



Impact of Cultural Diversity on Employee Performance: A Study of Expatriates

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ABSTRACT

The purpose of this study was to investigate the influence of cultural diversity on job satisfaction and its effect on expatriate work performance. Structured interviews were conducted to collect qualitative data from a sample group of expatriates five participants from mixed nationalities in a private sector organization based in the United Arab Emirates. Thematic analysis identified three emergent themes of culture that negatively impacted expatriates' job satisfaction, causing reduced employee performance, and two themes were identified that increased expatriate performance at work (enhanced creativity and innovation). This research contributes to the body of academic knowledge about the effect of cultural diversity on expatriate employee performance. The value for praxis from this study are recommendations for managerial action to improve expatriate work performance.

KEYWORDS

Cultural Diversity, Cultural Intelligence, Expatriate, UAE, Work-Related Outcomes

Employee performance is a significant issue in an increasingly global economy where company success depends on workforce performance (Al Sumaiti, 2010). Institutional knowledge has evolved into a productive commodity to achieve competitive advantage through the development of human resources. An organization's culture impacts employee job satisfaction through the types and numbers of learning-related activities introduced into the workplace and employee willingness to practice new skills learned from those activities (Dang & Rammal, 2020). Consequently, if a worker experiences job satisfaction, the employee will likely be productive and committed to the organization (Ibrahim et al., 2022).

The United Arab Emirates (UAE) has developed into a vibrant and expanding economy since it emerged as a developing nation. This economic "miracle" has been achieved to some extent by

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employing expatriates to supplement the relatively small population of citizens. In 2021, only 1 million people out of the UAE's total population of 9,991,083 were Emiratis (World Bank, 2022). Indians make up the largest group of expatriates in the UAE, representing 40% of the expatriate group, and other Asians (Bangladeshis and Pakistanis) make up the majority of the expatriate population (Dubai Online, 2022). The rest of the expatriate population is primarily from the Middle East North African (MENA) region (Dubai Online, 2022). While this national strategy of expatriate employment has improved the country's net wealth, it has also introduced an issue of multicultural integration, especially regarding cultural differences affecting workplace results (Koveshnikov et al., 2022).

It is recognized that culture shapes the attitudes, beliefs, and norms held by the people of a nation, and these elements, in turn, will strongly influence their attitude toward work (AlMazrouei & Pech, 2015). The capacity of expatriates to adapt to and integrate into an organizational culture, as defined by a different national culture, and disparities in cultural perspectives across and within various expatriate groups impact their job satisfaction and performance (Jayasekara, 2019). Utilizing diversity in the workplace could assist organizations in creating a competitive edge if these firms can successfully integrate their employees into the workplace by managing diversity more effectively (Arman, 2023).

In an increasingly globalized economy, the performance of employees holds significant importance for the success of companies, as highlighted by Al Sumaiti (2010). Organizations strive to attain a competitive advantage by leveraging institutional knowledge and developing human resources (Dang & Rammal, 2020). Employee job satisfaction, influenced by an organization's culture and learning-related activities, fosters productivity and commitment to the organization (Ibrahim et al., 2022).

The UAE, experiencing rapid economic growth, heavily relies on expatriate workers to complement its small native population (World Bank, 2022). With Indians and other Asians comprising the majority of expatriates, along with individuals from the MENA region, the UAE faces challenges in integrating diverse cultural backgrounds into the workplace (Dubai Online, 2022; Koveshnikov et al., 2022). Cultural differences significantly impact expatriate job satisfaction and performance, with varying levels of adaptation and integration into organizational culture (Jayasekara, 2019). Effective management of cultural diversity can provide organizations with a competitive edge (Arman, 2023), highlighting the need to understand its impact on expatriate job satisfaction and work performance in the UAE private sector (Bel-air, 2015).

