

**تأثير أبعاد ممارسات إدارة الموارد البشرية على الالتزام الوظيفي  
للموظفين ذوي الخلفيات الثقافية المتنوعة في الشركات متعددة الجنسيات  
في دولة الإمارات العربية المتحدة**

***The Influence of Human Resource Management Practices  
Dimensions on Job Commitment of Culturally Diverse Employees  
in UAE Multinational Companies***

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## المخلص:

تتناول هذه الدراسة كيفية تأثير ممارسات إدارة الموارد البشرية (HRM) على التزام الموظفين ذوي الخلفيات الثقافية المتنوعة في الشركات متعددة الجنسيات (MNCs) العاملة في دولة الإمارات العربية المتحدة. ونظرًا لأن أكثر من 85% من القوى العاملة في الدولة تتكون من وافدين، فإن فهم العوامل التي تدفعهم للالتزام الوظيفي يُعد أمرًا بالغ الأهمية لتحسين معدلات الاحتفاظ بالأفراد والأداء العام في بيئة عمل متعددة الثقافات. تبحث هذه الدراسة في ستة أبعاد لإدارة الموارد البشرية: الاستقطاب والاختيار والاحتفاظ؛ التدريب والتطوير؛ تقييم الأداء؛ الأجور والمزايا؛ العمل الجماعي؛ وأمن التوظيف، وعلاقتها بالالتزام الوظيفي. واستنادًا إلى نظرية الموارد (RBV)، ونظرية رأس المال البشري (HCT)، ونظرية التبادل الاجتماعي (SET)، اعتمدت الدراسة على منهج كمي باستخدام أسلوب العينة العشوائية الطبقية التناسبية. تم جمع البيانات من 361 موظفًا في أربع شركات متعددة الجنسيات بارزة مقرها في دولة الإمارات. وقد خضعت أداة البحث لاختبارات الصدق والثبات، وتم إجراء التحليلات الإحصائية باستخدام برنامج SPSS، بما في ذلك التحليل الوصفي، وتحليل الارتباط، والانحدار المتعدد. وكشفت النتائج أن كلاً من الأجور والمزايا، والعمل الجماعي، وتقييم الأداء، والاستقطاب والاحتفاظ لها تأثير إيجابي وذو دلالة إحصائية على الالتزام الوظيفي. في المقابل، لم يظهر كل من التدريب والتطوير وأمن التوظيف تأثيرًا ذا دلالة إحصائية. وقد فسّر النموذج نسبة 63.9% من التباين في الالتزام الوظيفي ( $R^2 = 0.639$ )، وتؤكد هذه النتائج على أهمية تبني استراتيجيات موارد بشرية تراعي الخلفيات الثقافية ومتربطة بالأداء في تعزيز التزام الموظفين، خاصةً ضمن القوى العاملة المؤقتة والتي يغلب عليها الطابع الوافد. وتسهم هذه الدراسة في إثراء الفهم الأكاديمي لإدارة الموارد البشرية في البيئات غير الغربية والمتعددة الثقافات، كما تقدم رؤى عملية للشركات متعددة الجنسيات العاملة في دولة الإمارات الرغبة في تعزيز ولاء الموظفين ورضاهم واحتفاظهم الوظيفي.

**الكلمات المفتاحية:** إدارة الموارد البشرية (HRM)، الالتزام الوظيفي، المغتربون، الإمارات العربية المتحدة، الشركات متعددة الجنسيات، التنوع الثقافي، السلوك التنظيمي.

### **Abstract:**

This study examines how Human Resource Management (HRM) practices influence the job commitment of culturally diverse employees in multinational companies (MNCs) operating in the United Arab Emirates (UAE). As over 85% of the UAE's workforce comprises expatriates, understanding what drives their commitment is essential for improving retention and performance in such a multicultural labor environment. This research investigates six HRM dimensions—recruitment, selection, and retention; training and development; performance appraisal; pay and benefits; teamwork; and employment security—and their relationship with job commitment. Grounded in the Resource-Based View (RBV), Human Capital Theory (HCT), and Social Exchange Theory (SET), the study employs a quantitative approach using proportionate stratified random sampling. Data were collected from 361 employees across four prominent UAE-based MNCs. The research instrument was tested for reliability and validity, and statistical analyses were conducted using SPSS, including descriptive, correlation, and multiple regression techniques. Findings reveal that pay and benefits, teamwork, performance appraisal, and recruitment and retention significantly and positively affect job commitment. In contrast, training and development, and employment security did not show a statistically significant influence. The model explained 63.9% of the variance in job commitment ( $R^2 = 0.639$ ). These results highlight the importance of culturally responsive, performance-linked HRM strategies in enhancing employee commitment, especially within temporary and expatriate-heavy workforces. The study contributes to the academic understanding of HRM in non-Western, multicultural settings and offers practical insights for UAE-based MNCs seeking to improve employee loyalty, satisfaction, and retention.

**Keywords:** Human Resource Management (HRM), job commitment, expatriates, UAE, multinational companies, cultural diversity, organizational behaviour.

## **1. Introduction:**

In an era of globalization and demographic transformation, the human resource function has evolved into a strategic cornerstone of organizational success, particularly in multinational companies (MNCs) operating in diverse socio-cultural environments. Human Resource Management (HRM) practices, once viewed as administrative tools, are now recognized for their role in shaping organizational culture, influencing employee behavior, and fostering long-term competitive advantage. Central to these outcomes is **job commitment**—a multidimensional construct reflecting the emotional, moral, and rational bonds that employees form with their organizations. High levels of job commitment are associated with lower turnover, higher job performance and greater organizational resilience.

The United Arab Emirates (UAE) presents a distinctive context in which to examine the role of HRM in shaping job commitment. As one of the most globalized labor markets in the world, the UAE hosts a workforce composed of over 85% expatriates from diverse national, ethnic, and linguistic backgrounds. This diversity brings advantages such as cross-cultural collaboration and innovation but also presents challenges in aligning HRM strategies with the needs, expectations, and values of a highly heterogeneous workforce. MNCs in the UAE must therefore develop HRM systems that are not only functionally efficient but also culturally adaptive.

