Priyashantha (2019) and Longhi, S. (2011) have focused not only on the impacts of cultural diversity within the work environment, but also its impacts on work performance, compensation and job satisfaction. In this study, it'll be focused on the impact of multicultural working environment to job satisfaction. There are a variety of factors that can impact a person's level of job satisfaction, a few of these factors incorporate the level of pay and benefits, the seen decency of the advancement system with an organization, the quality of working conditions, leadership and social connections, and the work itself (the assortment of tasks included, the interest and challenge the work generates, and the clarity of the job description/requirements). According to (George, 1992), is the enduring ways an individual has of feeling, thinking, and carrying on, is the primary basis of how individuals think and feel

approximately their jobs or job satisfaction. Furthermore, job satisfaction has emotional, perceptive and behavioral elements (Bernstein & Nash, 2008).

Howard (2009) view job satisfaction as a mixture of likable and unlikable mind-sets, where an individual employee can achieve those mindsets from their work schedule. It infers that when an individual is employed, these likable and unlikable behavior come along with desires, needs and expectations, which characterize their meaning of working there. According to Mowday, Porter and Steers (2013), most employees of today have a serious extent of job dissatisfaction, which creates unwanted behavior at working place and in turn declines their performance capability and impacts their working place as well.

The Government of Estonia highlights support for the multiculturalism initiative. According to the Republic of Estonia Ministry of Culture, one of the main activity areas is integration. In 2008-2013 the service co-ordinated the exercises of the "Estonian Integration Strategy for 2008-2013 and was the implementing body of the program "European fund for the Integration of Third-nation nationals for the years 2007–2013. The "Integrating Estonia 2020" advancement intend to keep up the multiculturalism of society and the redesign of its assurance and develops the constitution of the Republic of Estonia as shown by which the assignment of Estonia is to ensure the safeguarding of the Estonian public, language, culture and the advantage of each individual to spare their ethnic personality.

The author of this thesis focuses on two different organizations for this research. One of them is European financial services working in northern Europe and situated in Helsinki, Finland known as "Nordea Bank". They have employees that are from various nations around the globe having particular cultural backgrounds.

The other company that is used for this thesis is "Ericsson Eesti AS". It has been connecting customers with its new technology and agile way of working. It is one of the leading providers of information and communication technology (ICT) to service providers. They believe in providing flexibility to their employees during seasonal peaks, natural disasters or the current pandemic. Like all crises, the global pandemic will accelerate any changes anyway going on. In this case, they believe flexible working locations will be growing in importance.

These two companies were chosen for the research because they both are big multinational companies and hold a reputed position in the world. The most important part of the organization is its employees. This study mostly comprises of job satisfaction. Job satisfaction has an immediate connection with the employees of any organization. There are several previous research about the effect of cultural diversity on employees' performance and productivity Al Raisi, M. Y., Al Rawahi, B. S., & Al Omrani, N. H. (2019), and the effects of organizational culture on motivation and job satisfaction Rozanna, N., Adam, M.,&Majid, M.S.A.(2019) but there are not enough research focuses on the impact of the multicultural working environment to job satisfaction. This study is motivated by the gap left unfilled by a significant number of research works that have not been directly conducted on the multicultural working environment and its impact to job satisfaction. The multicultural working environment may impose a positive or negative impact on employee's job satisfaction. A significant challenge for the multicultural organization is the diverse social beliefs and traditions, which can prompt internal challenges that can hamper the general performance of employees. The lack of evidence to explore the impact of the multicultural working environment on employee's job satisfaction creates the basis hindrance that serves as the foundation for this research.

In each organization, if cultural values are not all around spoke to and others attempt to impose their beliefs on different employees, this can prompt misconception and dislike. This research incorporates seeing if having a multicultural environment is worthy for progression or can be ignored that would not have a positive effect on the improvement of an organization.

The purpose of this master thesis is to look at the significance in terms of employees' satisfaction of having a multicultural working environment in organizations, having a workplace with employees who are diverse in culture.

The objectives of the study are as per the following:
• To find out the benefits and challenges of a multicultural working environment.
• To identify the multicultural working environment factors that impact the employee's job satisfaction.
• To share explored recommendations to the policymakers, practitioners, academic literature.

The main research questions in this study will be:

1. What are the benefits and challenges of a multicultural working environment for the employees?

2. Which factors of the multicultural working environment impact to the employee's job satisfaction?

Despite various research on the multicultural working environment and job satisfaction, there is an investigation on examining employees that are working in the bank, IT and manufacturing sector in Estonia. The author believes that the thesis will give a decent understanding of its impact on employee job satisfaction since this research includes an analysis gathered by first-hand data and experience from the employees' perspective.

The scope of this thesis is limited to conducting a survey to find out about the impact of a multicultural working environment to job satisfaction. The survey is conducted at an international bank, IT and manufacturing organization that is situated in Estonia and the target population for this research is the employees who work at these organizations from various nations.

This master's thesis is composed of 3 consistent chapters alongside the Introduction and Conclusion parts. The introduction part provides the readers with the inspiration behind the research, the research main problem, the goal of the research and the main research questions.

Chapter 1 provides a theoretical background to the research alongside the relevant literature review from past studies and research questions that are applicable to the topic.

Chapter 2 is committed to describing the outline of the methodology used in this thesis, clarifying the research method and furthermore how the sample was chosen, information gathered and analyzed. Survey design and planning, and the population of the survey are described as well.

Chapter 3 emphasizes the overall discussion of the data analysis. Moreover, the results of the data collection process and the result of the research questions are given. Ultimately the conclusion part gives a discussion of the impact of the results of the thesis. Light is shed on the impact of multicultural working environment to job satisfaction. There is a summary section where the recommendations are briefly explained.

1. LITERATURE REVIEW

This section aims to provide an outline of literature with reference to the research questions and problems from different journals, articles and books. The research area is focused on the impact of the multicultural working environment to job satisfaction, so it needs to study some articles and journals related to this topic as well as articles from different countries. The goal of the literature review is to find out the identifying key factors that impact job satisfaction in the multicultural working environment on employees. The literature study will allow the reader to get an understanding of the researched subject without a pre-information on the whole multicultural working environment to job satisfaction topic. It is difficult to recognize each reader's pre-information subsequently; some required theories and definitions information probably won't be described in detail.

Based on information and knowledge about key factors that impact the multicultural working environment on employee's job satisfaction the author will continue to search for research questions and problems that have been mentioned earlier.

1.1. Theoretical background of multiculturalism

If multiculturalism is centered around to be established in a workforce, first there must be the confirmation of viable correspondence. When there is good communication, it brings great collaboration among the various areas in the organization when various issues with respect to cultural differences must be addressed, there is a satisfactory obligation and obtaining of the cultural beliefs of different employees. Multiculturalism and identity area unit closely connected, as ethnic identities, additionally as different social identities, kind trendy social reality. Traditionally, for a few minorities, one's ethnic identity was a feature that ought to are hidden or stigmatized throughout the years (Kymlicka, 2012: 100). When it comes to having an effective

administration of multiculturalism in a workforce since this can support and help in building fellowship among employees and their employees. Employees can have various attitudes and assessments however with a legitimate organization these differences can be acknowledged. (Castaneda, M. E., and Bateh, J. (2013). However, the post-war era, its democratic ideologies and freedoms have announced policies for those, who were denied and neglected before. Tolerance and liberal values are also very important for European states which is why ideology policies area unit welcome and are wanted in European society. As per Hassi et al. (2015), diversity reflects the combining presence of contrasts in age, identity, foundation, sex and incapacity. Besides, Vuuren et al. (2012, p. 156) characterize cultural diversity as "the distinctions in nationality, foundation, historical origins, religion, character, demeanor, nature and some more".

Demographic shifts in the labor force, increasing motion of labor throughout national borders, and growing attention to troubles worried in managing multinational employees all strengthen calls for diversity management. Employee diversity is each more and more favored and probably emerging as a remedy for expanded work performance. Integrating findings from various literature, Crisp and Turner (2011, p. 242) provocatively assert that "the journey of stereo commonly challenging range yields benefits that extend beyond increased tolerance and extra positive intergroup attitudes to better self-efficacy and buffering of self-esteem, creativity and innovation in problem-solving, and tendencies to query illegitimate authority and promote social change. Multicultural individuals who have been raised, lived, or worked in bicultural or multicultural situations may show more skill and inventiveness than monocultural individuals, since they have disguised more than one lot of social patterns and appear to move smoothly between them (Saad, Damian, Benet-Martinez, Moons, and Robins, 2012). In this circumstance, it is essential to recognize cultural identification and cultural information: An individual can know about another culture without recognizing it. For instance, international students, employees from a different country might have the option to obtain information about various cultures and apply that information to control their conduct, without ever effectively relating to that culture (Furusawa and Brewster, 2015).

The concept of job satisfaction was first developed from the Hawthorne research of the late 1920s and early 1930s by Elton Mayo at the Hawthorne plant of the Western Electric Company in Chicago. The end result was once that the emotions of personnel can have an impact on their working behaviors. Social relationships and psychological factors are the main motives of job satisfaction and productiveness in employees (Robbins, 2002). Job satisfaction is one of the most essential and substantial variables in organizational behavior and in the area of psychology. Job

satisfaction describes however pleased a person is together with his or her job (Parvin and Kabir, 2011).

