



Integrating Cultures, Enhancing Outcomes: Perceived Organizational Support and Its Impact on Chinese Expatriates' Performance in Dubai

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ABSTRACT

This study explored how perceived organizational support influences Chinese expatriates' working performance in Dubai. By exploring the factors that impact Chinese expatriation working performance under the theories of Hofstede's cultural dimensions, the research aimed to assist Chinese MNCs (multinational corporations) managers and human resources to make appropriate decisions by integrating into local society more effectively. A quantitative study was used in this research to seek solutions to make up for deficiencies during their work, which was related to the management field based on the questionnaire method. The study proposed and evaluated the mediating effect of perceived organizational support measures in Chinese MNCs, using a survey of Chinese companies in Dubai. The research targeted the total population of Chinese expatriates in Dubai, with the sampling frame being the entire list of individuals in this population. A convenience sampling method was used, with 50 participants answering questions related to the six dimensions of Hofstede's cultural theory, perceived organizational support, and expatriates' performance. Smart-PLS software was utilized to gain deeper insights into the studied phenomenon and its influencing factors. The results revealed that perceived organizational support mediated between long-term orientation and the working performance of Chinese expatriates in Dubai. By bolstering long-term orientation support, organizations can enhance the adjustment and performance of their Chinese expatriates in Dubai.

Keywords: Cultural Integration, Decent Work, Productive Employment, Well-Being, Healthy Lives.

INTRODUCTION

Nowadays, the multilateral cooperation framework between China and Arab nations has also improved steadily and China has been the Arab League's second-largest trading partner (Wang & Zhao, 2022). Relations between China and the Middle East date back to the Silk Road and are highlighted in terms of energy, trade, arms sales, culture, and political ties with key countries like Saudi Arabia, Iran, Israel, Algeria and the United Arab Emirates in this area (Olimat, 2023). The Belt and Road Initiative and China's foreign policy towards the Middle

East emphasize how closely the interests of China and the ME countries align with the BRI, providing the Middle East with a significant historical opportunity (Kamel, 2018). China and the United Arab Emirates upgraded their bilateral relationship to a comprehensive strategic partnership in 2018, that enabled China's highest level of diplomatic relations which follows a trend of deepening multifaceted ties that have steadily become strategically important for both countries, particularly as China's Belt and Road Initiative develops over time (Fulton, 2019).

In the United Arab Emirates, there are about 210,000 Chinese people, of whom 150,000 reside in Dubai according to United Arab Emirates population statistics 2023. There are no accurate statistics on the number of Chinese residents in the UAE since not all Chinese residents who live in Dubai have residential visa and have registered with the consulate upon arrival and departure, according to Wang (2019), a growing number of educated professionals have also been attracted to Dubai, where they have found work in the real estate, fashion, media, hotel, finance, healthcare, and education industries and there also exist low-paid office staff, like store owners, and labors. Because of the lack of paths to citizenship and permanent residency, Chinese people in the UAE are not typical immigrants and are often classified as expatriates, a phrase that is commonly used to describe non-Emirati citizens whose status is dependent on employment (of themselves or their spouses) and who are expected to depart the country when finish their contracted work (Wang, 2019).