Despite its importance, there is a gap in the existing literature on this topic, prompting the need for research and provide practical strategies for managing cultural differences among expatriates. Thus, it is essential to comprehend how cultural diversity affects expatriate job satisfaction to manage work performance (Bel-air, 2015). A study of expatriate turnover by Haak-Saheem et al. (2023) investigated the psychological contracts assumed by low-status expatriates employed in the UAE. The research findings demonstrated that there was a positive relationship between contract fulfillment and turnover intention. Bashir (2012) indicated that the number of expatriates in the UAE is expected to increase in the next few years, but the turnover rates among this population are on the rise. Few studies have been conducted on expatriate managers and low-status expatriates; therefore, the authors undertook this research to illuminate the phenomenon of expatriate turnover in the real estate sector with participants with high and low-status. Most importantly, there is a lack in the existing literature of studies on cultural diversity and its increased impact on job satisfaction among expatriates. This research addresses that gap through the question "How does cultural diversity impact the job satisfaction and work performance of expatriates in the UAE private sector?" Therefore, this study examines the influence of cultural diversity on job performance for expatriates in the UAE and recommends praxis strategies to manage the impact of cultural differences for expatriates.

LITERATURE REVIEW

Culture and its Effect on Workplaces

The idea of culture is a critical factor in determining people's behaviors, attitudes, beliefs, and expectations that may significantly affect how well they do at work. Geert Hofstede, a Dutch social psychologist, created Hofstede's Cultural Dimensions Theory as a framework for intercultural communication and comprehension. According to this idea, six dimensions may be utilized to compare civilizations and appreciate their differences (Escandon-Barbosa et al., 2022), such as power distance, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance, and long-term vs short-term orientation are important for a country's innovation performance. Psychological needs satisfaction is another essential element that may impact expatriate's professional engagement. They are more likely to feel happy, have job satisfaction, and be engaged if they believe their psychological requirements are being met (Giorgi et al., 2020). Additionally, a significant element that may influence the results of expatriates' efforts at work is perceived organizational support (POS). POS stands for the degree to which workers believe their company values their efforts and is concerned about their welfare. Higher levels of POS are more likely to make expatriates feel supported and dedicated to their work, which improves job satisfaction, colleague support, and performance at work (Giorgi et al., 2020).

The degree to which an expatriate's values fit with those of the host nation is their degree of cultural values alignment. Expatriates who adhere to the cultural norms of their host nation are more inclined to act creatively, which improves work-related outcomes (Tsegaye et al., 2019). Past research has demonstrated that psychological capital (PsyCap) and cultural intelligence are crucial elements that might affect how well expatriates perform at work and how well their coworkers assist them (Fu, 2020). It has been discovered that cross-cultural adaptation and POS influence the stress, inventiveness, and job satisfaction of expatriates (Giorgi et al., 2020). Moreover, it has been discovered that the association between cross-cultural adaptability and creative activity is moderated by the cultural values alignment of expatriates (Tsegaye et al., 2019).

A country's culture substantially impacts how well expatriates adjust to their new environment. Those who can integrate into the local culture of their host nation are more likely to have less culture shock, communicate more effectively with coworkers and clients, and have a more favorable opinion of that nation. These expatriates are, therefore, expected to have better results at work, including greater job satisfaction, more productivity, and improved job performance (Maharaj, 2020).

The organizational culture of the host firm also affects how well expatriates acclimatize to their new environment (Kumpikaitė-Valiūnienė et al., 2022). Expatriates accustomed to one corporate culture may find it challenging to fit into another. An expatriate may need help adjusting, for instance, if they are used to working in a hierarchical organizational culture and are put in a more egalitarian one (Tahir & Savara, 2019). Hence, it is anticipated that these expatriates will have worse work-related outcomes than those who can fit into the organizational culture of the host firm, such as lower job satisfaction, lower productivity, and inferior job performance. Dev and Sharma (2021) conducted a study on employee satisfaction and gender in the Indian banking sector; their findings suggested that hiring female workers in firms and promoting them to leadership positions ensures the success of these organizations in meeting their strategic objectives.