Job satisfaction relates to perceived job quality, which stems from the individual thought of all the financial and non-monetary aspects of the duty (Di Paolo, 2016). Thus, it is usually seen as an associate individual's emotional response to the perceived fulfillment of one's necessary job values. If these values are fulfilled, then the gratifying feeling of satisfaction is skilled, if they're neglected, then the feeling of discontent is skilled (Bednarska and Szczyt, 2015). unhappy employees show deviant workplace behavior and exit coming up with, which in turn decreases service quality and job performance (Tuna et al., 2016). Moreover employee job satisfaction has long been thought-about jointly of the key determinants of Associate in Nursing organization's success and growth (Prajogo and Cooper, 2017). Wang defines job satisfaction as the expression via an employee of emotional, corporal and mental feelings towards his work environment (Wang 2012). Piriyathanalai and Muenjohn described it as a nice assessment by means of the employee of job and his work and which is affected by using the work guidelines and policies and through his role inside the business enterprise (Piriyathanalai & Muenjohn, 2012). While Karmani defines job satisfaction as being the nice emotive attitude and states resulting from the standard assessment made by using the employee of their job (Kermani, 2013).

Job satisfaction has been related to positive organizational outcomes, for example, expanded worker efficiency decreased turnover rate, which are all connected to improved employees' performance.

To sum up the different theories, job satisfaction is a wide field of study, and the results fluctuate tremendously because of various perspectives on the topic. Anyway most authors concur on the fundamental determinants of job satisfaction, even though the subject is complex and not clearly defined. There will consistently be a level of uncertainty concerning the dimension of job satisfaction, as the degree of job satisfaction will vary between people depending upon age, nation of inception, sex and training level.

1.2. Multicultural working environment

Cultural diversity in the working environment is that representatives having a place with various cultures ordinarily have various perspectives and would thus be able to dissect an issue close by from an assortment of viewpoints. This is difficult to accomplish when employees having a place

with a similar culture are approached to analyze a similar issue. Employees originating from various cultures have various experiences, which can be valuable by furnishing the association with a sound and huge information base. Al-Jenaibi (2011) studied the effect and extent of cultural diversity in organizations in the UAE. The study demonstrated a large portion of the employees concurred that gathering work with culturally diverse individuals helps "to defeat cultural differences through shared encounters when working inside a group" (Al-Jenaibi, 2011, p. 71).

If a global organization needs to frame a multicultural working team, employees from each or most of these participate must take an interest for the team to have power and achievement. At least all cultural groups must be counseled for their feelings or convictions. Generally, a multicultural workplace is made out of delegates of the way of life living in a region or network. Two individuals don't consequently have similar opinions if they are the two Asians or from an African culture hence, it is imperative to consider different feelings or convictions inside a specific culture as well (Leander, E.N.2010, p32). Organizations that are maintaining their business in numerous nations, need to connect with numerous people from different foundations (Jonasson and Lauring, 2012). The first phase of making the most out of a multicultural working environment is to make a deliberate effort to become aware of what measurements of cultural diversity exist inside an organization or an association. It is imperative to recognize the contrasts between people and groups of people. Generally, a multicultural workplace is seen from a negative perspective rather than a positive center ability. It is easy to identify the intrinsic obstacles and barriers related to differences in religion, inability, educational level, class, age, veteran status, sexual orientation, region, or even paid employees versus volunteer staff.

Extending activities to a worldwide level have numerous points of interest for worldwide enterprises and help them to maintain their competitive advantages. Be that as it may, there are likewise numerous difficulties for managers and employees just as expatriates. Since in a global working environment, having great relations with various ethnicities requires fathoming society and talking styles (Hua, 2019).

1.3. Challenges and benefits of the multicultural working environment

Intercultural disputes can undoubtedly emerge in the multicultural working environment. These clashes may influence the multicultural workplace. The less cultural differences approach, the more obviously the personnel are presented. The work network ought to have an away from and the aftereffect of misconception ought to be treated as transparently as could be expected under

the circumstances. Much of the time, the manager assumes a key function in evading these contentions. Listening, respecting and work direction are significant traits of a manager. (Organization X's interior home page 2020.)

White (2010) argues that these challenges lie in the constant improvement of the mix and social acknowledgment of individuals from different backgrounds. He emphasizes that the distinctions in human qualities normally impact how individuals think, act, communicate, and make choices. Likewise, these distinctions affect individuals' capacities to help, trust, and profitably regard each other. One frequently normally looks for the equivalent and similarly invested individuals, and having a place with a larger part bunch is seen as sheltered, for instance, through continuity and acknowledgment. Estonia is a homogenous society. Most of the majority living there are Estonians, with Russians the biggest minority. There are additionally Latvians, Finns, and other people from a different region Aidarov, A.,& Drechsler, W.(2013).

How delicate an individual can experience issues in an unfamiliar culture can rely upon the reason, how one characterizes an individual's personality and mental self-view corresponding to other people. If one feels its own culture different from other people, it might build a pessimistic and discriminative perspective about foreign cultures. Then again, intercultural conflicts can likewise come about because of ensuring one's own cultural perceptions and mental self-view. One needs to defend its qualities and on the off chance that one feels being addressed by a foreign culture. (Browayes and Price 2011, 347).

This requires making the management ideas and application strategies to manage the challenges and opportunities posed by an increasingly diverse culture. These challenges and opportunities include culture presented by a diverse culture. These challenges and opportunities include social impacts for job satisfaction, levels of between-group inclinations and biases, degrees of helpfulness and generally speaking individual performance.

A multicultural organization can have numerous advantages, remembering an expansion for new thoughts, efficiency, market share, and company integrity (Allen and Montgomery, 2001). Though a multicultural work network brings difficulties, it likewise brings numerous benefits. So as to transform the difficulties of multiculturalism into benefits, it is critical to comprehend what cultural differences exist and why. Then again, working in a multicultural workplace likewise expands information and comprehension of societies, which is called social skill. (Arila, Toivanen, Väänänen, Bergbom, Yli-Kaitala and Koskinen,2013. New perspectives, approaches, and worldwide expertise increment the creativity of the work network and critical thinking abilities.

This upgrades the dynamic and profitability of the work network consequently. (Lahti 2014, 56-60.) An open work network where one can acknowledge various perspectives and endure them is an improvement in the workplace. Employees can likewise be affected by a positive picture of the business, which is assuming liability for multicultural society and supporters moral activities. (Lahti 2014, 57. Individuals with various cultural backgrounds may bring a more variety of skills and critical thinking capacities in the production process and create information overflows which may interpret in higher profitability so that, under specific conditions, a more diverse group may beat a more homogeneous one (for example Alesina and La Ferrara 2005). Then again, an excess of diversity might create exchange costs and block communication, in this manner reducing productivity. The desire is in this way that moderate degrees of variety should have a positive effect, while an excessive amount of diversity may be hindering; there ought to be an ideal degree of variety that augments productivity.

1.4. Effects of cultural diversity in the workplace

Cultural diversity in the working environment has developed as a trend. "Cultural diversity is when contrasts in race, identity, language, nationality, religion, and sexual direction are spoken to inside a network" (Amadeo, 2013). Although the media and modern writing set out upon the advantages of cultural diversity in the working environment, referring to upgrades to employees' ability and innovativeness, this acknowledgment doesn't reflect, in real practice, as clearly as in principle (Al-Jenaibi, 2011, p. 49).

A positive effect of cultural diversity in working environment is that representatives having a place with diversified culture normally have various perspectives and would thus be able to investigate an issue within reach from a range of viewpoints. This is difficult to accomplish when employees having a place with a similar culture are approached to break down a similar issue. Employees originating from various cultures have various encounters, which can be beneficial by giving the association with a sound and huge information base. Another positive effect of cultural diversity in working environment is the expanded propensity of organizational personnel to defeat culture shock as the business grows in different nations and gets global. This is a significant advantage become of the cultural diversity of the employees because many organizations have worldwide development on their corporate plans.

A pessimistic impact of cultural diversity in working environment is the expanded propensity of organizational personnel to enjoy relational clashes. Culturally diverse employees have various feelings, contemplations, convictions, standards, customs, qualities, patterns, and conventions. "The similarity of an iceberg comes to mind in the face of these possibly unlimited measurements; the undeniable qualities of race, nationality, sexual orientation, age, and inability identify with the little, noticeable part of the iceberg and are the premise of much anti-discrimination legislation around the globe" (Białostocka, 2010, p. 6). Not all that conspicuous measurements, for example, culture, religion, and legislative issues, just appear with the section of time.

1.5. Employee job satisfaction in a multicultural working environment

Here, the author address different determinants of employee job satisfaction and their effect on different components like occupation satisfaction in a multicultural working environment. It is important for an individual to have a sense of security and safety within the organization environment. The viewpoints, for example, weakness, powerlessness, inadequacy and vulnerability doesn't stir job satisfaction. The job security is influenced by the variables, for example, effective communication and great terms and conditions with the superiors and the subordinates, safe working ecological conditions, safe state of the machines, gear and different gadgets that people utilize for the creation and assembling, accessibility of incentives and advantages and great pay by the performance of job duties. Generally, job satisfaction is marginally identified with employer stability (Hong, Hamid, and Salleh, 2013).