Despite the global emphasis on strategic HRM, most empirical studies have been conducted in Western contexts, where workforce homogeneity, stable contracts, and employee rights are relatively assured. These conditions are not reflective of the UAE labor environment, where employment is often tied to residency, contracts are time-limited, and job security is conditional. The assumptions underpinning Western HRM

frameworks—such as the long-term impact of training on commitment—may not hold in the UAE’s transient labor market. Therefore, localized empirical research is essential to determine which HRM practices effectively influence job commitment in such unique conditions.

This study addresses this gap by investigating how six HRM practice dimensions—recruitment, selection, and retention; training and development; performance appraisal; pay and benefits; teamwork; and employment security—affect the job commitment of culturally diverse employees in UAE-based MNCs. The research is guided by three foundational theories: Resource-Based View (RBV), Human Capital Theory (HCT), and Social Exchange Theory (SET), providing a **comprehensive framework for understanding how** HRM systems influence employee loyalty, satisfaction, and retention.

By integrating theoretical insight with empirical data, the study aims to produce context-specific findings that support both academic advancement and practical HR decision-making. It contributes to the limited body of HRM literature focused on non-Western, expatriate-dominated labor markets and offers actionable strategies for MNCs operating in multicultural environments.

## ***2. Research Problem and Questions:***

Managing a culturally diverse workforce in multinational organizations presents a unique set of challenges and opportunities. In the UAE, these challenges are magnified due to its distinctive demographic structure. The country’s private sector is dominated by expatriate employees on limited-term contracts, whose job continuity is directly tied to employment sponsorship and visa renewal. While diversity enhances organizational innovation and global reach, it also complicates the implementation of standardized HRM practices. What works effectively in one cultural setting

may be misunderstood or rejected in another, resulting in disengagement, low morale, or turnover.

Many MNCs operating in the UAE rely on global HRM frameworks that assume homogeneity, long-term employment stability, and alignment between employee and organizational values. These frameworks often fail to consider the realities of UAE-based employment:

- Employees frequently change jobs based on contract expiry.
- Career progression is often limited for expatriates.
- Social support networks are weaker due to geographic separation from family.

Moreover, culturally diverse employees interpret HRM practices—such as appraisal systems, teamwork structures, and benefits packages—through the lens of their cultural norms and expectations. For example, performance evaluations may be viewed as constructive in one culture but intrusive or disrespectful in another. Similarly, job security may be perceived as unrealistic among employees accustomed to short-term contracts, reducing its impact on organizational commitment.

Despite the growing importance of culturally responsive HRM systems, few empirical studies have examined how HRM practices influence job commitment in the UAE private sector. While previous research has focused on Emiratization and national workforce integration, there remains a significant gap in understanding the experiences and motivations of the vast majority of the workforce—non-national, culturally diverse employees working in multinational corporations.

This study seeks to address this gap by exploring the following research questions:

1. What are the levels of human resource management practice dimensions (recruitment, selection and retention; training and

development; performance appraisal; pay and benefits; teamwork; and employee security) and job commitment among culturally diverse employees working in multinational companies in the UAE?

2. What is the correlation between HRM practice dimensions and job commitment among culturally diverse employees in multinational companies in the UAE?
3. What are the effects of human resource management practice dimensions (recruitment, selection and retention; training and development; performance appraisal; pay and benefits; teamwork; and employment security) on the job commitment of employees working for multinational companies in the UAE?

These questions are designed to uncover which HRM strategies resonate most effectively with expatriate employees and how they translate into measurable organizational loyalty.

### ***3. Research Objectives:***

The primary objective of this study is to investigate the influence of key Human Resource Management (HRM) practices on the job commitment of culturally diverse employees in multinational companies (MNCs) operating in the United Arab Emirates (UAE). In addressing this objective, the study seeks to bridge the gap between universal HRM theory and the unique employment dynamics found in the UAE labor market.

The study is guided by the following specific objectives:

1. To determine the levels of human resource management practice dimensions (recruitment; selection and retention; training and development; performance appraisal; pay and benefits; teamwork; and employee security) and job commitment among culturally diverse employees in multinational companies in the UAE.



2. To examine the correlation between HRM practice dimensions and job commitment among culturally diverse employees in multinational companies in the UAE.
3. To investigate the effect of human resource management practice dimensions (recruitment, selection and retention; training and development; performance appraisal; pay and benefits; teamwork; and employee security) on the job commitment of employees working for multinational companies in the UAE.

These objectives serve to generate empirically grounded insights that can inform culturally adaptive HRM strategies tailored to the UAE context. In doing so, the study not only contributes to academic literature but also provides practical direction for HR professionals managing diverse teams in the Gulf region.

#### ***4. Importance of the Research:***

This research is significant for both theoretical development and practical application in the fields of human resource management and organizational behavior, particularly in multicultural and expatriate-heavy environments like the United Arab Emirates (UAE). The study contributes to academic scholarship while also providing actionable insights for HR professionals, policymakers and corporate leaders.

##### **4.1 Theoretical Significance:**

While HRM research is well established in Western contexts, there remains a notable gap in empirical studies that investigate how HRM practices perform in non-Western, culturally complex labor markets. Many of the dominant HRM models are developed based on assumptions of employee stability, cultural homogeneity, and long-term employment—assumptions that do not hold in the UAE, where temporary contracts, cultural plurality and mobility dominate.



This study extends three major theoretical frameworks:

- **Resource-Based View (RBV):** It confirms that committed employees represent a unique and strategic resource that can enhance long-term organizational performance, even in transient employment settings.
- **Human Capital Theory (HCT):** It tests the relevance of employee development investments in a labor market where long-term retention is uncertain.
- **Social Exchange Theory (SET):** It contextualizes the reciprocal relationship between organizations and employees in settings where perceived fairness and cultural norms influence commitment.

By applying these theories in the UAE context, the study contributes to the development of more context-sensitive HRM theory that better reflects labor market diversity, instability, and global talent flows.

#### 4.2 Practical Significance for HR Managers and Organizations:

From a managerial perspective, the research provides valuable insights for companies struggling with high turnover, low engagement, and cross-cultural management challenges. Specifically, it offers evidence-based recommendations about which HRM practices are most likely to drive job commitment in a multicultural workforce.

For instance:

- If pay and benefits are found to be more influential than training, organizations can restructure budgets accordingly.
- If teamwork is a strong predictor of commitment, HR managers may prioritize inclusive team-building programs and intercultural communication training.