A study was conducted on the role of cultural diversity and how it impacts work team performance at Abu Dhabi University, UAE. The study results showed that there was a significant effect on employee productivity and the overall performance of an organization (Cherian et al., 2020). AlShehhi et al. (2021) examined the relationship between organizational culture and the performance of firms in the UAE. They surveyed 131 subjects from different organizations in the UAE. The study findings revealed a positive relationship between organizational culture and employee performance. Furthermore, the authors indicated that there was a strong relationship between a worker's performance and satisfaction; the more the employee is satisfied, the better they perform.

Handayani and Khairi (2022) determined that to ensure that workers are happy and can dedicate themselves to the organization, management must uphold the company's standards for leadership and quality of work life. This will help workers perform better and meet the company's goals. For instance, by conducting frequent meetings to encourage employees' enthusiasm for their work, the organization should set clear expectations for behavior and work standards that all employees must adhere to. Retnowati et. al. (2022) recommended enhancing personnel performance; a business should be able to offer incentives to personnel in order to boost job happiness and enable future improvements in personnel performance. Additionally, according to Bangsu et al. (2023), employees in organization that adopt fair and transparent decision making processes will feel empowered and see themselves as valuable parts of the organization; thus, they are more likely to put more effort into their work and experience psychological well-being.

Cultural Intelligence

Understanding cultural variations and adjusting to various cultural situations are two aspects of cultural intelligence. Expatriates with high levels of cultural intelligence are better able to manage cultural differences, form connections with others, and interact with coworkers from various cultural backgrounds, which improves coworker support and results in the workplace (Fu, 2020). Cultural differences can cause communication breakdowns, miscommunications, and culture shock, harming work-related performance, colleague support, and job satisfaction (Fu, 2020). Cultural intelligence is an essential element that might aid cross-cultural integration and enhance outcomes in the workplace for expatriates. Cultural quotient (CQ) is a measure of a person's ability to understand and adapt to various cultural situations; this measure includes knowledge, motivation, strategy, and behavior. When interacting with persons from diverse cultural backgrounds, those with high CQ are more likely to show open-mindedness, empathy, and curiosity, which improves communication and relationship development (Fu, 2020). Another important variable that might affect the outcomes of expatriates' work-related activities is PsyCap, a positive psychological state. The four components of PsyCap are hope, efficacy, resilience, and optimism. High-PsyCap expatriates are more capable of overcoming the difficulties, setbacks, and stresses connected with cross-cultural transition, which enhances job satisfaction and productivity (Fu, 2020).

Cross-cultural adjustment is crucial for expatriates in adapting to a new cultural context. Three aspects of cross-cultural adjustment are the social, psychological, and occupational dimensions (Giorgi et al., 2020). Psychological adjustment is the degree to which people feel emotionally stable and satisfied with their lives in the host country; sociocultural adjustment is the degree to which people feel at home and accepted in the host country; and occupational adjustment is the degree to which people feel competent and productive at work in the host country.

Ramalu and Subramaniam (2019) examined the relationship between cultural intelligence, psychological needs satisfaction, and work engagement of expatriate academics. High-CQ expatriates are more able to handle the difficulties of cross-cultural transition, an ability which improves work-related outcomes. Cross-cultural adjustment and POS significantly influence stress at work, innovation, and job satisfaction. Burnout, a decline in job satisfaction, and a decline in performance at work are all possible consequences of the stress of transitioning to a new culture (Giorgi et al., 2020). However, the negative impacts of stress on work-related outcomes can be lessened by POS (Giorgi et al., 2020).

The alignment of cultural values among expatriates has also mediated the association between cross-cultural adaptability and inventive activity. The results of work-related activities are better when expatriates align with the cultural values of their host nation. These individuals are likelier to adjust to the new environment and display inventive behavior (Tsegaye et al., 2019). Critical elements that might affect the outcomes of expatriates' work-related activities in the UAE include cultural intelligence, PsyCap, cross-cultural adjustment, POS, and expatriate cultural values congruence. Understanding these elements is essential for companies and individuals to negotiate cross-cultural relationships successfully, promote an inclusive workplace, and improve work-related results.