Within the employment setting, people feel satisfied, whenever they are provided with the chance to utilize their aptitudes and capacities. They have procured preparing in the field of the management or education, subsequently, an individual feels fulfilled, whenever he is made accessible the opportunities where he can cause compelling use of the instruction and preparing that he to have. Individuals with unique skills and capacities are basic in knowledge organizations, the new position necessities have made a lack and expanded competition for skilled specialists in numerous fields (e.g., programming designing, nursing). Moreover, the adjustment in the economy has brought about the removal and unemployment of individuals who try not to have the right skills needed for information situated positions (e.g., Bell, Berry, Marquardt, and Green, 2013; Karren and Sherman, 2012).

People management is a significant part of the hierarchical process. This began from the acknowledgment that the HR of an association and the association itself are equivalent. An all-around managed business association by and large considers the average employees as the essential wellspring of efficiency gains. These organizations consider the representatives as opposed to capital as the center establishment of the business and suppliers to the improvement of the organization. To guarantee the fulfillment of the objectives and destinations, the association makes an air of confirmation and backing for its employees through approaches that encourage representative fulfillment. The fulfillment of HR set up close associations with generally inspired employee satisfaction. Motivated employees at that point develop dependability or responsibility to the firm bringing about more noteworthy productivity and lower turnover rates (Parvin, and Kabir, 2011).

Compensation/pay is characterized as the financial advantage given to the employees by the organization as a by-product of the administrations that the employees render towards the organization. Monetary compensation and advantages are viewed as the most basic regions that employees work for, when they feel, their compensation and advantages are sufficiently adequate to support their living, at that point they feel happy with their work. At the point when employees experience advancement and increment in remuneration, at that point they felt huge joy and fulfillment towards their positions. Remuneration possesses the principal rank in the assurance of the activity fulfillment when contrasted with other significant determinants (Neog, and Barua, 2014).

Within the organization, the employees need direction, bearing and the board from their chief. The help of the supervisor is one of the significant variables for worker maintenance and to do well in one's activity obligations. Supervisor help is characterized as the degree to which the pioneers and the executives make arrangement of care for the government assistance of the representatives and worth their commitments (Neog, and Barua, 2014). When the employees feel that they are receiving support, care and help from their supervisor, they build up this perspective that they are being valued, heard and thought about, henceforth, because of this, they feel happy with their positions.

The working environmental conditions impact job satisfaction, as the employees would need their physical working natural conditions to be agreeable. The working conditions incorporate workplace hardware, seats, furniture, machines, instruments, etc. The employees feel happy with their positions, when the profitability levels go up, because of the working natural conditions. At

the point when an employee gets employed, he/she generally wants the working conditions that would contribute to improving his activity execution. Then again, when the employees don't locate the working environmental conditions agreeable, they don't build up the sentiments of job satisfaction. Rizwan et al, 2010) led an examination in versatile correspondence administration associations of Pakistan and contemplated inspiration as one of the workplace conditions. They found that work inspiration positively impacts job satisfaction. They proposed that activity satisfaction figured an employee more careful and worried for the organization and that activity satisfaction would be accomplished when an employee is roused to accomplish work by his own will through furnishing him with a suitable workplace, the backing of chiefs, strengthening, and a feeling of independence.

Within the organizational structure, the employees must create suitable terms and conditions with their co-employees. It is imperative to make a climate inside the working environment, where colleagues can interface with one another in a wonderful and casual way. Friendly and enjoyable organizations with collaborators empower the people to play out their tasks, occupations and work obligations in a sufficient way. If the supervisor has given to the employees some sort of clarification with respect to the presentation of the activity responsibilities, and a portion of the employees might not have seen clearly, at that point they can generally guidance their colleagues and look for help and help from them. In this way, receptive terms and relationships with the colleagues empower employees to improve efficiency and yield and create job satisfaction. A great relationship with co-employees can encourage a steady organizational environment and increase the feeling of belonging. A few studies have emphasized the environmental organizational factors as significant pioneers of job satisfaction (Ahmad and Veerapandian, 2012; Hayes, Bonner, and Pryor, 2012).

Adult people are typically associated with various tasks other than their jobs, for example, taking care of the family concerns, the management of the family unit, engaging in different exercises, etc. At the point when an individual feels that management of the job and different issues isn't a burden for him/her and he/she can deal with all the necessities and prerequisites, at that point he/she feels happy with his/her activity; when activity makes an arrangement of enough reality for him/her to deal with the various needs and prerequisites. Then again, when an individual thinks that its hard to deal with the activity just as different issues and feels pressurized, at that point he/she may not feel happy with the activity. Different issues and concerns may become hindrances inside the course of the exhibition of his/her activity obligations. One of the most significant

determinants of association and working environment relations is support at work (Ahmed et al., 2013). Supervisor help makes a feeling of responsibility in employees, who at that point perform better; along these lines, supervisor uphold is another basic factor identified with worker work-life balance (Baral and Bhargava, 2010).

The connection between multiculturalism and job satisfaction has likewise been concentrated as to cultural fit theory, which keeps up that modification of an expatriate relies upon the fit between certain character characteristics of the exile and the way of life of the host nation. Peltokorpi and Froese (2014) examined the accompanying character attributes: social sympathy, social activity, passionate steadiness and liberality. While they got incomplete help for the cultural fit theory, their study suggested that the degree to which singular attributes coordinate social qualities impacts an exile's change and, thus, his/her job satisfaction. Subsequently, the social fit theory offers an extra clarification of the connection between multiculturalism and job satisfaction.

1.6. Previous research on the multicultural working environment

The past research from the proposal of different regions is giving us knowledge of the varied factors that influence the multicultural working environment. The quantitative and qualitative researches expose the fair encounters of Estonia and the unfamiliar representatives as they shape the multiculturalism in their own organization. Hence, it underpins the investigation of adequacy in the multicultural working environment. In most research on cultural diversity (e.g., see the Special Issue of the Scandinavian Journal of Management, 25 (4), 2009), the impacts of decent diversity are not separated by the source: all sources of decent diversity including sexual orientation, age, work, just as culture and nationality are accepted to have a similar effect. Even though there are a few equals among various diversity sources (Van Knippenberg and Schippers, 2007), it is conceivable that social assorted diversity influences groups uniquely in contrast to other assorted diversity. A multicultural organization can have numerous advantages, including an expansion for innovative thoughts, profitability, a piece of the overall industry, and company reliability (Allen and Montgomery, 2001). The finding that organizational diversity is prescient of employee job satisfaction is upheld by past examination demonstrating that hierarchical components do affect social work fulfillment (e.g., Gleason-Winn and Mindel, 1999; Huxley et al., 2005) and features the significance of hierarchical decent diversity initiatives (e.g., Cox, 1991). Past theory-building on the connection between diversity and satisfaction has taken a peek at various sources of diversity, including demographic, sexual orientation, and utilitarian assorted

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diversity (McPherson et al., 2001). Consequently, it isn't surprising that the connection between diversity and satisfaction has commonly been discovered to be negative. Working in a multicultural team may satisfy singular requirements for assortment, improvement, or even experience in manners that working in any case demographically various groups doesn't.

As a summary of the literature based on the best of the researcher's information, there's no detailed study done based on the impact of the multicultural working environment to job satisfaction founded in Europe. It is basic for service firms to completely comprehend factors that impact to job satisfaction and multicultural working environment. Besides, with the expanding globalization and portability of work power, investigations of differential impacts can't be restricted to individual and organizational factors; they should assess multicultural contrasts. There are a few factors like employees ethnic birthplace, race, shading, religion or different convictions, age, inability or sexual orientation, job security, skill and ability, people management, compensation/pay, supervisor support, working environment conditions, relationship with the co-employees, flexibility to balance life and work, can impact job satisfaction. The author believes that job satisfaction might be an ever-moving objective for the organization to target. Nevertheless, job satisfaction ought not to be the objective of an organization; as it might be raised in nature because of the essential character of employees to never be altogether satisfied. On the other hand, the organization must plan to give job satisfaction by implies in which the employees' motivation, commitment to organizational vision, and want for success. Cultural diversity in the working environment is that employees having a spot with different cultures normally have different points of view and would be able to dissect have an issue close by from an alliance of perspectives. The multicultural working environment becomes more associated with the organization that it represents if it clearly declares that it is a top priority to have a diverse workforce. The different elements that address the knowledge, perception, communication and development of a multicultural company should continue to be reassessed by multicultural employees. Employees should consider the dimensions of diversity, use language that is inclusive and valuable, cite different sources, adapt easily to different communication styles of diverse people and be mindful of and comfortable with dealing with cultural issues. Continuous personal learning and progress should be respected, perspectives and views of the multicultural working environment should be solicited; invite feedback about personal behavior and blind spots.