Due to China's rapid economic growth on the world stage, there is a great demand for study on the adjustment of Chinese expatriates which can affect the cross-border collaboration between MNCs and Chinese MNCs, according to He et al., (2019). However, expatriate performance management procedures overseas are not that inadequate and ineffective, especially in the countries where English is not the first language (Tahir, 2021). Chinese expatriates may encounter problems between Chinese and locals which is harmful to the expansion of Chinese multinational corporations and might harm relations with other countries, such as huge financial and human expenses, harm to the company's reputation, miss business opportunities, and increased stress in expatriates (He et al., 2019). Low fluency in the local language is a significant barrier to Chinese expatriate socialization and is a cause of their social isolation at work, which frequently resulted in stress, dissatisfaction, and unfavorable attitudes toward working with local staff (Wilczewski et al., 2018). Some Chinese expatriates have been criticized for finding it difficult to interact socially with the citizens of their host countries and for lacking the skills required to do so (Fu & Charoensukmongkol, 2022). There is a need for a study that applies the development of international human resource management theory to examine the training and development of Chinese expatriates by Chinese MNCs given that more and more Chinese businesses are engaging in global competition and playing significant roles in the development of the global economy (Okpara et al., 2021). While previous research on expatriate adjustment focused on three dimensions, include general, work, and interaction adjustment (Wu et al., 2023), few studies have investigated the organizational support measurements for Chinese expatriates who work in Dubai based on Hofstede's cultural dimension's theory. Therein lies the academic knowledge gap that needs fulfilling, and the current research aims to bridge the knowledge gap by focusing on the extreme differences between Chinese and Muslim cultures and how these cultural differences are likely to impact the performance of Chinese expatriates in Dubai.

Perceived organizational support is used as a key tool for helping organizations build positive relationships with employees and drive them to work hard, according to Sun, (2019), which shows the organization's respect of workers' efforts and care for employee benefits. It will directly impact how well an expatriate employee adapts to the cross-cultural environment and how well they perform at work in the host nation whether they can effectively go through the setback phase and get over their anxiety and unhappiness (Chen, 2019). Some of these problems can be mitigated with employer support, such as relocation, settling in, medical, paid in advance visits to the area, schools, and consulting regarding money and taxes, which are in fact the top-ranked employer services for expatriates (Andrade & Miller, 2018). Thus, this study aims to focus on investigating how perceived organizational support influences Chinese expatriates' working performance in Dubai. Previous studies had not combined Hofstede's cultural dimensions perspectives and perceived organizational support that focused on Chinese expatriates in Dubai. As the condition is analyzed all these factors together, this research would be relatively comprehensive in its entirety.

LITERATURE REVIEW

Expatriates' Working Performance

Expatriates' working performance is linked to the success of subsidiary companies, according to Lee (2021), the performance is related to cross-cultural adjustment because it has an impact on job stress and adaption. Expatriate performance management is essential for assisting expatriates in setting goals, receiving performance reviews and developmental feedback, and linking their success to different types of rewards and performance

management strategies can help to reduce the likelihood of expatriate adjustment problems and early return (Wang & Varma, 2019). A substantial volume of study in the field of psychology, management, organizational behavior, and related subjects has accumulated over the last 80 years to examine the procedures by which expatriates can overcome difficulties and the elements that support expatriate success (Wiernik et al., 2018). Since the 1980s, the primary goal of expatriation research has been to help multinational corporations manage the challenges that corporate expatriates encounter (Noethen & Alcazar, 2020). The study on expatriate is at the core of the international human resources management area, and it covers a broad variety of themes and viewpoints (Markoulli et al., 2017). Over the last four decades, there have been 27 majors, 22 minor, and 12 basic themes that have prevailed regarding expatriation and expatriate performance though how the subjects are connected, classified, and related to others remains unknown (Andersen, 2021). Expatriation scholars have studied a variety of topics related to the expatriation cycle over the years, including pre-departure issues, such as selection and training; problems during assignment, such as adjustment, compensation, or premature return; and issues during and after repatriation, such as knowledge transfer, reverse culture shock, or turnover (Noethen & Alcazar, 2020). However, according to Chan et al., (2019), 18 percent of expatriates failed to adjust to the new environment allocated by their companies, and the overall cost of an overseas assignment is ranging from two to four times the expatriate's base salary. This can be costly for the global companies sending expatriates abroad because of lower performance and higher costs involve and thus, research on expatriate performance is relevant to undertake as per this study. When people are faced with a new environment, they experience uncertainty and fear which relates the three frequently used elements, namely uncertainty/anxiety management, mindfulness, and effective communication to analyses the published research on expatriates' adjustment in order to create a good grasp of the socio-cultural and psychosocial characteristics that impact expatriates' adjustment (Mumtaz & Nadeem, 2020). Many expatriates leave their overseas assignments early or perform poorly, which is a subject of research that is still significant in the context of commercial relations between host nations and MNCs (Haile & White, 2019).