Culture and Expatriates' Work Outcomes

The influence of various organizational culture types on the adjustment of self-initiated expatriates (SIEs) was examined by Kumpikaitė-Valiūnienė et al. (2022). A standard set of principles that influence how people behave inside an organization is known as organizational culture. Clan culture, adhocracy culture, and market culture are the three organizational culture types the authors describe as crucial to expatriate adjustment. Also, cultural differences may affect how well-adjusted expatriates get along with their superiors and coworkers. It can be challenging for expatriates to comprehend local traditions, attitudes, and beliefs, leading to misunderstandings and poor communication. As a result, expatriates can have difficulty connecting with their coworkers, impacting their job performance and satisfaction.

Cultural diversity may foster innovation and creativity in the workplace by introducing fresh viewpoints and ideas. Expatriates who can successfully negotiate cultural differences may acquire unique abilities and information that will eventually be useful to their businesses (Lawson & Shepherd, 2019). Collectivism becomes a conspicuous trait of the host country nationals (HCN) supervisor, affecting their productivity (Singh et al., 2022). Research by Singh et al. (2022) examined the impact of expatriates' cultural adjustments on their work outcomes in the UAE. The results show that cultural adjustment significantly impacts job satisfaction, organizational commitment, and work engagement. The authors suggest that organizations should support expatriates in enhancing their cultural adjustment and, ultimately, their work outcomes.

Rasheed et al. (2017) investigated the impact of work-family conflict, coping strategies, and social support on the work-family interface of expatriates in the UAE. The findings suggest that work-family conflict negatively affects the work-family interface while coping strategies and social support have a positive impact. The authors suggest that organizations should support expatriates to help them manage work-family conflicts and enhance their work-family interface. In another study by Koveshnikov et al. (2022), it was seen that both internal family conflicts and perceived occupational discrimination emerged as significant stresses for expatriates during the COVID-19 pandemic, hurting their psychological well-being. Stress about the altered situation made expatriates more determined to leave the host nation. The degree to which intra-family issues imposed stress on expatriates was also impacted by their work-related adjustment, but not by their gender. According to the research, ex-pats with higher degrees of job adjustment experienced more stress from intra-family health issues than ex-pats with lower levels of work adjustment. In workplace discrimination, researchers also discovered no moderating effects of gender or work adjustment. Singh (2012) stated that employees may become highly frustrated with company policies if such policies seem to be unequitable. Although business policies can never fully inspire or satisfy employees, unhappiness may be reduced by ensuring reasonable actions apply to everyone equally.

Additionally, ensuring that all staff members have easy access to paper versions of the policies and procedures handbook will result in a satisfied workforce. For the employees to believe that the business policies are neither overly stringent nor excessively harsh, they should be comparable to those of other companies. For expatriates in the UAE, gaining a clear understanding of policies can be challenging, a problem that can affect their work output. Taktir et al. (2020) examined the impact of cultural intelligence on expatriates' job satisfaction. The results indicate that cultural intelligence has a significant positive impact on job satisfaction. The authors suggest that organizations should provide cultural training and support to enhance expatriates' cultural intelligence and job satisfaction.

Al Sumaiti (2010) investigated the impact of work-life balance on job satisfaction and turnover intentions among expatriates in the UAE. The findings suggest that work-life balance has a significant positive impact on job satisfaction and a negative impact on turnover intentions. The author suggests that organizations should support expatriates in enhancing their work-life balance and, ultimately, their job satisfaction and retention. Lastly, Alom et al. (2019) explored the factors contributing to expatriates' turnover intentions in the UAE. The results show that job satisfaction, POS, and leader-member exchange have a significant negative impact on these intentions. The authors suggest that

organizations should provide support to enhance workers' job satisfaction, organizational support, and leadership relationships to retain them and improve work outcomes.