2. RESEARCH METHODOLOGY

2.1. Data collection Methods

Research methods are comprised of the apparent samples and information gathered to discover answers to a problem. The research can be characterized as a logical and systematic quest for significant and new data on a selected point and in this course research methodology can be clarified as to how an examination is to be performed. The data will be collected through surveys and interviews. The author has applied both quantitative and qualitative research methodologies. As the author has focused on multicultural employees in 2 different organizations so it will be conducting a survey having close-ended questions. This will be an easy way to collect data from a large number of people. After that for interviews author will be focusing on organized interviews to get more information to help with the analysis of results more accurately.

The research that focuses on describing a specific phenomenon is qualitative research. Textual data is being introduced as qualitative research (Neergarrd and Ulhoi, 2007). The qualitative research strategy is utilized in the study to assess and analyze the information gathered from different employees of two companies.

The samples taken for this thesis are two different organizations to compare the consequences of individuals having a place with various fields of work. The two of them are enormous global organizations and hold a very presumed place in the world market at this moment. They have employees from all around the globe and each holds its own opinion and perspectives about the impact of multicultural working environment to job satisfaction. The exploration has accumulated data by utilizing both survey methods and the online interview comprising of open-ended questions. The surveys were distributed primarily to employees in a working environment where there are employees from various cultures working in the same workplace.

2.2. Research strategy and design

The author applies both quantitative and qualitative methods research in this study to refer to all mechanisms collecting and analyzing the data in the context of a single study (sensu lato Tashakkori and Teddlie 2003).

From the way that the identified research question incorporates a "what" measurement, this implies as per Christensen et al. (2010) the study identifies with an explorative plan. Subsequently, both quantitative and qualitative research strategy was utilized to the impact of multicultural working environment to employees' job satisfaction.

The main idea of these steps was to keep the research dynamic. It implies keep it open for all prospects, gathering new and existing thoughts and knowledge, approve each step and improvise on the off chance that it doesn't attempt to accomplish the objective. Relevancy to the problem statement was also at the core of the strategy. Data analysis assumes a critical part to give required and significant output from gathered information and data.

2.2.1. Primary Data

Primary data is known as direct information that is gathered from others. Direct information can be gathered through information assortment techniques like questionnaires, surveys, interviews, perception, experiments, photographs, journals, compositions and others (Hox and Boeije, 2005). In this analysis, surveys are gathered as essential information collection strategies and distributed to target respondents (foreigners in two different organizations in Estonia) in the form of Google forms through a link. A select set of managers were approached with an open-end questionnaire for interview purpose. This technique has been chosen since, this is successful in analyzing data that has been gathered through observation online interview. Further, qualitative analysis is suitable for analyzing the least scope of data that has been gathered for the exploration.

Quantitative research would help in utilizing statistical tools for analyzing the information acquired from respondents (Neergarrd and Ulhoi, 2007). Quantitative research has been utilized to study to expect the huge volume of information that is gathered via the survey process. This strategy is a lot effective in changing over texts to numerical and the other way around utilizing statistical tools.

2.3. Description of the samples

The samples were taken for this thesis to compare the results of individuals having a place with different fields of work. The two of them are big multinational organizations and hold a very reputed in the world marketplace at present time. They have employees from all around the globe and each holds its own opinions and perspectives about the impact on the employee's job satisfaction. The first company taken into consideration is a Swedish multinational networking and telecommunications company Ericsson is known as "Ericsson Eesti AS". According to the website of Ericsson (www.ericsson.com), it is known to be no one company in the telecommunications sector. It has been established for more than 140 years and diversified based on services, software and infrastructure in information and communications technology for telecommunications operators. Ericsson is a global company with its offices in different countries of the world.

The Ericsson board of directors is made up of sixteen people and the executive committee consists of six members. Ericsson is a growing company with customers in 180 countries and about 47,135 employees in Europe. Out of which 2100-2200 are employed in Tallinn, Estonia. As Ericsson is a global company, it has a very distinguished set of values. They believe in respecting and valuing people by keeping up to their commitments and putting their customers as a first priority.

The other company that is used for this thesis is "Nordea Bank" with reference to its website (www.nordea.com) it is also a global company located in around 20 countries of the world that is in a phase of growth so their number of employees and customers is rapidly changing every day. Although it fundamentally provides services in Finland, Norway, Denmark, Sweden, Estonia, Latvia, and Lithuania. In Estonia, the total number of employees is 600. Nordea bank is a universal bank with a complete operating income of EUR 8.5 billion and absolute assets of EUR 554.8

billion in 2019. They are represented in 20 nations, working through various branches, auxiliaries and delegate workplaces. In addition to their own organization, they additionally have collaboration agreements with banks over the globe to offer customers great solutions that meet their worldwide business needs.

The Nordea board of directors is comprised of ten people, four employee representatives and eleven group leadership teams. Nordea continually focusing in on how the employee can live their values in all that they do. From how they recruit to how they develop and grow, the organization emphasizes what they accomplish as well as how to do it and if their qualities control their way. Nordea train and lead from their employees' qualities and steer towards the motivation.

2.4. Managers Research Methodology Description

The author of this thesis conducted qualitative research methods for the employees of both companies. The author organized interviews with four employees two from each company who were accountable for speaking to their regarded departments of the company. This arrangement made a difference for the author in collecting the fundamental and background information around the topic to begin with from the employees at that point going into the points of interest through the interviews.

The reason for conducting interviews was to guarantee that each interview held with the employees had totally the same questions and in the correct same order to make the comparison simpler. During this research, the employees were kept anonymous and are specified as Employees A, Employees B, Employees C and Employees D. The identities of them were not revealed for safety and privacy concerns. The author conducted skype calls and voice calls for the interviews which they were informed a week earlier to the interviews. The interviews were done in the end of November and starting of December in 2020. The interviews endured for around 30-40 minutes and were recorded with a voice recorder as it were with consent from the employees and a while later translated for this thesis.

It could be a research strategy that focuses on getting information through open-ended and conversational communication. One on one interview may be an individual interview and gives an opportunity to the interviewer to induce details in depth from the respondents and collect exact

and significant information from the respondents almost their convictions and conclusions (David, Benard, 2008). The final interview questions are presented in Appendix 1.

The interviews started off with a presentation of the author and the understanding of the topic being researched, to make it simpler for the interviewees to induce the concept and thought behind the interview being held. They were given a small background and introduction approximately the topic and were inquired to introduce themselves as well before continuing to the real interview.

The interview was separated into segments which included; general questions, multicultural working environment and Employees Job Satisfaction. The purpose of general questions was to get an understanding of the views of the manager and thinking of multicultural working environment to job satisfaction.

The second part of the interview was about the multicultural environment in the workplace. It was to consider and understand the point of view of the manager. The challenges and benefits an individual might face aspect of working in a diverse working environment. It was to understand the managers how much enjoy being with people whose race-ethnicity, or cultural background and understanding the perspectives of colleagues from different backgrounds.

The third part of the interview was based on the questions about employees' job satisfaction. It was done to get an understanding from the manager about how ethnicity, different age group, recognition, proper appraisal and quality of training factors impact satisfaction towards a diverse workplace.

3. RESULTS AND ANALYSIS

In the third chapter of this thesis the author first shows the results of the managers' interview and employees' research that was gathered after the survey. After that, the author displays both the outcomes along with academic findings to contrast the results and come up with a conclusion and give recommendations that the author believes are best appropriate for it.

3.1. Results of Managers' Research

The author conducted four interviews within the manager's research with two managers of Ericsson Eesti AS from the supply chain department and two key managers from Nordea from the financial crime prevention department. The main reason for the author to conduct interviews with these four managers of the regarded company was that they are the ones who are from different countries and understand the topic. The names of the managers were kept anonymous in this manner the author chosen to call them as Manager A, Manager B, Manager C and Manager D. Summaries and investigation of the interviews done are displayed within the subheadings underneath.

3.1.1. The benefits and challenges of a multicultural working environment.

Multicultural working environment is valuable to both organizations and employees. Although employees are interdependent within the workplace, respecting individual contrasts can increase efficiency.

There are challenges to dealing with a multicultural working environment. Managing diversity is more than basically identifying differences in employees. It includes identifying the value of differences, opposing discrimination, and advancing comprehensiveness. Managers may also be

faced with reductions of employees and work efficiency due to bias and unfairness and complaints and lawful activities against the company (Devoe, 1999).

"I will start with the benefits first, the benefits such as in a diverse working environment I often see more innovations, an increase of profit, wide talent of better employee performance. A diverse cultural perspective can inspire and drive innovations. Also, diversity allows an organization to offer a border and more adaptable services. The challenges could be a communication issue which is one of the big challenges. If I elaborate, colleagues from some culture they may be less likely to let their voices be heard, and also professional communication can be difficult to understand across language and culture." (Manager A).

Manager A referred benefits working in a multicultural environment he often sees more prompt and innovations as per multicultural point of view. He felt the multicultural environment permits an organization to offer a border and more versatile services. He mentioned that communication issue is a big challenge that one can face with a multicultural working environment.