Confucian Influence on Chinese Expatriates

In China, Confucianism is the main value which emphasizes self-cultivation, encourages harmonious interpersonal relationships, and promotes hierarchy and collectivism at the social level (Chon & Hao, 2020). Confucianism is now being applied by management researchers to analyze Chinese social and organizational behavior which frequently has an impact on managerial practices as well as the mindsets and behaviors of employees, including loyalty and unwillingness to conflict (Yao et al., 2020). Chinese approaches to HRM, such as an emphasis on group responsibility and harmony at work, are strongly influenced by Confucian culture. In Chinese context, Guanxi building is a crucial relationship ability, so the development of Guanxi has an impact on expatriates in terms of how they are seen and appraised by host countries, which has a direct impact on their performance as well as their employers' assessments (Wang, 2019). The importance of Guanxi in Chinese business should be highlighted when comparing networking in China and Arab nations (Sawagvudcharee & Yolles, 2019). In respect of expatriate performance management, Chinese expatriate tend to concentrate on the 'hard', 'technical' elements rather than the 'soft variables' of cross-cultural intelligence, which has been widely researched in the context of Western Multinational enterprises expatriation practices (Jackson & Horwitz, 2018). Given the uniqueness of Chinese culture, Chinese expatriates may endure a variety of issues in addition to the difficulties shared by expatriates from other cultures (He et al., 2019).

Dubai's Population and Cultural Dynamics

Dubai is one of the most well-known cities with a high percentage of expatriates due to its Middle Eastern location and notable prosperity whose distinctive environment attracts global professionals (Primecz, 2023). The recent update to this statistic was made on July 29, 2023, and it shows that there are 3,610,271 residents in Dubai, according to the Dubai Statistics Center, it surpasses Abu Dhabi, which is the biggest emirate in terms of land, as the most populous city in the United Arab Emirates (UAE) and the majority of the population is made up of immigrants. In Dubai, just 15% of the population is made up of native inhabitants and the other 85% are foreigners. Joining in the UAE in 1971, Dubai's development was driven by its dynamic economy, which was first based on pearl fishing and trade, then oil, and most recently, tourism (Haak-Saheem, 2020). Over the last two decades, Dubai has grown and changed quickly which is a business center for international trade that has excellent integration with the rest of the developed world and is quite modern (Rahman, 2019). Due to its strategic location between Europe and the Far East as well as the fact that it is one of the most cosmopolitan cities in the GCC, Dubai has the potential to serve as a financial center for both areas (Tariq, 2022). People who choose to work in Dubai are motivated to succeed and the key factor influencing people's decision to work in Dubai is the city's several industry-specific centers (Primecz, 2023). Better economic and financial options offered these mobile young people greater opportunity to pursue the jobs and education of their choice, resulting in an attraction to Dubai as a "home" since it became the place of beginning where they began designing their

futures (Hashmi, 2019).

Hofstede (2001) states that collective behavioral traits including strong collectivism, uncertainty avoidance, and masculinity have a major impact on Arab culture. Because Arabic is a high-context culture, its communication styles are implicit and heavily influenced by the environment (Leal et al., 2018). Religion has been identified as one of the key factors shaping Arab culture, and it influences in cultural features like honor, trust, and conservatism (Alsswey & Al-Samarraie, 2021). Dubai is well-known for its blend of Islamic culture and cosmopolitan lifestyle, according to Al-Sufyani (2020), which has contemporary infrastructure, high-end shopping malls, world-class hotels, restaurants, and cultural activities which provide expatriates enough options for leisure and indulgence. Dubai's urbanism reflects neoliberal economic policies that attract foreign investment and open up to the wealthy at the expense expatriates (Elsheshtawy, 2010).