The literature shows that the staffing world has substantially changed over the past few decades. As businesses worldwide continue to hire employees, they must look to fresh talent pools to fill open positions. SIEs are one talent pool that has increased in popularity in the global talent market. SIEs differ from traditional corporate expatriates in that they actively seek jobs overseas and are hired locally in the host nation. On the one hand, as they have lived and worked in various cultural settings, SIEs typically exhibit more significant levels of global competency than other employees. However, the UAE's culture is a collective one, one key trait of a collectivist society is the subordination of one's interests to broader organizational aims. The UAE is assigned to the Arabic cluster in the GLOBE cross-national research (Hofstede, 2006) and is defined as a collectivist culture with deeply ingrained cultural and religious beliefs. People in collectivist societies believe they can always rely on their fellow in-group members for support and assistance. Collectivistic societies differentiate between members of the in-group and the out-group and have a strong feeling of group membership.

THEORETICAL BACKGROUND

This study's theoretical framework draws upon several relevant theories and models in cross-cultural management and organizational behavior. Geert Hofstede's Cultural Dimensions Theory provides a foundational framework for understanding the impact of culture on individuals' behaviors and attitudes in different societies (Escandon-Barbosa et al., 2022). This theory identifies six dimensions essential for comparing and appreciating cultural differences among societies, including power distance, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance, and long-term vs. short-term orientation.

Furthermore, satisfying psychological needs is crucial in influencing individuals' professional engagement (Ramalu & Subramaniam, 2019). This perspective highlights the importance of fulfilling individuals' psychological needs, such as autonomy, competence, and relatedness, to enhance their job satisfaction and performance. Additionally, CQ is a significant factor in navigating cross-cultural interactions and adapting to diverse cultural contexts (Fu, 2020). High levels of cultural intelligence enable expatriates to manage cross-cultural transitions and improve their work-related outcomes effectively.

Moreover, PsyCap also contributes to expatriates' job satisfaction and performance in their roles (Fu, 2020). This perspective emphasizes the importance of developing and leveraging positive psychological resources to enhance expatriates' well-being and effectiveness in multicultural work environments. By integrating these theoretical frameworks, the study aims to comprehensively examine the influence of cultural diversity on expatriate job satisfaction and work performance in the UAE private sector.

METHODOLOGY

The study used a qualitative research approach to understand people's experiences in-depth. This research aimed to acquire a thorough knowledge of the experiences of foreigners who work in the UAE's real estate industry. The study approach enabled the researcher to investigate these experiences extensively and in depth. This study strove to examine and comprehend participants' experiences, attitudes, and views surrounding the issue of interest. Qualitative research is the most appropriate method for this study. It enables the researcher to alter the research design and questions as the study continues (Rahman, 2020).

Because this research examined complicated and multidimensional subject matter, namely the experiences and viewpoints of expatriates in the real estate sector, flexibility was incredibly crucial. Qualitative research permits more casual and unplanned interactions between the researcher and

participants, which can foster rapport and trust and provide more sincere and insightful responses. Qualitative research techniques are ideally suited to this exploratory approach (Vindrola-Padros & Johnson, 2020).), which, among the study's other objectives, sought to obtain fresh insights into the experiences of participants.

Online interviews were used in the qualitative research design to gather data. Interview questions were created on the basis of the research goals and research questions. Convenience sampling was used to choose the participants, since it is a feasible strategy for quick and effective participant recruitment. Participants were asked to provide their consent to take part in the study. Before the interview, the researcher received each participant's informed permission. The participants received guarantees of secrecy and anonymity, and their personal information will be kept private. For the sake of maintaining participant confidentiality, each was given a pseudonym. Every interviewee received the same structured questions during the interview. The interviews were organized conveniently for the participants, lasting around 30-45 minutes. The interview questions covered expatriates' possibilities for success and problems in the real estate sector, their overall work satisfaction, their experiences with cultural differences, and their general well-being. The data for the research were analyzed using thematic analysis. The interview data were transcribed, coded, and analyzed to find the recurring themes in the participant replies. The themes were determined by reviewing the interview transcripts, categorizing the information, and finally compiling the categorizations into themes.