"I can have different cultural experiences as well. This will helps me to become a multicultural personality when working in a diverse team. This will support me to communicate with different cultural people. Another benefit If I talk about, whenever working in one kind of culture the way of thinking will be very limited, individual will not think outside of the box. For me working in a different culture people it enhances the mindset, intelligence level. The challenge can be a cultural difference, language, gesture in here people use, way of expression, way of speaking.". (Manager B).

When asked the same question from Manager B, she replied working in a multicultural environment individuals have diverse cultural experiences and it will help to enhance multicultural personality, mindset and intelligence level. The challenges she stated about the different language, gesture, way of expression and speaking that have a different meaning in some other culture.

Manager C had a similar point of view but with a slightly different angle to it, *"I see the main challenges in a diverse working environment as to how to collaborate or how to communicate with the team. if I considered people with a very low tolerance rate that might be a challenge. When they get exposed to this kind of new culture maybe it's kind of uncomfortable for them initially just to create them intolerance level. Once employees kind of used to it even I am exposed to a new environment it will be easy to adopt the working environment. There are more pros and cons to*

this. It's like I have a variety of people around, some different ethnic backgrounds and way of thought process which give a lot of interesting solutions to any problem.".

Manager D stated *"There are a lot of challenges aspects of working in a diverse working environment. For example, different time zones. When working with different people with different time zones it challenging to meet the proper hour and focus sometimes. This is nice because it gives a possibility especially now we are working from home. It also gives the prospect to know even a little bit better the person working with. The benefits are I believe are very much more because we can share different ideas, experience and the challenges we are facing daily can discuss with different cultural backgrounds colleagues. The thing is learning from each other is the best benefit."*

All the managers agreed on the same point. For them, The advantages of a multicultural environment at work will help to enhance employees' multicultural personality, mindset and intelligence level. Some different ethnic backgrounds and way of thought process which give a lot of interesting solutions to any problem.

3.1.2. Multicultural working environment factors that impact the employee's job satisfaction

Employee job satisfaction is defined with a diverse condition to represent employees that increases happiness, who is contented and satisfying their working needs and desire.

"I would like to say, ethnicity has a significant impact on employee job satisfaction. While age and education have a minor significance that affects employee job satisfaction". (Manager A).

Manager A referred to working with a multicultural working environment ethnicity has a remarkable impact on employee job satisfaction.

"It's an ongoing learning process, so basically it also depends on the leaders as well as how they are taking their team towards the goal. If the leader is good then I mean there is no dissatisfaction between the team even you have a team with a different culture".   (Manager B).

Manager B stated that the impact of ethnicity on employee job satisfaction also depends on the leaders and how they are taking the whole team towards the goal.

Manager C had a very straight-forward answer to say, " *When we talk about a diversified workplace, yes ethnicity has an impact on satisfaction. These are directly proportional and it has a good impact on this".*

Manager D had a similar point of view, *"I believe diversity it's impacting very in a decent way. The satisfaction it's bringing us a lot and overall ethnicity in an organization influence the diverse workplace"*.

All the managers stated and shared their experiences that in a multicultural working environment ethnicity has a significant impact among employees in modern work organizations.
As per Hassi et al. (2015), diversity reflects the combining presence of contrasts in age, identity, foundation, sex and incapacity.

"I believe aged employees aren't able to change with time. Therefore incapable of learning a new skill. They contribute much less than younger employees of today's organization. Less likely to embrace the new technology, lack of flexibility, expect more salary The benefits are like if we have older employees in the organization we need less training requirement. They already experience enough. The chances of mistakes will be less because they have more experience compared to others". (Manager A).

Manager A shared his opinion about the factor that bonding with people of a different age has a good impact on employee job satisfaction. He mentioned a few challenges and point out the benefits like less training requirement, more experience compared to others.

Manager B stated her opinion in a different way *"In my country, we are always respecting the people who are senior. So for me sometimes is very difficult if they doing something wrong then I am not able to point it out directly. Because I feel like if they will feel disrespected. This is the only challenge I am facing in my workplace. Sometimes it hard to find the statement or word how I have to approach the senior colleagues. Another thing the senior people are not accepting the change quickly. So I guess this can put any team in a difficult situation"*.

"Age is not an issue. In an organization, I will find a different kind of age group. I didn't face any hurdles working with different age groups but when we talk about the learnings we get from this kind of people, the feeding I get from different age people in terms of work, in terms of approaches to face the new ideas. I will acquire a lot of information about this kind of people. If I have to mention challenges then approaching this kind of people is a task, because they are more experienced than me. But when it comes to a similar age range then it's not that difficult to ask or the way approach is much easier". (Manager C)

Manager C had an opinion that when working in a multicultural environment age is not a matter because different age people in terms of work when face the challenges always comes up with new ideas. Also possible will acquire a lot of information. Overall it will impact positive employee job satisfaction.

Manager D had the same point of view as Manager C. *"Working at a different age is always fascinating. It is interesting to work with people who are older than me and they have a lot of experience. Also, the people who are younger than me because different people have different ideas, ways of thinking. It is very nice to have the possibilities to mix this and to how much we can learn from each other. Young people have a more open mind and progressive thinking. Mixing with them is very beneficial for me and beneficial to the company we work for".*

A few other studies have noted a positive relationship between satisfaction with jobs and age and experience, satisfactory financial compensation, and adaptability in the work plan (Arafa, Nazel, Ibrahim, & Attia, 2003; Yaktin et al., 2003). Psychological benefits were represented by satisfaction with proficient opportunities, recognition, praise/recognition, and training. The implementation was detailed to be highly solid, with an inside consistency (Mueller & McCloskey, 1990). When discussing almost the recognition, proper appraisal and quality of training factors each manager had something slightly different to say. They all gave a very detailed clarification on this topic.

Manager A gave a detailed explanation of this *"Recognition not only boosts individual employee engagement but it is also has been found to productivity and loyalty to the company. Next, an appraisal has the power to motivate the employees because they provide a number of benefits. They demonstrate the need for improvement if employees don't have a clear understanding of how they have been performing they can't be motivated to make any improvements. The last quality of training is very essential. This can help employees understand how their work fits into their company structure, mission, goals and achievements. This will impact the multicultural working environment to employee job satisfaction".*

Recognition boosts individual employee engagement and has been found to productivity and loyalty to the company. A good appraisal increased the motivation of the employees and the quality of diversified training help employees get it how their work fits into their company structure, mission, objectives and achievements.

"I saw many people are appraising their own people first not to the other team member. Leaders have to think about the overall team perspective to achieve the final goals. Training and equality always have to be in a multicultural working environment. If it is not then definitely it will affect the employee job satisfaction" (Manager B).

Manager B had an opinion that without a proper appraisal, training and equality definitely influence the employee job satisfaction.

Manager C had a very straight-forward answer to say *"I haven't experienced it personally when working with my team. But I believe recognition, proper appraisal and quality of training factors have a great impact on the multicultural working environment to employee job satisfaction".*

Manager D had a strong influence of recognition, proper appraisal and quality of training factors impact the multicultural working environment to employee job satisfaction.
"Training is extremely important in the multicultural working environment to job satisfaction. Because as long as you improve you can accomplish a new thing, bringing you recognition from your colleagues and the personal satisfaction that you are growing up like a workforce".
(Manager D)

All the managers from both the companies agreed that ethnicity, bonding with people of a different age group, recognition, proper appraisal and quality of training has a positive impact on the multicultural working environment to job satisfaction.

3.2. Results of Employee's Research

3.2.1. Demographic Data

100 questionnaires in total were sent out to be filled from both organizations. 73 employees answered to the employee research questionnaire completely. Out of the 73 responses 46 (63%) responses were from the males and 27 (37%) were females. There were a bigger number of males who answered the surveys than females. The responses were for the most part from the age group of 26-30 years holding an aggregate of 30 (41.1%), 25 (34.2%) were from the age group of 31-40

years and 10 (13.7%) were from 18-25 age group. Despite the fact that the survey was anonymous yet it was obligatory for the respondents to specify their highest level of education and their job roles.

Table 1. Participants' age

Age Group	Frequency	Percentage
18-25 years	10	13.7%
26-30 years	30	41.1%
31-40 years	25	34.2%
Above 40 Years	8	11%

Source: Author's calculations

It is seen that most participants (44%) hold a master's degree whereas around 26% hold a bachelor's degree (see Figure 1.1). The third most chose choice is Ph.D. by 5.5% and 3 participants expressed they he/she holds a higher degree, 2 participants expressed they he/she holds a vocational education whereas another chose option is "diploma".