These insights allow MNCs to optimize resource allocation, enhance retention strategies, and improve productivity through more culturally aligned HRM systems.

#### **4.3 National and Regional Relevance:**

At the macro level, the study aligns with broader UAE Vision 2030 objectives and national strategies aimed at workforce development, knowledge–economy advancement and global competitiveness. The UAE’s continued attractiveness as a business hub depends heavily on how well organizations manage human capital drawn from around the world.

This study supports national development goals by:

- Highlighting barriers to commitment among expatriate professionals.
- Offering practical solutions to HR challenges in culturally diverse work environments.
- Encouraging organizations to move beyond compliance and toward strategic people management.

#### ***5. Scope and Limitations:***

This study was carefully scoped to investigate the influence of HRM practices on job commitment among culturally diverse employees in multinational companies (MNCs) operating in the UAE. It focused on capturing both the perceived implementation levels of HRM practices and their statistical relationship with employee commitment in an expatriate–driven workforce.

##### **5.1 Scope of the Study:**

###### **Objective Scope:**

The study explores six core HRM practice dimensions—recruitment, selection, and retention; training and development; performance appraisal;

pay and benefits; teamwork; and employment security—and examines their influence on employee job commitment, including affective, continuance and normative dimensions.

### **Spatial Scope:**

The study is geographically limited to the United Arab Emirates, with data collected from four major UAE-based MNCs in sectors such as construction, real estate and engineering. These companies operate predominantly in Dubai and Abu Dhabi—two of the UAE's most international labor markets.

### **Temporal Scope:**

Data collection was conducted in 2022. As such, the findings reflect the HRM practices and employee perceptions prevalent during that period, including those influenced by post-pandemic adjustments in organizational policies.

### **Human Scope:**

The study focused on 361 full-time employees representing diverse cultural and national backgrounds. Employees were selected using proportionate stratified random sampling to ensure demographic representation across job roles, departments, and companies. Part-time workers and employees on probation or temporary contracts were excluded from the sample.

## **5.2 Limitations of the Study:**

Despite its rigor, the study is subject to several limitations that affect the generalizability and interpretation of the results:

### **1. Industry-Specific Sample:**

The research was limited to four MNCs in specific industries (construction, engineering, and real estate). Therefore, the findings may

not be fully applicable to other sectors, such as healthcare, retail, finance, or technology, where HRM structures and employee expectations may differ.

## **2. Cultural Diversity Not Treated as a Variable:**

While the study focuses on culturally diverse employees, culture itself was not analyzed as a moderating or mediating variable. Future research could explore how nationality, religion or communication styles mediate the relationship between HRM and commitment.

## **3. Quantitative Approach Only:**

The research relies solely on quantitative data collected via structured questionnaires. While this allows for statistical generalization, it limits the depth of insight into employee experiences, motivations, and emotional responses. A mixed-methods design could provide a more holistic understanding.

## **4. Self-Reported Perception Bias:**

Data were collected through self-assessment, which may be subject to social desirability bias or misinterpretation of survey items. Although anonymity was preserved, some responses may not fully reflect actual behavior or true sentiment.

## **5. Contractual and Legal Context Not Controlled:**

Employee visa status, contract duration, and sponsorship conditions—factors unique to the UAE labor system—were not controlled in this study. These may influence perceptions of job security and commitment independently of HRM practices. These limitations highlight areas for refinement in future research, including sector-wide comparisons, cultural segmentation, and the use of qualitative methods to validate and deepen the quantitative findings.

## **6. Definitions of Key Terms:**

To ensure conceptual clarity and consistency, this section defines the core constructs used throughout the study. These definitions are grounded in established literature and tailored to the context of this research, which focuses on culturally diverse employees in multinational companies operating in the United Arab Emirates (UAE).

### **Human Resource Management (HRM) Practices:**

HRM practices refer to the set of formal systems and policies adopted by organizations to manage their human capital. In this study, HRM practices are operationalized through six dimensions:

- **Recruitment, Selection, and Retention:** Strategies for attracting, evaluating, hiring, and retaining employees who align with organizational needs.
- **Training and Development:** Structured learning and growth opportunities aimed at improving employees' skills and competencies.
- **Performance Appraisal:** Systematic evaluation of employee performance based on defined criteria, usually linked to rewards or development plans.
- **Pay and Benefits:** Monetary and non-monetary compensation, including salary, bonuses, allowances, and fringe benefits.
- **Teamwork:** Mechanisms and structures promoting cooperation, collaboration, and effective team dynamics across departments and roles.
- **Employment Security:** Organizational assurances related to job continuity, contract stability, and protection from arbitrary termination.

### **Job Commitment:**

In this study, job commitment was operationalized using six items (JC1–JC6), measured on a 7-point Likert scale (1 = Strongly Disagree, 7

= Strongly Agree), capturing affective, continuance and normative aspects of commitment.

### **Culturally Diverse Workforce:**

This term refers to employees from various national, ethnic, linguistic and religious backgrounds working within the same organization. In the UAE, this typically includes expatriates from South Asia, Southeast Asia, the Middle East, Europe, and Africa, representing a wide spectrum of values, expectations, and workplace behaviors.

### **Multinational Companies (MNCs):**

MNCs are corporations that operate in multiple countries and maintain a significant international presence. For this study, MNCs are defined as organizations with operations in the UAE and a workforce that reflects global talent diversity.

### **Expatriates:**

Expatriates are individuals working outside their country of origin, often under fixed-term contracts and employer-sponsored visas. In the UAE, expatriates make up the majority of the private-sector workforce and are central to this study's population.

## ***7. Conceptual Framework:***

The conceptual framework for this study integrates theoretical foundations with empirical focus, mapping the relationship between Human Resource Management (HRM) practices and job commitment within the context of culturally diverse employees in UAE-based multinational companies (MNCs). The framework combines three theoretical lenses—Resource-Based View (RBV), Human Capital Theory (HCT), and Social Exchange Theory (SET)—to guide the interpretation of how strategic HRM practices influence employee commitment in a transient, multicultural labor environment.