FINDINGS

The authors paid particular attention to the interview topics, such as how cultural differences affect job satisfaction and performance, the importance of cross-cultural communication, and methods for handling cultural differences at work. The first subject to emerge from the interviews was how cultural variations affect job performance and happiness. Participants 1, 2, and 4 all talked about how cultural differences in the workplace can cause miscommunication, holdups, and conflict. They pointed out that this might have a detrimental effect on performance and work satisfaction. Participant 2 gave the following example: *"When there are cultural differences, it can sometimes be difficult to get on the same page and work together effectively."* According to Participant 1, *"Sometimes you feel like you're not being heard or understood, which can be frustrating and demotivating."*

The second subject that arose from the interviews was the necessity of cross-cultural communication. The significance of good communication in negotiating cultural differences in the workplace was stressed by participants 2, 3, and 5. According to participant 3, *"It's important to be able to communicate clearly and respectfully with colleagues from different cultural backgrounds, even if it takes extra effort and patience."* Similar to Participant 4, Participant 5 stressed the importance of companies offering tools and cultural training to aid in cross-cultural communication. These answers imply that good communication is crucial for removing workplace cultural barriers.

The interviews also revealed helpful information about handling cultural differences at work. Participant 4 gave an example of how she and a coworker from a different culture could resolve their differences by being upfront and transparent about them, finding ways to compromise, and adapting their communication techniques to better suit each other's requirements. Like Participant 4, Participant 5 recommended that businesses promote an inclusive and receptive atmosphere. These results imply that businesses may control the effect of cultural differences on work-related outcomes for expatriates by using communication, compromise, and cultural training.

The importance of social networks in helping expats navigate cultural obstacles was another recurring subject. All participants stressed the need for a solid network of coworkers, friends, and family members who could support them and offer advice and direction as they navigated cultural barriers. This support network was crucial for expatriates new to the UAE and unfamiliar with the local way of life. Participants recommended that companies prioritize diversity and inclusion in their recruiting and promotion procedures and offer resources and assistance to workers from different

Table 1. Thematical Analysis

Theme	Description	Example quote
Communication	The importance of effective communication in managing cultural diversity	“Clear communication is crucial to avoid misunderstandings and conflicts in the workplace.”
Cultural differences	The impact of cultural differences on job satisfaction and performance for expatriates	“Cultural differences can lead to misunderstandings and miscommunications, which can negatively impact job satisfaction and performance.”
Social networks	The role of social networks in overcoming cultural challenges faced by expatriates	“Having a strong support network of colleagues and friends from similar cultural backgrounds can help to ease the transition and overcome cultural challenges.”
Organizational support	Strategies for organizations to manage the impact of cultural differences on work-related outcomes for expatriates	“Organizations can provide cultural awareness training and support networks to help expatriates navigate cultural differences in the workplace.”
Personal adaptation	The importance of personal adaptation in adjusting to a new cultural environment	“Being open-minded and adaptable to new cultural practices is essential for expatriates to succeed in the UAE’s private sector.”

cultural backgrounds. This effort could cover initiatives like flexible work schedules, language instruction, and mentorship opportunities that span cultural boundaries.

Table 1 provides a clear overview of the main themes that emerged from the study, along with example quotes from the participants that illustrate each theme. In conclusion, the interviews with five expatriates working in the UAE’s private sector have shed important light on how cultural differences affect performance and job satisfaction, cross-cultural communication, and management techniques for dealing with cultural differences at work. These themes emphasize the necessity for companies to offer cultural training and tools to assist successful communication and to build an inclusive culture that is receptive to many viewpoints. Organizations may assist expatriates in navigating cultural barriers and achieving successful work-related results by offering this support. Ensuring that expatriates have access to sufficient assistance, information, and training to help them navigate the UAE’s cultural differences can help lessen the adverse effects of culture shock, enhance their mental health and well-being, and ultimately improve their performance at work.