Figure 1. Education level of participants
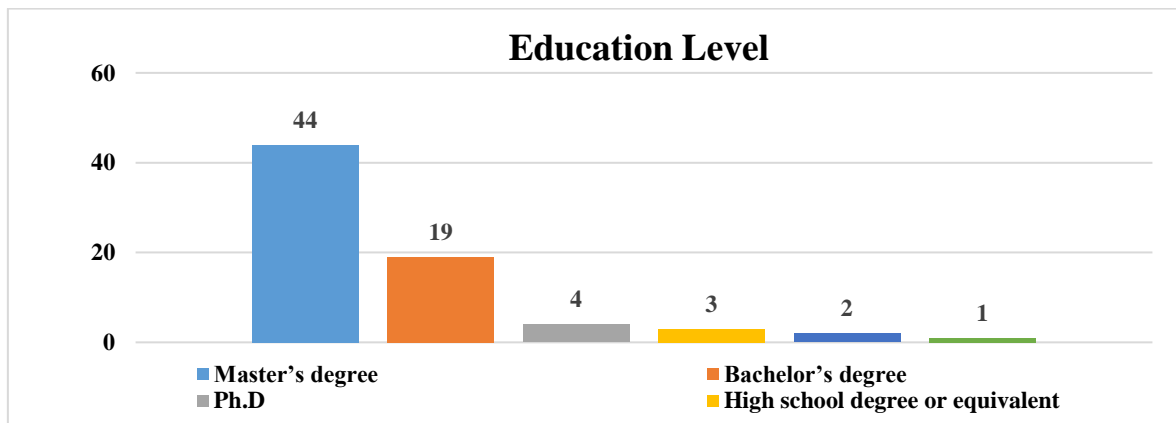
Source: Author's calculations

After figuring out the basic data of age and education of respondents, the respondents were asked about their current job role. According to the responses, 27.4% are the highest number of foreign employees of both companies from a different department working as a normal employee, second 19.2% are holding as a position of team member & Manager from both organization, and third 9,6% people from different country working in both companies as a senior manager.

Figure 2. Job role of participants
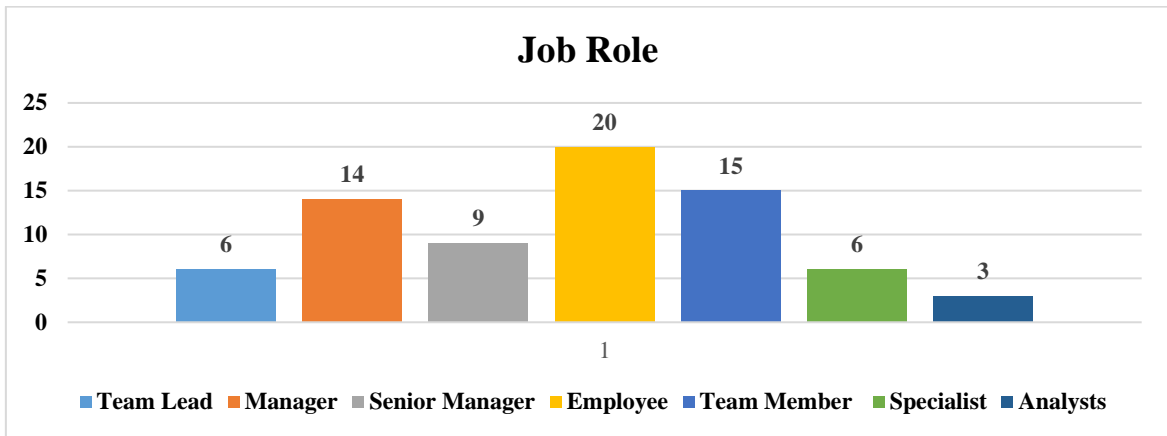
Source: Author's calculation

3.2.2. Data validation of Multicultural Working Environment to Job Satisfaction

It is been observed that the mean responses of multicultural working environment factors are laying between 4.068 to 4.465 are in a scale of 5; which implies they are more moderate to "very often" about those factors and the standard deviation of the multicultural working environment are laying between 0.80 to 1.18 (The large deviation may emerge because of the inclination of respondents with respect to knowing more about the cultural norms and diverse).

Table 2. Descriptive Statistics- Multicultural Working Environment

Particulars	N	Minimum	Maximum	Mean	St. Dv.
Employees who are culturally diversified treated fairly.	73	1.00	5.00	3.8767	1.0130
People of all cultures and backgrounds are respected here.	73	1.00	5.00	3.9863	1.0340
Knowing more about cultural norms and diversity.	73	1.00	5.00	3.8630	1.1822
Diverse viewpoints add value to the team, workgroup, and organization.	73	1.00	5.00	4.1507	1.0758
Enjoy being with people whose race-ethnicity, or cultural background.	73	1.00	5.00	4.4658	.80073
Convince on point of view and adopt each other's ideas.	73	1.00	5.00	4.2329	1.0344

Comfortable talking about background and cultural experiences.	73	1.00	5.00	4.3836	.99485
Learn how to express and ensure diversity.	73	1.00	5.00	4.0685	1.1344
Feel included and respected in this organization.	73	1.00	5.00	4.1096	1.1733
Feel satisfied and joyful to interact with the teammates.	73	1.00	5.00	4.1233	1.0794
Valid N (listwise)	73				

Source: Authors' calculation

The author decided to have an independent ranking for each factor for this section since seven factors could have a similar significance for the participant. The participants were approached to rank each factor on a scale from 1 to 5 (from never to always). The above table has been adjusted to show the outcomes clearly. Factors such as diverse viewpoints add value to the team, enjoy being with cultural background people, show respect & convince, comfortable talking about cultural background, learn how to express, included and respected and satisfied were almost ranked the same by the participants having a mean at "very often" (See table 2). The frequency of the mean point for employees treated fairly, all cultures backgrounds are respected and cultural norms and diversity factors were between "very often" and "sometimes".

It is been seen that, the mean responses of job satisfaction factors are laying between 3.507 to 3.931 are in a scale of 5; which suggests they are more moderate to neutral about those factors and the standard deviation of the job satisfaction are laying between 1.03 to 1.19 (The huge deviation may arise because of the tendency of respondents as for that organization concerns about the employee's traditions, cultures, and values).

Table 3. Descriptive Statistics- Job Satisfaction

Particulars	N	Minimum	Maximum	Mean	St. Dv.
Diversity reflects the combining presence of differences in age, character, sex and insufficiency.	73	1.00	5.00	3.8767	.89668
A diverse workforce will derive the benefits of increased employee satisfaction.	73	1.00	5.00	3.8904	1.0349
Ethnicity has a positive impact on satisfaction towards a diverse workplace.	73	1.00	5.00	3.9315	1.0452
Bonding with people of a different age group.	73	1.00	5.00	3.9041	1.06932
Receive recognition.	73	1.00	5.00	3.8767	1.14194
Organization concerns about the employee's customs, cultures, and values.	73	1.00	5.00	3.5068	1.19168
Attracting and hiring employees from different countries.	73	1.00	5.00	3.7808	1.08329
The organization gives equal treatment.	73	1.00	5.00	3.7534	1.13994
Satisfied with the quality of training and development programs.	73	1.00	5.00	3.8356	1.08030
Satisfied with the recognition or praise.	73	1.00	5.00	3.8630	1.05824
Valid N (listwise)	73				

Source: Authors' calculation

The author decided to have a ranking for each factor for this segment since at least six components could have the same importance for the participant. Participants were asked to rank each factor on a scale from 1 to 5 (from strongly disagree to strongly agree). The table has been adjusted in accordance with show the outcomes clearly. All variables were neither agreed or disagree for the participants with the impact of ethnicity, bonding with people of different age, diverse workforce

will derive the benefits, receive recognition, reflects the combining presence of differences in age, character, sex and insufficiency. (See table 3). Additionally, a few participants perceived the employee's customs, cultures, and values factors as the least job satisfaction factors.

3.2.3. Reliability Analysis of Multicultural Working Environment to Job Satisfaction

α Coefficient is utilized to measure the internal consistency of data. It shows how information are dependable. An overall accepted rule is that α of 0.6-0.7 shows a satisfactory degree of reliability, and 0.8 or more noteworthy an excellent level.

Table 4. Reliability Statistics- Multicultural Working Environment

Cronbach's Alpha	N of Items
.884	10

Source: Authors' calculation

For this research, table 3 shows the Cronbach's α for all information (comprise of 10 multicultural working environment). is .884 which is acceptable for this study.

Table 5. Reliability Statistics- Job Satisfaction

Cronbach's Alpha	N of Items
.856	10

Source: Authors' calculation

For this research, table 5 shows the Cronbach's α for all information (comprise of 10 Job Satisfaction). is .856 which is acceptable for this study.

3.2.4. Correlation Analysis of Multicultural Working Environment to Job Satisfaction

Correlation analysis was utilized for deciding the relationship between the independent variables and dependent variable. In this part, the multicultural working environment from the literature

review was considered as the independent variable and job satisfaction was considered as the dependent variable.

Table 6. Correlation between the variables

		Multicultural Working Environment	Job Satisfaction
Multicultural Working Environment	Pearson Correlation	1	**.629****
	Sig. (2-tailed)		.000
	N	73	73
Job Satisfaction	Pearson Correlation	**.629****	1
	Sig. (2-tailed)	.000	
	N	73	73

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

*. Correlation is significant at the 0.05 level (2-tailed).

From Table 6, a correlation analysis was conducted on all factors to investigate the connection between factors. The Bivariate (Pearson Correlation) strategy was subject to a two-tailed of factual importance at two unique levels exceptionally critical (p<.01) and huge (p<.05). The correlation coefficient value (r) range from 0.01 to 0.29 is considered weak, from 0.03 to 0.49 is considered moderate and from 0.50 to 1.00 is considered strong. The consequence of relationship examination for all the factors has appeared in the above Table. It looks at the correlations among multicultural working environment strategies in employee's job satisfaction. The variable multicultural working environment strategies is positively and strongly correlated with employee job satisfaction (r = 0.629, p < 1.00).