### **Framework Structure:**

The model positions six HRM practices as independent variables:

- Recruitment, Selection, and Retention
- Training and Development
- Performance Appraisal
- Pay and Benefits
- Teamwork
- Employment Security

The outcome variable is Job Commitment, which includes:

- Affective Commitment
- Continuance Commitment
- Normative Commitment

The underlying assumption is that these HRM practices, when perceived as fair, strategic, and culturally appropriate, enhance job commitment among employees from different cultural backgrounds. This relationship is shaped by the three supporting theories:

- RBV emphasizes the value of committed employees as unique strategic resources.
- HCT supports the idea that investing in employee development leads to long-term organizational loyalty.
- SET explains how fair treatment, trust, and perceived organizational support foster reciprocal commitment behaviors.

### **Framework Justification in the UAE Context:**

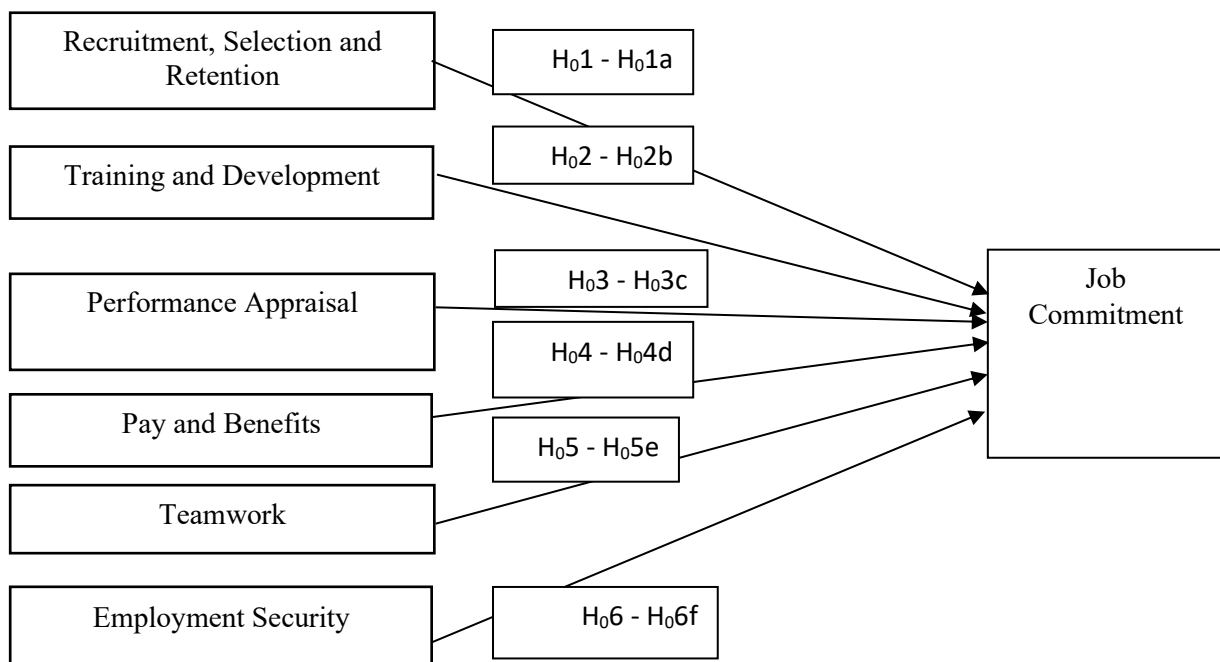
The UAE is characterized by a diverse, expatriate-majority workforce, where employment is often temporary and dependent on organizational sponsorship. As such, job security is perceived differently,



and training may not always be seen as a long-term investment. This context necessitates a model that accounts for:

- Cultural interpretations of HR practices
- Economic dependency on employment
- Short-term verses long-term motivational factors

This framework helps explain not only whether HRM practices influence job commitment, but also which ones matter most, and why some fail to resonate in specific cultural or contractual contexts.



## 8. Theoretical Framework:

This study is anchored in three interrelated theories that collectively inform the relationship between HRM practices and job commitment in multicultural, expatriate-driven environments such as the UAE: the Resource-Based View (RBV), Human Capital Theory (HCT), and Social Exchange Theory (SET). Together, these frameworks provide a multidimensional lens through which to examine how organizations can leverage human resources to achieve sustained performance while fostering employee loyalty.

## 8.1 Resource-Based View (RBV):

The Resource-Based View (RBV) of the firm, as developed by Barney (1991), proposes that organizations can secure sustained competitive advantage through the strategic utilization of internal resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Among these, committed and competent human capital is considered a key asset. HRM practices play a critical role in shaping and sustaining this capital by fostering organizational loyalty, developing culturally agile talent, and retaining high-performing employees.

In the context of UAE-based multinational companies (MNCs), where expatriate workforce turnover is high and cultural diversity is prevalent, committed employees are not only critical to continuity but also serve as strategic resources. Through structured recruitment, fair performance evaluation, and inclusive workplace practices, organizations enhance commitment and embed competitive capability within their workforce. This perspective is supported by recent scholarship emphasizing human capital's role in strategic performance within dynamic labor markets (Barney & Wright, 2021).

## 8.2 Human Capital Theory (HCT):

Human Capital Theory (HCT), introduced by Becker (1964), views employees as investments whose value increases with education, training, and experience. Organizations that invest in structured development programs can expect returns in the form of increased performance, reduced turnover, and stronger organizational commitment. HRM dimensions such as training and development, career advancement, and feedback functions as the operational mechanisms of this theory.

In the UAE context, however, this assumption is challenged by the temporary and transitional nature of expatriate employment. While HCT

suggests long-term returns from training, employees on short-term contracts may not perceive lasting value, particularly when opportunities for upward mobility are limited. This tension is central to testing HCT's applicability in MNCs operating within a transient labor ecosystem like the UAE.

### **8.3 Social Exchange Theory (SET):**

Social Exchange Theory (SET), first introduced by Blau (1964), posits that relationships are built on the principle of reciprocity. In the workplace, when employees perceive fair treatment—through mechanisms such as performance appraisal, job security, or adequate compensation—they are most likely to reciprocate with higher levels of job commitment and loyalty.

This study applies SET to explain how culturally diverse employees respond to organizational treatment in UAE-based MNCs. Given that perceptions of fairness are often shaped by cultural values, a uniform HRM approach may not yield consistent results across employees. For instance, while some may prioritize monetary recognition, others may place greater value on interpersonal respect or group harmony. This underscores the need for HRM systems that are both equitable and culturally sensitive to build sustainable employee commitment.