DISCUSSION

The results of the interviews shed light on how cultural diversity affects the performance and work satisfaction of expatriates in the business sector of the UAE. The challenges and opportunities presented by cultural diversity, the role of social networks in bridging cultural gaps, and the strategies that organizations can use to manage the impact of cultural differences on work-related outcomes for expatriates are just a few of the major themes that emerged from a thematic analysis of the data collected (Chung, 2019).

The difficulties and opportunities presented by cultural variety emerged as one of the essential topics from the interviews. Participants talked about how problems stemming from cultural differences, such as misunderstandings, disagreements, and communication breakdowns, could affect their job results. This is aligned with the findings from Shafazhinskaya et al. (2019). Participants also noted the potential for enhanced creativity and innovation and the chances for learning and personal growth that come with cultural variety.

Participants emphasized the importance of comprehending and assimilating the local culture for success in the UAE’s private sector. This category includes gaining knowledge of regional traditions, social mores, and commercial conventions and enhancing cultural competencies, including adaptation

and cross-cultural communication. Additionally, some participants stressed the value of being open-minded and inquisitive when engaging with coworkers from various cultural backgrounds. The participants also explored the techniques that companies may use to manage the effects of cultural differences on the results for expatriates at work. Nickolaevna (2019) also recommended that businesses offer chances for intercultural communication and interaction among staff members from various cultural backgrounds. Programs for cross-cultural mentorship, language exchange, and cultural immersion might all fall under this category (Aririguzoh, 2022). Participants emphasized the potential advantages of training, such as enhanced teamwork, communication, cultural understanding, and respect.

Also, by comprehending how culture affects workplace results, firms may create management strategies and procedures that are more successful for their varied workforce. For instance, it is crucial to acknowledge and accept cultural variations in communication methods, decision-making procedures, and work ethics to improve cross-cultural collaboration and reduce misunderstandings. Organizations may support this acceptance by fostering a culture of openness and adaptation and offering assistance and tools to help expatriates deal with the difficulties of adjusting to life and working in a different culture (Syzenko & Diachkova, 2020). Organizations may promote a sense of belonging among their expatriate employees, enhancing their job satisfaction and lowering turnover rates by fostering a more inclusive work environment that appreciates diversity and encourages open communication.

In summary, the interviews' findings shed light on how cultural diversity impacts expatriates' performance and work satisfaction in the UAE's business sector, highlighting challenges, opportunities, and strategies for managing cultural differences. Participants discussed how problems associated with cultural variations, such as misunderstandings and communication breakdowns, affect job outcomes; they also emphasized the potential for creativity and personal growth. Understanding and integrating local culture were deemed crucial for success, with participants stressing the importance of cross-cultural communication and adaptation. They suggested organizational strategies such as intercultural communication programs and cultural immersion to enhance teamwork and respect. Acknowledging cultural variations in communication and decision-making was also highlighted, with suggestions for fostering inclusivity and providing support to help expatriates adjust to new cultural environments and enhance job satisfaction and retention.

Practical Implications

The study's conclusions have several implications for businesses operating in the UAE's private sector. First, the significance of efficient communication in handling cultural diversity emphasizes the necessity for businesses to fund cross-cultural training and development initiatives for staff. These supports can foster better communication and teamwork within the workplace and improve awareness and appreciation of cultural differences. Organizations must encourage the development of networks and communities among expats from similar cultural backgrounds, since social networks are crucial for overcoming cultural barriers. Businesses should proactively recognize and resolve cultural differences affecting their expatriate personnel's performance and job satisfaction. This effort entails better grasping their workforce's cultural values and conventions and implementing tactics to encourage workers to be more conscious of and understand these cultural variations.