3.2.5. Regression Analysis of Multicultural Working Environment to Job Satisfaction

The impact of the independent variable or variables on the dependent variable would be known through regression analysis. Regression analysis is ordinarily used to find how much the independent variable can explain of the dependent variable. In this exploration, the independent variable multicultural working environment towards the organization and the dependent variable is Job satisfaction. Regression analysis for the current research is presented below.

Table 7. Regression Analysis - Model Summary

Model Summary					
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension0	1	.629a	.396	.387	.584061
a. Predictors: (Constant), Multicultural Working Environment					

Source: (Compiled by author)

Table 7 presents the coefficient determinant of R and $R2$. In table 7, subsequent to entering the independent variable, R is equivalent to 0.629 which depicts a solid connection between the independent variable and dependent variable. R square is equivalent to 0.396. This is reflecting that 39.6 percent of changes in the dependent variable (as job satisfaction) is describing by this independent variable (as multicultural working environment).

Table 8 illustrate ANOVA test for the independent variable that has a significant correlation to competitive advantage.

Table 8. Regression Analysis - ANOVA table

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.877	1	15.877	46.543	.000b
	Residual	24.220	71	.341		
	Total	40.097	72			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Multicultural Working Environment						

Source: (Compiled by author)

As it can be observed, with P-value= 0.000 it can be concluded that the F is significant in 0.05. This is reflecting that at least the independent variable (multicultural Working environment) is successful in predicting the dependent variable (job satisfaction).

Table 9. Regression Analysis - Coefficient table

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.189	.390		3.049	.003
	Multicultural working environment	.635	.093	.629	6.822	.000
a. Dependent Variable: Job Satisfaction						

Source: (Compiled by author)

From Table 9, it is shown that the number 1.189 to the right of the "(Constant)" label and under the labels "Unstandardized Coefficients" and "B". The number .635 is the slope estimate, estimated slope coefficient, slope estimate for a multicultural working environment, or coefficient estimate for a multicultural working environment.

We know,

Y= a + bX

Or, Y = 1.189 + .635X

So, the independent variable of employee multicultural working environment is positively depending on the dependent variable employee satisfaction.

3.3. Discussion

The result from the survey for each question in the survey was introduced in the previous section with graphical representations using charts. This study assessed how job satisfaction can be impacted by a multicultural working environment. Job satisfaction as a dependent variable that can be impacted by the cycle between multicultural working environment as an independent variable. This study yielded an adequate connection between a variety of multicultural working environment and employee job satisfaction.

The author depicted job satisfaction as a dependent variable that can be impacted by of multicultural working environment (independent variable). The result of the regression analysis-model summary R corresponds to 0.629, which indicates a significant correlation between the independent variable and the dependent variable. The R square equals 0.396. 39.6 percent of changes in the dependent variable are expressed in this (as job satisfaction).

The result of the ANOVA test illustrated that P-value= 0.000 it can be concluded that the F is significant in 0.05. This shows that the independent variable (multicultural work environment) is at least efficient in predicting the dependent variable (job satisfaction).

The Coefficient value for multicultural working environment was found out .635. As per regression equation: $Y= a + bX$; the independent variable of the multicultural working environment of the employee has a positive impact on the employee job satisfaction of the dependent variable.

The first research question of this thesis was "what are the benefits and challenges of a multicultural working environment for the employees?"

The managers have highlighted the key and most important factors when working in a multicultural environment. The same argument was settled upon by all the managers. For them, the advantages of a multicultural work environment would help boost the multicultural personality, attitude and intelligence level of employees. Some distinct ethnic backgrounds and ways of thinking that offer any problem a lot of interesting solutions.

The employees have given their point of view on this topic and it is very obvious from the studies found and research was done that there are diverse agreements that employees considered how job satisfaction can be impacted by a multicultural working environment. The vast majority of participants decided the factors such as diverse viewpoints add value to the team, enjoy being with cultural background people, show respect & convince, comfortable talking about cultural background, learn how to express, included and respected and satisfied were almost ranked the same by the participants having a mean value at "very often" that are considered as benefits of a multicultural working environment. Knowing more about cultural norms and diversity was selected as the least un-significant. As an end, the maximum number of participants appreciate that they always enjoy being with people whose race-identity, or cultural background when

working in a multicultural environment. There are few different challenges and benefits an employee can face such as knowing more about cultural norms and diversity, employees who are culturally diversified treated fairly, all cultures and backgrounds are respected were selected "very often" and "sometimes". If the employee is not being treated fairly, it brings about decreased employee self-esteem. Low morale brings about decreased employee efficiency. It has been observed that the mean response of multicultural working environment factors score 4.06 to 4.46 on the scale of 5. As an end, the participants assessed appreciate the highest frequency score is 4.46 that is employees always enjoy being with people whose race-identity, or cultural background.

Based on the opinions given by the employees in the survey, employees perform best when they feel and know that they are accepted members at work and feel joyful when interacting with their teammates in a multicultural working environment.

The second research question of this thesis was "which factors of the multicultural working environment impact to the employee's job satisfaction?"

Based on the views of managers through the interviews, it is seen that they all agreed to a constant knowledge and recognize the impact to the employee's job satisfaction of multicultural working environment. All the managers from both the companies agreed that ethnicity, bonding with people of a different age group, recognition, proper appraisal and quality of training has a positive impact on the multicultural working environment to job satisfaction.

By the survey questionnaire, we can recognize and analyzes the ten factors related to the job satisfaction of employees. After the analysis employees have given their point of view on this and were selected with three factors that got the average in between neither agree or disagree with the least average: first variable employee's customs, cultures, and values, attracting, second is hiring employees from different countries, and third organization gives equal treatment to employees. All other variables were neither agreed or disagree with the good average for the participants with the good impact of ethnicity, bonding with people of different age, diverse workforce will derive the benefits, receive recognition, reflects the combining presence of differences in age, character, sex and insufficiency. From the questionnaire result, we can see that the mean score value of 3.93 of ethnicity has a positive impact on employee satisfaction towards multicultural working

environment factors. The second variable reflects the presence of bonding with people of a different age group which has score of 3.90 and the third variable is recognition received from the authority which got 3.86 after the analysis based on responses of employees on the scale of 5.

The results of this study generated a moderate relationship between multicultural working environment and employee job satisfaction, based on the computed Correlation Coefficient(rs) of 0.629 (p = 0.000) it is evident that there is a positive impact of the multicultural working environment to job satisfaction.

3.4. Recommendations for Future Research

The research was meant to find out if there is an impact of the multicultural working environment to job satisfaction. Due to the limitations of this study, it is recommended that further research be done to decide whether the results and findings of this study can be replicated utilizing different organizations and industries inside Estonia.

Statistical analysis on a sample of 73 employees revealed that the multicultural working environment has a positive impact to job satisfaction. As employees' behavior in an organization is normally impacted by the nature of communications and level of diversity within the organization, HR administrators and managers in this manner should create organizational cultures that not just improve the multicultural working environment of its workforce composition but also boost individual employee performance.

It is also recommended that this study's research question be pursued using other job or employee satisfaction study instruments and other research methodologies to decide whether if the findings and conclusion can be acknowledged by different methodologies and to add depth as far as anyone is concerned of this subject.

Other suggestions for future research are included as follows:
- Effective communication in a multicultural working environment should be the main concern. Clear and exact correspondence permits senior leaders, middle-level managers and baseline employees to convey and serve the youths from multicultural backgrounds and communities and on time.

- At a practical level, it is suggested that organizations make use of diversified training as interference, which aims to develop the awareness, knowledge and capacities required to interact suitably and viably with culturally diverse employees, which is a critical component in the improvement of social competence (Bean, 2006). It would likewise give employees great feedback to empower them to work successfully in a multicultural working environment and this will increase job satisfaction.

- The organization should inspire employees to learn other languages and cultural differences encourage an inclusive work environment and encouraging employees to acknowledge external tasks etc (Patrick & Kumar, 2012; Cletus et al., 2018). A multicultural awareness technique can develop multicultural interaction and offer employees to decrease job dissatisfaction that stems from multicultural interactions.

CONCLUSION

The purpose of the master's thesis was to find out the importance in terms of employees' satisfaction of having a multicultural working environment in organizations, which is conceivably impacted by how an employee manages in a multicultural working environment based on a bank, IT & manufacturing organization located in Estonia. Its target was to discover the variables that impact the multicultural working environment to employee's job satisfaction. In order to reach this, the author of this thesis had put down the following research questions;

1. What are the benefits and challenges of a multicultural working environment for the employees?
2. Which factors of the multicultural working environment impact to the employee's job satisfaction?

This thesis was done through both qualitative and quantitative research strategies. The research was based on two companies, both are from Estonia. Within the qualitative research strategy, the author conducted four interviews with the managers from the divisions of the supply chain and financial crime prevention department. All the interviews were done through voice calls and Skype. The quantitative research method was one through a survey that was sent to 100 employees in total from both the companies.