### **8.4 Integration of Theories:**

Collectively, RBV, HCT, and SET offer a robust framework for explaining how HRM practices influence job commitment. RBV positions committed employees as strategic assets; HCT underscores the value of development investments; and SET clarifies the psychological contract that binds employees to organizations through fair exchange. This theoretical integration guides the study's analysis of how each HRM

dimension affects affective, continuance, and normative commitment, particularly within the UAE's unique multicultural, high–turnover context.

## ***9. Review of Related Studies:***

This section reviews previous literature on the relationship between HRM practices and employee commitment, with particular attention to the six HRM dimensions investigated in this study. While many studies have examined these links in Western contexts, fewer have explored them in multicultural, expatriate–dominated labor markets such as the UAE. Accordingly, this review also identifies research gaps and inconsistencies in findings, thereby justifying the need for the present study.

### **9.1 Recruitment, Selection, and Retention:**

Effective recruitment and retention strategies are widely acknowledged as foundational to organizational performance and employee commitment. Subramony (2009), argues that organizations aligning recruitment with long–term strategic goals are more successful in attracting talent likely to develop strong organizational bonds. Ongori and Temtime (2009) emphasize that in culturally diverse environments, retention practices must consider employee values, motivations, and cultural expectations. In the UAE, where expatriate employees frequently change jobs due to fixed–term contracts, retention strategies such as internal mobility, visa renewal support, and personalized career planning are particularly relevant.

However, literature specific to the Gulf region reveals a lack of structured retention planning in many private–sector MNCs (Budhwar & Mellahi, 2011), resulting in high attrition rates and reduced productivity. This study contributes to the discussion by examining whether recruitment and retention efforts significantly influence commitment levels among expatriates in the UAE context.

## 9.2 Training and Development:

Training and development are commonly associated with improved performance, motivation, and retention (Noe, 2010; Becker, 1964). In theory, organizations that invest in employee learning signal a long-term commitment to their growth, which employees often reciprocate with increased job commitment. However, in temporary labor markets like the UAE, employees on short-term contracts or without clear promotion opportunities may not be perceive the long-term benefits of training as relevant.

Cooper et al. (2019) noted that in short-tenure environments, training must be perceived as immediately valuable or transferable to influence employee commitment. Therefore, this study examines whether training and development remain significant predictors of job commitment among UAE expatriates—many of whom may prioritize financial compensation or job mobility over developmental growth.

## 9.3 Performance Appraisal:

Performance appraisal systems that are transparent, culturally sensitive, and development-focused tend to have a positive effect on job satisfaction and commitment (Jawahar, 2006). Employees who understand how their performance is measured and how it links to rewards or growth are more likely to feel valued. In multicultural teams, however, appraisal systems must be adapted to varying communication styles and feedback preferences.

For example, employees from individualistic cultures may value direct, metric-based feedback, while those from collectivist societies may prefer group-oriented evaluations and more subtle approaches. In the UAE, where both cultural profiles exist within the same team, the effectiveness of performance appraisal depends on HR's ability to balance

fairness with flexibility. Studies by Alserhan et al. (2018) have shown that appraisal systems in GCC countries often suffer from managerial bias or lack of follow-up, which erodes employee trust. The current study tests how well performance appraisal predicts commitment in this setting.

#### **9.4 Pay and Benefits:**

Compensation is one of the most widely cited drivers of job commitment, especially in contexts where employees are financially supporting families abroad or facing high costs of living. Budhwar and Mellahi (2007) found that pay and benefits are strongly correlated with job satisfaction and loyalty in Middle Eastern and Asian labor markets. In the UAE, where labor laws allow employers significant control over visa sponsorship and termination, financial incentives play an even greater role in employee retention.

Research by Afiouni et al. (2014) confirms that expatriates in the Gulf region often prioritize salary, housing allowances, medical coverage, and end-of-service benefits when evaluating organizational loyalty. This study investigates whether pay and benefits emerge as the strongest HRM predictor of job commitment in the UAE context, as previous studies suggest.

#### **9.5 Teamwork:**

Team-based work structures are increasingly central to modern organizational life, particularly in service industries and project-driven sectors. Stahl et al. (2010) highlighted that culturally diverse teams can outperform homogeneous ones if managed well—but only when inclusivity and psychological safety are established. Conversely, poorly managed diversity can lead to miscommunication, conflict, and exclusion.

In the UAE, the workplace often brings together individuals from sharply different cultures, languages, and communication norms. As a

result, teamwork is not automatically productive. Research by Aycan et al. (2000) stresses the importance of intercultural competence in team dynamics. This study examines whether perceptions of teamwork quality—such as fairness, collaboration, and communication—significantly affect commitment among expatriates.

### **9.6 Employment Security:**

Job security is a traditional predictor of organizational commitment, especially in markets where job loss is associated with significant personal risk (Farndale et al., 2010). However, in countries like the UAE, where the legal and immigration frameworks tie employment to residency, job security is often seen as temporary or conditional. Many employees enter the workforce expecting limited-term roles and are thus less likely to view long-term security as attainable.

This casts doubt on the relevance of employment security as a commitment driver in this context. Previous regional studies (Al-Mashaqbeh & Al-Salhi, 2015) suggest that job security is more of a compliance issue than a psychological motivator in Gulf labor markets. This study tests whether the same applies to culturally diverse employees in UAE-based MNCs.

## ***10. Methodology:***

This section outlines the research design, population, sampling approach, instrument development, data collection process, reliability and validity assessments, and analytical techniques employed to address the study's objectives and research questions. The methodology was designed to provide a robust quantitative foundation for assessing the relationship between HRM practices and job commitment among culturally diverse employees in UAE-based multinational companies.



## 10.1 Research Design:

The study employed a quantitative, descriptive–correlational research design to examine the influence of selected HRM practice dimensions on job commitment. This design was appropriate for:

- Measuring the perceived levels of HRM practices and employee commitment;
- Establishing the direction and strength of associations between variables;
- Testing predictive relationships through multiple regression analysis.

Quantitative methods were preferred to allow generalization from the sample and to provide statistically valid insights. The research is cross–sectional in nature, capturing responses at a single point in time.