Hofstede's Culture Perspective

Cross-cultural research is a scientific method to compare studies that concentrates on systematic comparisons which compare one culture to another and expressly seeks to address questions about the occurrence, distributions, causes of cultural variation and complex issues across a broad domain, typically globally (Xiumin & Hang, 2022). In the field of empirical study on culture, Geert Hofstede has had a major influence, who defined culture as the collective mental programming that sets one human group's members distinct from another is widely used today (Gerlach & Eriksson, 2021). He makes use of these cultural elements to help identify a country from another based on its preferences, enabling them to be compared to the preferences of other countries rather than to the preferences of an individual (Walker, 2021).

Hofstede's study of more than 116,000 IBM employees across 40 nations served as the foundation for his work on cross-cultural aspects who categorized the countries based on the data of six distinct factors, arguing that work-related cultural values and ethics were the most accurate markers of national cultures of different nations (Roy, 2020). In his original study, he employed the Value Survey Module (VSM) Questionnaire, which has now been upgraded to the most recent VSM 2013 which is frequently used for supporting a wide range of research (Sochor, 2020). Initially, Hofstede (1983) proposed four cultural dimensions: power distance, masculinity-femininity, individualism/collectivism, and uncertainty avoidance. Hofstede later introduced a fifth dimension (Mintu, 1992), Long-term orientation vs. Short-term orientation. And most recently, Hofstede (2010) suggested the sixth dimension: Indulgence versus restraint. The six dimensions are presented below:

1. Power distance: It describes how societies deal with inequalities in wealth, status, or power (Hofstede, 1983).
2. Individualism VS Collectivism: It has to do with how people are integrated into main groups (Hofstede, 2011).
3. Long-term orientation VS Short-term orientation: It refers that whether people choose to concentrate their efforts on the past, now or the future (Hofstede, 2011).
4. Masculinity VS Femininity: It relates to the manner in which genders assign responsibilities (Hofstede, 1998).
5. Uncertainty Avoidance: It deals with how much ambiguity and uncertainty a society can tolerate (Hofstede, 2001).
6. Restraint VS Indulgence: It has to do with satisfying basic human wants for enjoyment of life as opposed to controlling them (Hofstede, 2011).

In order to succeed in business on an international level, it is crucial to study the cultures of the representatives of other nations, become familiar with the particulars of their national mentality, customs, and cultural traits (Pirlog, 2020). As individuals have different values and preferences regarding working style that are connected to their cultural background, there are disparities in working styles from one culture to another and from one person to another (Ramlan et al., 2018). Hofstede's framework is regarded as the dominant cultural paradigm who used it to human resources management in today's business studies (Noorbehbahani & Salehi, 2020). The national culture model developed by Hofstede has received a great deal of attention in the fields of cross-cultural management, international business, and cross-cultural psychology (Minkov & Kaasa, 2020) that receives significantly more compliments than critiques in academic literature. Due to its clarity and the close relationship between management studies and management consulting, it significantly contributed to the growth of cross-cultural management studies (Jackson, 2020).