There are several previous research about the effect of cultural diversity on employees' performance and productivity Al Raisi, M. Y., Al Rawahi, B. S., & Al Omrani, N. H. (2019), and the effects of organizational culture on motivation and job satisfaction Rozanna, N., Adam, M.,&Majid, M.S.A.(2019) but there are not enough research focuses on the impact of the multicultural working environment to job satisfaction. To summarize the findings from the theoretical literature, the author found out that there's a positive impact of a multicultural working environment to employee's job satisfaction.

When staring at the findings from the research of this thesis, the author came to the conclusion that the benefits of a multicultural working environment can facilitate to boost employees' multicultural personality, attitude and intelligence level. Some different ethnic backgrounds and

way of thought process that provides a lot of interesting solutions to any problem. The challenge of communication without a common language. different language, gestures, way of expression are a real challenge for all the employees during this multicultural working environment. From the result of the questionnaire it is clear that ethnicity, bonding with people of a different age group, recognition, proper appraisal and quality of training has a positive impact on the multicultural working environment to job satisfaction.

The author made recommendations to the employees of each the companies on how they can improve the multicultural working environment make use of diversified training as interference, which aims to develop the awareness, knowledge and capacities required to interact suitably and viably with culturally diverse employees. The leaders should inspire employees to learn other languages and cultural differences encourage an inclusive work environment and encouraging employees. A multicultural awareness technique can develop multicultural interaction and offer employees to increase job satisfaction.

The author additionally brings out the limitations of this thesis. one of them is that the interviews were conducted through Skype and voice calls within which it's doable that the managers may not be able to simply express their opinions. It might have been better if the interviews were conducted face to face or physically to get an additional clear understanding. Also, the questionnaire was centered on 2 departments, the author feels additional data might have been collected if different departments were also researched for this thesis.

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APPENDICES

Appendix 1. Interview Manual

Interview Background

The main motive and purpose for conducting this interview are to apprehend your opinions and point of view on a topic. This interview is held for a thesis research work on the topic, " The impact of the multicultural working environment to job satisfaction."

Your responses and opinions will be recorded with your consent and written down later for the thesis. Your identity will be kept anonymous and none of your personal details will be indicated, for example, name and picture. Support is willful and you can stop the meeting whenever you need.

Thank you for your time and valued response!

General Question:
•   How has diversity played a part in your career?
•   How important of multicultural working environment on employee's job satisfaction?

Multicultural Working Environment:
•   Tell me about the challenges and benefits aspect of working in a diverse working environment.
•   In your opinion working in a multicultural working environment, How much you enjoy being with people whose race-ethnicity, or cultural background is very different from yours?
•   Describe a time when you took the initiative to present a new idea or convince on point of view and adopt each other's ideas.
•   What is your approach to understanding the perspectives of colleagues from different backgrounds? And are you comfortable talking about the background and cultural experiences?

Employees Job Satisfaction:

• In your opinion, how much ethnicity has an impact on satisfaction towards a diverse workplace?

• Do you think of work bonding with people of a different age group that impact job satisfaction and what are the challenges and benefits of working with different age group?

• In your opinion do you think recognition, proper appraisal and quality of training factors impact the multicultural working environment to employee job satisfaction?

• What is your opinion about a diverse workforce will derive the benefits of increased employee satisfaction?

• Does the organization give equal treatment when it comes to the diversity of different cultural backgrounds and how has your company responded to this discussion?

• What do you think that the organization does a good job of attracting and hiring talents from different countries, are the recruitment of employees from different culture effective in a multicultural working environment to job satisfaction?

Appendix 2. Questionnaire

Dear Respondent,

This survey is created by Nojiul Alam Khan, who is a student of Masters in Business Administration (MBA) at Tallinn University of Technology. Please take a few minutes and complete this questionnaire. I assure you that all your answers will be used only for research purposes and responses to the questionnaire will be kept anonymous. The purpose of this survey is to understand the impact of multicultural working environment to job satisfaction in the academic and organizational sectors. I Kindly request you to offer your opinions on the following questions to complete my research.

Your response to all the questions will be appreciated. This survey will only take 5-10 minutes to fill in.

For any further questions or inquiries, you may have, concerning this questionnaire it may be forwarded to me: nojiulalam93@gmail.com

Thanks & Regards,

SECTION- 1

Sex

1. Male
2. Female

Age

1. 18-25 years
2. 26-30 years
3. 31-40 years
4. Above 40 years

Please indicate the highest level of education you obtained

1. High school degree or equivalent
2. Diploma
3. Vocational Education

4. Bachelor's degree

5. Master's degree

6. (Ph.D.)

What is your job role

1. Team Lead

2. Manager

3. Senior Manager

4. Employee

5. Team member

6. Specialist

7. Analysts

SECTION- 2

Multicultural Working Environment

Use the scale below as a guide and please circle the one number for each question that comes closest to reflecting your opinion.

- Employees who are culturally diversified from most others are treated fairly within my organization.

   1. Never 2. Rarely 3. Sometimes 4. Very Often 5. Always

- People of all cultures and backgrounds are respected and valued here.

   1. Never 2. Rarely 3. Sometimes 4. Very Often 5. Always

- Knowing more about the cultural norms and diverse groups would help me to be more effective in my job.

   1. Never 2. Rarely 3. Sometimes 4. Very Often 5. Always

- I think that diverse viewpoints add value to my team, workgroup, and organization.

   1. Never 2. Rarely 3. Sometimes 4. Very Often 5. Always

- I can enjoy being with people whose race-ethnicity, or cultural background is very different from mine.

   1. Never 2. Rarely 3. Sometimes 4. Very Often 5. Always

- I share different views on things and learn how to show respect, convince on my point of view, and adopt each other's ideas.
    1. Never 2. Rarely 3. Sometimes 4. Very Often 5. Always

- I am comfortable talking about my background and cultural experiences with my colleagues.
    1. Never 2. Rarely 3. Sometimes 4. Very Often 5. Always

- I learn how to express myself to ensure my diversities are well understood and vice versa, how to listen and embrace my difference.
    1. Never 2. Rarely 3. Sometimes 4. Very Often 5. Always

- I feel included and respected in this organization.
    1. Never 2. Rarely 3. Sometimes 4. Very Often 5. Always

- I feel satisfied and joyful to interact and share my culture with our teammates.
    1. Never 2. Rarely 3. Sometimes 4. Very Often 5. Always

SECTION- 3

Job satisfaction in a multicultural working environment

Please indicate the degree of your agreement or disagreement with each statement on Job satisfaction in a multicultural working environment by marking one of the seven alternatives below each statement, where 1 = strongly disagree, 2=disagree, 3=neither agree or disagree 4=agree, 5 = strongly agree.

- Diversity reflects the combining presence of contrasts in age, identity, foundation, sex and incapacity.
    1. Strongly disagree 2. Disagree 3. Neither agree or disagree 4. Agree 5. Strongly agree

- A diverse workforce will derive the benefits of increased employee satisfaction.

- Strongly disagree 2. Disagree 3. Neither agree or disagree 4. Agree 5. Strongly agree

- Ethnicity has a positive impact on employee satisfaction towards diversity in the workplace.
  1. Strongly disagree 2. Disagree 3. Neither agree or disagree 4. Agree 5. Strongly agree

- At work, I experience enough bonding with people of a different age group that impact the job satisfaction.
  1. Strongly disagree 2. Disagree 3. Neither agree or disagree 4. Agree 5. Strongly agree

- I think that when I do my job well, I receive the recognition for it that I should receive.

  1. Strongly disagree 2. Disagree 3. Neither agree or disagree 4. Agree 5. Strongly agree

- The organization concerns about the employee's customs, cultures, and values.

  1. Strongly disagree 2. Disagree 3. Neither agree or disagree 4. Agree 5. Strongly agree

- The organization does a good job of attracting and hiring employees from different countries.
  1. Strongly disagree 2. Disagree 3. Neither agree or disagree 4. Agree 5. Strongly agree

- The organization gives equal treatment when it comes to the diversity of educational backgrounds.

  1. Strongly disagree 2. Disagree 3. Neither agree or disagree 4. Agree 5. Strongly agree

- I am satisfied with the quality of training and development programs available to me in my company.
   1. Strongly disagree 2. Disagree 3. Neither agree or disagree 4. Agree 5. Strongly agree

- I feel satisfied with the recognition or praise I receive for my work.
   1. Strongly disagree 2. Disagree 3. Neither agree or disagree 4. Agree 5. Strongly agree

Appendix 3. Visualized results based on the employee's job role in their companies

Job Role	Frequency (number of responses)	Percentage
Team lead	6	8.2%
Manager	14	19.2%
Senior Manager	7	9.6%
Employee	20	27.4%
Team Member	15	20.2%
Analysts	3	4.1%
Specialist	6	8.2%

Source: created by author

Appendix 4. Interview recordings

Interview recordings are available from December 10th until Jan 31st 2021 at the following web address:

https://drive.google.com/drive/folders/12bExkNz-xE6Iav83bzYYnmhbRSrSKPqa?usp=sharing

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