## 10.2 Population and Sampling:

### Population:

The target population included culturally diverse employees working in four UAE–based multinational companies: Hilti, Damac, Emaar, and Nakheel. These organizations were selected due to their diverse workforces and prominent positions in industries such as real estate, construction, and project management—sectors heavily reliant on expatriate labor.

The total population size across these companies was approximately 39,724 employees.

### Sampling Method:

A proportionate stratified random sampling technique was applied to ensure adequate representation across:

- Departments and business units
- Job roles (e.g., administrative, technical, managerial)

- Demographic categories (e.g., gender, age group, nationality).

This method improves precision by minimizing sampling bias and ensuring that the sample reflects the heterogeneity of the workforce. Based on Krejcie and Morgan's (1970) sampling table, a minimum sample of 380 was deemed sufficient; 361 valid responses were obtained and used in the final analysis.

### **10.3 Instrument Development:**

The research instrument was a structured questionnaire comprising three main sections:

#### **Section A: Demographic Information**

Included six items: gender, age, education level, job title, tenure, and department.

#### **Section B: HRM Practices (Independent Variables)**

This section measured six HRM dimensions through 26 items, adapted from established scales in prior research. Each dimension had between 3–6 items rated on a 7-point Likert scale ranging from 1 (Strongly Disagree) to 7 (Strongly Agree).

#### **Section C: Job Commitment (Dependent Variable)**

Measured using 6 items representing the three types of commitment: affective, continuance, and normative. Items were also measured using a 7-point Likert scale.

The instrument was developed in English and reviewed by academic experts for contextual accuracy and clarity. A pilot test was conducted to assess reliability before full deployment.

## 10.4 Reliability and Validity:

### Content Validity:

The questionnaire underwent expert review by three academic professionals specializing in HRM and organizational behavior. This feedback was used to refine item wording and ensure alignment with the UAE context.

### Construct Reliability (Cronbach's Alpha):

Internal consistency was evaluated using Cronbach's Alpha. All constructs exceeded the threshold of 0.70:

<i><b>Construct</b></i>	<i><b>Cronbach's Alpha (<math>\alpha</math>)</b></i>
<i>Recruitment &amp; Retention</i>	0.754
<i>Training &amp; Development</i>	0.761
<i>Performance Appraisal</i>	0.761
<i>Pay &amp; Benefits</i>	0.809
<i>Teamwork</i>	0.786
<i>Employment Security</i>	0.801
<i>Job Commitment</i>	0.799

These values confirm that the instrument demonstrates strong internal consistency and reliability.

## 10.5 Data Collection Procedure:

Data were collected using both online and paper-based questionnaires distributed with management consent from the selected companies. Anonymity and confidentiality were assured, and participants were informed of their right to withdraw at any time. Completed responses were screened, cleaned, and coded for statistical analysis.

## 10.6 Data Analysis Techniques:

Data analysis was conducted using SPSS version 26. The following techniques were applied:

- **Descriptive Statistics:** To determine means and standard deviations for each variable.
- **Pearson Correlation:** To assess the strength and direction of relationships between HRM practices and job commitment.
- **Multiple Regression Analysis:** To identify the predictive power of individual HRM dimensions on job commitment.
- **Assumption Testing:**
  - **Normality:** Verified using histogram and skewness–kurtosis values.
  - **Linearity and Homoscedasticity:** Checked via residual plots.
  - **Multicollinearity:** Assessed using Tolerance and Variance Inflation Factor (VIF).

All assumptions for regression analysis were satisfied, confirming the appropriateness of the chosen statistical methods.

## 11. Results and Interpretation:

This section presents the findings from the statistical analysis of the data collected from 361 respondents working in four UAE-based multinational companies. The results are organized to address the three core research objectives: (1) determining the levels of HRM practices and job commitment, (2) assessing the correlation between them, and (3) identifying the effects of HRM practices on job commitment.

### 11.1 Descriptive Statistics:

Descriptive statistics were computed to understand the perceived levels of implementation for each HRM dimension and the overall level of job commitment.

<i>Variable</i>	<i>Mean (M)</i>	<i>Standard Deviation (SD)</i>
<i>Recruitment &amp; Retention</i>	2.373	0.754
<i>Training &amp; Development</i>	2.385	0.817

<i>Performance Appraisal</i>	2.450	0.898
<i>Pay &amp; Benefits</i>	2.146	0.623
<i>Teamwork</i>	2.160	0.610
<i>Employment Security</i>	2.125	0.541
<i>Job Commitment</i>	2.212	0.687

The mean values suggest that employees perceive the implementation of HRM practices—and their own commitment—to be at low to moderate levels. Performance appraisal, training, and recruitment scored slightly higher, while employment security and pay and benefits were perceived as the weakest.

### 11.2 Correlation Analysis:

Pearson correlation was used to examine the strength and direction of the relationship between each HRM practice and job commitment.

HRM Practice Dimension	Pearson Correlation (r)	Strength of Correlation	Significance
Recruitment, Selection, Retention (RSR)	0.32	Moderate Positive	$p < 0.05$
Training and Development (T&D)	0.09	Very Weak Positive	$p > 0.05$
Performance Appraisal (PA)	0.42	Moderate Positive	$p < 0.01$
Pay and Benefits (P&B)	0.58	Strong Positive	$p < 0.001$
Teamwork (TW)	0.46	Moderate Positive	$p < 0.01$
Employment Security (ES)	0.05	Very Weak Positive	$p > 0.05$

Significant **positive correlations** were found between job commitment and the following HRM practices:

- Recruitment and Retention
- Performance Appraisal
- Pay and Benefits
- Teamwork

Training and Development and Employment Security showed weak or non-significant relationships with job commitment.

These findings indicate that, while some HRM practices foster stronger organizational bonds, others may not resonate with employees, particularly those in temporary or contract-based roles.

### 11.3 Regression Analysis:

To determine the predictive strength of each HRM practice, a multiple regression analysis was performed, with job commitment as the dependent variable.

#### Model Summary:

- $R = 0.799$
- $R^2 = 0.639$
- Adjusted  $R^2 = 0.633$
- $F(6, 354) = 104.396, p < 0.001$

The model explains approximately 63.9% of the variance in job commitment, which is considered a strong effect size in behavioral research.