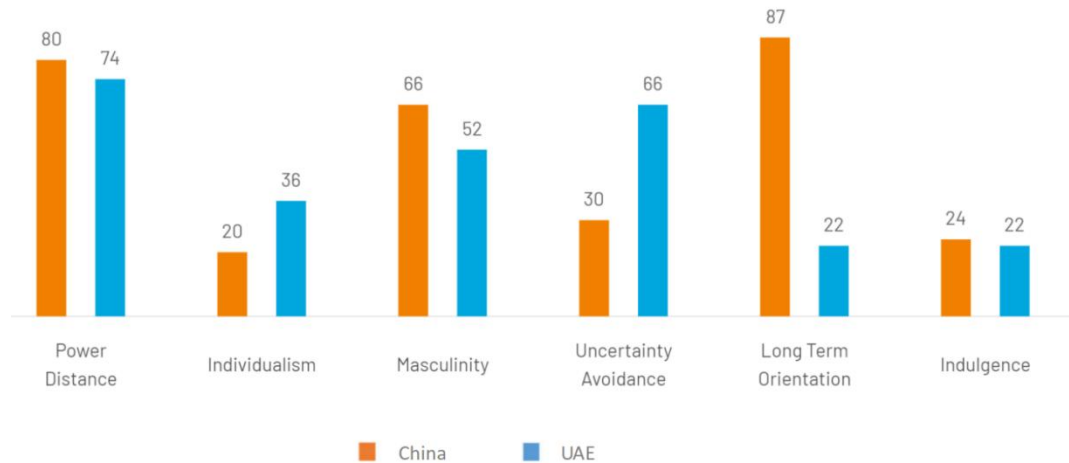


Figure 1. Comparison of the Scores between China and UAE of Hofstede's Cultural Dimensions (Source: Hofstede Insights, 2020)

According to the [Figure 1](#), for power distance, China and the UAE both have relatively high scores which are 80 and 74, showing that their cultures accept a hierarchical structure. When it comes to Individualism, China ranked as very high collectivist at 20 and the UAE, while still collectivist, at 36, indicating a slightly greater focus on individual acts and decisions. Regarding masculinity, China's score is 66 which is higher than the UAE, at 52, indicating that the China might value success, achievement, and competition more highly than the UAE. For uncertainty avoidance, the scores of China and the UAE are 30 and 68 respectively. The difference between China and the UAE is evident, suggesting that Chinese people are more at ease with ambiguity. There is low score of 22 provided in long-term score for UAE as the culture is short-term planning since it doesn't emphasis planning compared with China, which has a high score of 87. Finally, both nations are similar in their restrained approach to Indulgence, with the UAE scoring 24 and China 22, both indicate that the societies tend toward restraint and a lesser emphasis on leisure.

Perceived Organizational Support

Eisenberger et al. (1986) defined that the employees' belief that the organization values their contributions and cares about their well-being, who found that perceived organizational support could improve a worker's emotive connection to the company and expectation that more effort will be rewarded for achieving company goals. Employees who work in the company are constrained and limited by the norms of organization because they anticipate receiving "rewards" from the organization so that interactions between employees and an organization are constantly centered on their respective "needs" and "expectations" (Liu, 2018). HRM places a strong emphasis on personal development, including training, feedback, supervision, career and management development, employee involvement and participation, job security, work-life balance, and health and safety which is positively correlated with perceived organizational support (Shen et al., 2018).

In respect of expatriate's performance, perceived organizational support is used to evaluate how committed an organization is to its expatriate employees and how committed those expatriates are to their organization (Arokiasamy, 2021). It affects expatriates' attitudes and behaviors and is strongly tied to their psychological awareness of attachment to their organizations, regardless of whether it is related to a parent company or a local subsidiary (Sher et al., 2019). Expatriates are vulnerable to a specific source of stress, and good organizational assistance could assist them in adjusting to local life and work situations while also increasing job efficiency (Chen, 2019). When the perceived organizational support from the host organizations is strong, employees frequently feel higher levels of psychological well-being (Biswas et al., 2022). Previous research indicates that expatriates usually see headquarters support as a transnational psychological connection, so that expatriates believe they should provide higher-quality work in the host country, and the organizations' practical support helps expatriates to reduce their stress and discomfort when they work in a foreign environment (Wu et al., 2022). A positive perceived organizational support will enhance expatriates' integration into the host country, organizational commitment, intention to stay on the job which will help the organization's support become a reality through the implementation of practices and tools that are intended to increase employee comfort (Khedher & Asadullah, 2019). So that affective commitment often precedes positive organizational outcomes, for instance, better performance, increased efficiency, reduced absenteeism (Alshaabani et al., 2021). The [Figure 2](#) below is the

theoretical framework of this study.