The significance of social networks and individual adaptability emphasizes the necessity for businesses to assist employees in navigating the problems of cultural diversity by offering them tools and assistance. This effort could entail allowing expats to interact with others from similar cultural backgrounds, offering language classes and cultural awareness initiatives, and assisting with practical matters like housing, transportation, and healthcare. The need for firms to take a more inclusive approach to talent management and to acknowledge the distinctive abilities and experiences that expatriates may contribute to the workplace is another significant result of this study. This approach might entail creating initiatives to aid expatriates' career advancement and retention and presenting chances for intercultural communication and education (Hernandez-Pozas, 2019). In addition, an

organizational manager's emotional bias affects employees' job satisfaction and performance, as behavioral elements are an essential component in any organizational fabric (Souissi et al., 2018). Therefore, cross-cultural leadership training is critical for top management to ensure they are culturally competent. Overall, the study's findings underline the significance of managing cultural diversity in the UAE's private sector and the necessity for businesses to help their foreign employees proactively and inclusively.

Theoretical Implications

From a theoretical perspective, the study's findings enrich our comprehension of the influence of cultural diversity on job satisfaction and performance within the UAE's private sector. The study emphasizes the significance of integrating cultural considerations into organizational management practices. It underscores the pivotal role of communication, social networks, and organizational support in alleviating the adverse impacts of cultural differences on work-related results.

Furthermore, the study contributes to the existing body of knowledge on cross-cultural management by investigating pragmatic approaches to handling cultural diversity in the workplace. The findings validate theoretical frameworks such as cultural intelligence and social capital, underscoring their applicability in addressing cultural obstacles within multinational corporations.

CONCLUSION

The influence of culture on the results of work-related activities for expatriates in the UAE is a complicated phenomenon that calls for more study and comprehension. To ensure the success of expatriates, organizations must manage the effects of cultural differences. Organizations must prioritize cultural training and support services. Organizational top echelons should design practical strategies to attract talent by improving working conditions and organizational culture (Hoque & Tshutsha, 2022). Furthermore, Galli (2020) indicated that organizational leadership is pivotal in motivating employees to achieve the organization's strategic goals by assessing the internal and external environments.

Nevertheless, additional studies are required to understand further the distinctive cultural dynamics in the UAE and how they affect expatriate workers' outcomes. Overall, this study serves as a springboard for further investigation and emphasizes the significance of cultural sensitivity in expatriate management.

This study offers insight into the effects of cultural diversity on the performance and job satisfaction of expats working in the UAE's commercial sector. The results imply that depending on elements such as communication, social networks, and organizational support, cultural differences can have favorable and unfavorable effects on expatriates' experiences in the workplace. The themes found in this study emphasize the value of building relationships and effective communication between coworkers from various cultural backgrounds. The findings point to the need for organizations to develop and put into practice strategies to manage the effects of cultural diversity on foreign workers' job satisfaction and performance, such as offering cross-cultural training, fostering social networking opportunities, and encouraging inclusive organizational cultures. The results point to policymakers' need to create regulations that facilitate the inclusion of foreign nationals in the UAE workforce and encourage their integration, such as regulations that foster diversity and combat discrimination.

Limitations and Future Directions

This study contributes significantly to our understanding of cultural diversity's impact on expatriate experiences in the UAE's private sector. However, acknowledging the study's limitations is crucial for interpreting and building upon its findings. The study's sample size potentially restricts its generalizability to the broader expatriate population within the UAE's diverse private sector. Further research employing larger, more representative samples is necessary for broader applicability. While the qualitative approach offers valuable insights into individual experiences, its depth of analysis and

generalizability may be limited. Future studies could consider mixed-method designs incorporating quantitative data to enhance generalizability while retaining qualitative richness. Longitudinal studies exploring the long-term effects of cultural diversity on expatriate well-being and performance would provide valuable insights into adaptation processes. Additionally, comparative studies across different industries or regions could offer nuanced understandings of how cultural dynamics vary within diverse organizational contexts.

COMPETING INTERESTS

The authors of this publication declares there are no competing interests.

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