### 11.4 Regression Coefficients:

<i>HRM Practice</i>	<i>Beta (<math>\beta</math>)</i>	<i>Sig. (<math>p</math>-value)</i>	<i>Interpretation</i>
<i>Recruitment &amp; Retention</i>	0.084	0.015	<b>Reject</b> – Significant effect
<i>Training &amp; Development</i>	-0.031	0.416	<b>Not Rejected</b> – Not significant
<i>Performance Appraisal</i>	0.217	0.000	<b>Reject</b> – Significant effect
<i>Pay &amp; Benefits</i>	0.511	0.000	<b>Reject</b> – Strongest effect
<i>Teamwork</i>	0.225	0.000	<b>Reject</b> – Significant effect
<i>Employment Security</i>	0.016	0.666	<b>Not Rejected</b> – Not significant

## 11.5 Interpretation of Results:

- **Pay and Benefits** had the **strongest impact** on job commitment, suggesting that employees place a high value on tangible rewards, particularly in a high-cost, visa-tied labor environment like the UAE.
- **Teamwork** and **Performance Appraisal** also showed significant positive effects, reinforcing the importance of fair, inclusive practices, and constructive feedback systems in building loyalty.
- **Recruitment and Retention** contributed positively but moderately, indicating that alignment during the hiring process does influence later commitment.
- **Training & Development** and **Employment Security** were not significant, possibly due to the short-term mindset and uncertain job tenure that expatriates associate with UAE-based roles.

These results provide a nuanced understanding of which HRM practices are most effective in fostering job commitment among culturally diverse employees—and which practices may require reevaluation or reframing within the context of short-term expatriate employment.

## **12. Discussion:**

This section interprets the study's results in light of existing literature and theoretical frameworks, while contextualizing the findings within the unique characteristics of UAE's labor market. The analysis reveals both expected and unexpected insights into how HRM practices influence job commitment among culturally diverse employees in multinational corporations (MNCs).

### **12.1 The Dominant Influence of Pay and Benefits:**

The strongest predictor of job commitment was pay and benefits, a finding that aligns with existing research conducted in Gulf countries and



expatriate-heavy economies (Budhwar & Mellahi, 2007; Afiouni et al., 2014). In the UAE, many employees act as financial providers for families abroad and operate within a labor sponsorship system that limits their job mobility. Consequently, competitive salaries, housing allowances, medical coverage, and gratuity plans are perceived as key indicators of organizational value and commitment.

This finding supports Social Exchange Theory (SET): when organizations provide tangible benefits, employees reciprocate with loyalty and psychological attachment. Pay and benefits thus become not just economic incentives but also symbolic reinforcements of organizational support.

## **12.2 The Role of Teamwork and Performance Appraisal:**

Teamwork and performance appraisal also demonstrated significant positive effects on job commitment. These findings highlight the importance of workplace culture and effective communication, especially in multicultural teams where risks such as misunderstandings, exclusion, and misalignment are common prevalent (Stahl et al., 2010).

Inclusive and well-managed team dynamics foster a sense of belonging, which is particularly important for expatriates who may lack strong social support systems outside of work. SET again provides a useful lens: employees who feel psychologically safe and respected within their teams are more likely to stay committed to the organization.

Effective performance appraisal processes—when conducted fairly and constructively—communicate appreciation and development pathways. They affirm the employee's contribution and potential, which reinforces affective commitment (Jawahar, 2006). However, in diverse environments, feedback must be culturally sensitive to prevent misinterpretation or demotivation.

### **12.3 Recruitment and Retention: A Foundational but Moderate Influence:**

While recruitment and retention were significantly related to job commitment, its influence was moderate. This may reflect the fact that hiring is only the starting point of the employment journey; its long-term impact on commitment depends on follow-up practices like onboarding, career planning, and role clarity.

Nonetheless, selecting candidates who align with the organization's values and expectations remains essential. In the UAE context, expatriates often view employment as a short-term economic decision, so efforts to improve retention must go beyond financial incentives to include visa support, internal mobility, and career guidance.

### **12.4 Why Training and Job Security Were Not Significant:**

Contrary to predictions derived from Human Capital Theory (HCT), training and development did not significantly influence job commitment. This divergence may reflect the transient nature of expatriate work in the UAE. Employees on short-term contracts may not see long-term value in training initiatives that do not directly translate into immediate role advancement or compensation. Additionally, some employees may perceive training as benefiting the organization more than themselves.

Similarly, employment security was not a significant predictor. Given that many employees in the UAE work under limited-term contracts with visa sponsorship tied to their employer, job security may be seen as conditional or beyond the organization's full control. In this case, job security lacks motivational power because it is not perceived as a realistic or reliable benefit.

### **12.5 Theoretical Implications:**

These findings provide partial support for the three theories guiding the study:

- **RBV** is supported by the notion that committed employees—especially those retained through pay, team integration, and fair appraisals—contribute to sustained competitive advantage.
- **SET** is strongly validated, as fairness, inclusion, and reward systems appear to drive reciprocal commitment behaviors.
- **HCT** receives weaker support; investment in training does not appear to generate the expected return in employee loyalty in this particular labor market.

The study adds to the growing body of research suggesting that Western-derived HRM models may not fully transfer to labor markets characterized by short contracts, legal constraints, and cultural complexity.

### ***13. Implications of the Study:***

This study holds valuable implications for theory, practice, and public policy, especially in the context of human resource management within multicultural and expatriate-driven environments like the UAE.

#### **13.1 Theoretical Implications:**

The findings challenge the universal applicability of Western HRM models by showing that some practices—particularly training and employment security—may have limited relevance in transient labor markets. This adds to the growing discourse around contextual HRM, which argues that the effectiveness of HRM practices depends on sociocultural and institutional conditions.

While the Resource-Based View (RBV) and Social Exchange Theory (SET) are supported, Human Capital Theory (HCT) is only partially validated in this study. The implication is that investment in people does not always yield commitment, especially if the broader employment ecosystem (e.g., visas, contracts, career pathways) undermines employees' belief in long-term outcomes.

This study, therefore, contributes to theory-building by advocating for models that consider employment formality, job temporariness, and cross-cultural expectation gaps as key moderating variables in HRM-outcome relationships.

### **13.2 Practical Implications for Multinational Companies:**

Multinational companies operating in the UAE and similar labor markets must recalibrate their HRM strategies to reflect what truly drives commitment in expatriate-dominant teams.