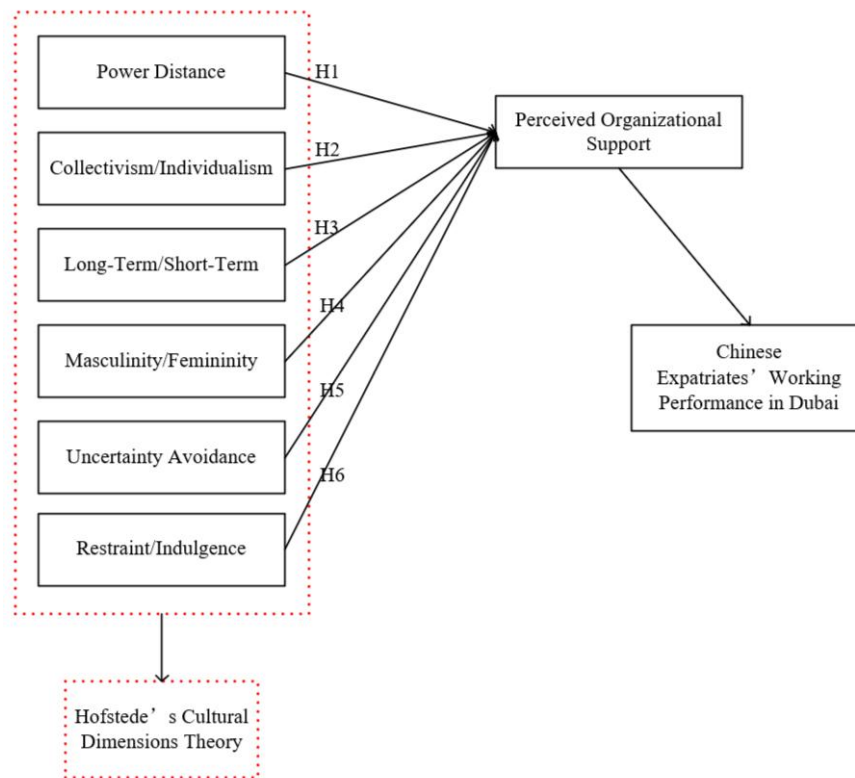


Figure 2. Theoretical Framework (Source: Creation by the author)

METHODOLOGY

With the survey method, this quantitative study explored influence of cultural difference, mediator impact of perceived organizational support, and solutions to made up for deficiencies of Chinese expatriates during their assignments in the management field. A questionnaire was used to evaluate the mediating influence of the perceived organizational support measures by Chinese expatriates in Dubai. The test involved 50 participants, with a high response rate of 96%, indicating strong engagement. Participants were asked to answer questions about the six elements of Hofstede's culture theory, perceived organizational support, and the performance of expatriates by using convenience sampling techniques. The software Smart-PLS then assessed to evaluate measurement model and structural model to provide research findings. The hypothesis testing results were generated in respect of each dimension. Through mediation analysis, the relationship between perceived organizational support and work performance was further investigated.

RESULTS

This study conducted a sample of 50 Chinese expatriates in Dubai to examine the thoughts, experiences and perceptions regard the participants' working performance. In Table 1, total questionnaire distributed for the test, received questionnaire for the test, usable questionnaire for the test, unusable questionnaire for the test and response rate percentage for the test were presented below.

Table 1. Response Rate Percentage (Source: Creation by the Author)

Total Questionnaire Distributed for the Study	Total Questionnaire Received for the Study	Total Usable Questionnaire for the Study	Total Unusable Questionnaire for the Study
50	48	48	2

The questionnaire distributed for actual research was 50. Of these participants, 2 were excluded because they did not give the feedback. The remaining 48 participants conducted the test completely which were all usable for the study. According to Fincham (2008), response rates were computed by dividing the total number of eligible participants in the selected sample by the number of usable responses that were returned, thus 96% of the response rate was generated in this study. The Table 2 described the diverse characteristics of Chinese expatriates in Dubai who took part in this survey.