#### **1– Prioritize Compensation and Tangible Rewards:**

As pay and benefits emerged as the most powerful driver of commitment, HR leaders must ensure that compensation structures:

- Are competitive and tailored to expatriate needs.
- Include clear, timely incentives linked to performance.
- Offer flexible benefits such as travel allowances or housing stipends.

#### **2– Foster Culturally Inclusive Teamwork:**

Organizations must create an environment where diverse voices are respected and heard. This includes:

- Intercultural competence training for managers.
- Multilingual team communication channels.
- Team-building programs that bridge cultural gaps.

#### **3– Improve Fairness and Clarity in Appraisals:**

Performance reviews should be:

- Transparent and well-documented.
- Framed around culturally appropriate feedback styles.
- Linked to career progression or bonuses where applicable.

#### **4– Re-evaluate Training Programs:**

If training is to be meaningful, it must be:

- Job-specific and offer immediate application.
- Scheduled within work hours, not as unpaid add-ons.
- Linked to visible rewards, promotions, or certifications.

#### **5– Acknowledge the Limits of Job Security:**

Rather than promising job security that cannot be guaranteed due to visa or market constraints, companies should:

- Offer contract clarity.
- Build trust through consistent policy enforcement.
- Support employee transition planning if roles are project-based.

### **13.3 Policy Implications:**

At a national level, the findings have implications for labor policymakers, regulators, and human capital development councils in the UAE and similar economies.

- Policy Design: Government bodies may consider requiring private sector employers to provide minimum benefits and transparent appraisal mechanisms that align with best practices.
- Expatriate Well-Being: Regulatory support for cultural integration, employment rights, and career planning could reduce turnover and increase national productivity.
- HR Guidelines: Industry associations may develop culturally adaptive HR guidelines or templates to support organizations with limited in-house expertise in managing diverse workforces.

This study ultimately suggests that, in multicultural, short-term employment environments like the UAE, HRM must be re-engineered to

emphasize what employees value now, not just what organizations think they should value.

#### **14. Recommendations:**

Based on the findings and implications of this study, several targeted recommendations are proposed for HR practitioners, organizational leaders, and policy makers operating in culturally diverse and expatriate–dominant labor markets such as the UAE. These recommendations aim to enhance the effectiveness of HRM practices in driving job commitment.

##### **14.1 Recommendations for Human Resource Managers:**

###### **1. Develop Pay Structures That Reflect Employee Priorities:**

- Benchmark compensation against both regional and international standards.
- Ensure packages are transparent, performance–linked, and culturally sensitive.
- Include flexible and expatriate–relevant benefits (e.g., visa support, annual flights, family allowances).

###### **2. Build Inclusive and Purpose–Driven Teams:**

- Invest in intercultural communication training for managers and team leads.
- Facilitate team–building exercises that promote mutual respect and collaboration.
- Recognize and celebrate cultural holidays or traditions to strengthen belonging.

###### **3. Redesign Performance Appraisal Systems:**

- Use a hybrid feedback approach that balances structure with cultural sensitivity.

- Ensure feedback is specific, goal-oriented, and tied to clear development paths.
- Provide coaching to managers on how to give feedback across cultures.

#### **4. Reposition Training as Value-Adding Rather Than Time-**

##### **Consuming:**

- Deliver short, modular training that addresses immediate workplace needs.
- Link training to incentives such as promotions, project leadership, or certification.
- Offer language and communication workshops to improve multicultural collaboration.

#### **5. Communicate Clearly About Job Security Expectations:**

- Set realistic expectations from the onset of the employment contract.
- Focus on stability through consistent HR practices, even if long-term job security is uncertain.
- Reinforce commitment through performance-based contract renewals and advancement opportunities.

#### **14.2 Recommendations for Multinational Companies:**

- Tailor global HR policies to local realities. Avoid applying one-size-fits-all strategies. Customize HR systems to account for visa sponsorship, local labor laws, and workforce diversity.
- Monitor employee sentiment regularly. Use anonymous surveys and focus groups to gather feedback about HRM effectiveness across different departments and nationalities.

- Create a cross-cultural HR advisory team. Include representatives from different national backgrounds to guide the adaptation of policies and training content.

### 14.3 Recommendations for Government and Policy Makers:

- Strengthen oversight of private-sector HR practices. Encourage transparency in compensation, evaluation, and employee support through updated labor laws and inspection mechanisms.
- Support professional development frameworks. Create national guidelines that help companies deliver development programs that are accessible and practical for expatriates.
- Promote knowledge-sharing platforms. Facilitate collaboration between public agencies and MNCs to disseminate best practices in managing diverse workforces.

These recommendations are aimed at creating HRM systems that are not only strategically aligned with business goals but also emotionally and culturally resonant with the realities of diverse, mobile, and contract-based labor markets.

### 15. Conclusion:

This study explored the influence of six Human Resource Management (HRM) practice dimensions on job commitment among culturally diverse employees in multinational companies (MNCs) operating in the United Arab Emirates (UAE). Grounded in the Resource-Based View (RBV), Human Capital Theory (HCT), and Social Exchange Theory (SET), the research examined whether recruitment and retention, training and development, performance appraisal, pay and benefits, teamwork, and employment security significantly affect organizational commitment.

The findings revealed that pay and benefits, teamwork, performance appraisal, and recruitment and retention positively and significantly



influence job commitment. Among them, pay and benefits emerged as the most powerful driver, reflecting the priority expatriate employees place on tangible and immediate organizational support in a visa-dependent labor system. Conversely, training and development and employment security were not significant predictors—suggesting a mismatch between traditional HRM assumptions and employee perceptions in the UAE context.

These results underscore the need to reframe HRM practices in multicultural labor environments. Strategies that emphasize clear compensation, inclusive teamwork, and fair evaluations resonate more strongly with culturally diverse employees than those focused on long-term development or abstract security guarantees. The study also contributes theoretically by highlighting the contextual limitations of HCT and reinforcing the value of reciprocity and resource-based perspectives in global HRM design.

Ultimately, this study advances both academic understanding and managerial practice by offering an evidence-based roadmap for MNCs seeking to foster commitment in complex, dynamic labor markets. As the UAE continues its transformation into a global talent hub, organizations that adapt their HR systems to meet the real needs of a diverse workforce will be best positioned to achieve sustained success.

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