Table 2. Demographic (Source: Creation by the Author)

Demographic Information		Frequency	Percent
Gender	Male	24	50
	Female	24	50
Age	20 or under 20	0	0
	21-30	11	22.9
	31-40	31	64.6
	41-50	4	8.3
	51-60	2	4.2
	61 or over	0	0
Academic Qualification	Below bachelor degree	9	18.8
	Bachelor degree	30	62.5
	Master degree	9	18.8
	Doctor degree	0	0
Work Experience	Unskilled or semi-skilled manual worker	5	10.4
	Generally trained office worker or secretary	9	18.8
	Vocationally trained craftsperson, technician, IT-specialist, nurse, artist or equivalent	8	16.7
	Academically trained professional or equivalent	11	22.9
	Manager of people	15	31.3
Years in Dubai	Under 1	6	12.5
	1-3	8	16.7
	3-5	11	22.9
	5-7	6	12.5
	7-9	6	12.5
	9 or over	11	22.9

According to the Table 2, among the 48 respondents, all of them were above 20 years old with 24 males and 24 females. The Table shows that the participates with age between 31-40 years old much more than other age range, representing 64.6%, followed by the age from 21 to 30 (22.9%), age from 41 to 50 (8.3%), age from 51-60 (4.2%) and age above 60 (0%). More than half (62.5%) of the participants had a bachelor's degree, 18.8% of the participates were below bachelor degree, 18.8% were master degree holders and no doctor degree holders. Regarding work experience, participants who were unskilled or semi-skilled manual worker made up 10.4%, those employed as generally trained office worker or secretary accounted for 18.8%, vocationally trained craftsperson, technician, IT-specialist, nurse, artist or equivalent accounted for 16.7%, academically trained professional or equivalent accounted for 22.9%, manager of people accounted for 31.3%. As for the number of years for them working in Dubai, 12.5% of participates had less than one year working experience, 16.7% of them had 1-3 years working experience, 22.9% of those had 3-5 years working experience, 12.5% had 5-7 years' experience, 12.5% had 7-9 experience and 22.9% work there for more than 9 years.

Convergent validity and discriminant validity are statistically used to establish construct validity by using PLS-SEM (Latif et al., 2020). Items with factor loadings above 0.7 are deemed to have practical significance, whereas items with factor loadings as low as 0.4 are preserved (Maskey et al., 2018). Composite reliability is recommended to be above 0.7 (Suprapti et al., 2020). The value of average variance extracted (AVE) should be 0.5 and above (Abdullah et al., 2018). In this study, square root of AVE was assessed for testing discriminant validity. The calculation of the square root of the average variance extracted (AVE) was taken into account that the value assigned to each construct should exceed the value of correlations with other constructs (Abubakar & Ahmad, 2019). In the study, values of indicator reliability and validity were below the threshold and were considered to be removed which includes IVR4, LOT3, PDI3, PDI4, UAI1, UAI3. In terms of discriminant validity, MAS3 was

resolved for reaching the threshold so that the value assigned to each construct could exceed the value of correlations with other constructs. Values that did not reach the threshold suggested have been eliminated after the study to increase the internal consistency reliability, convergent validity and discriminant validity. The original results of various analysed with improvement were shown in the [Table 3](#) and [Table 4](#).

Table 3. Construct Reliability and Validity (Source: Authors' Research Results)

Construct Category	Research Construct	Factor Loading	Cronbach's Alpha	Composite Reliability	AVE Value
Power Distance	PDI1	0.878	0.713	0.874	0.777
	PDI2	0.885			
Individualism	IDV1	0.73	0.868	0.909	0.715
	IDV2	0.905			
	IDV3	0.872			
	IDV4	0.865			
Long-term Orientation	LOT1	0.716	0.62	0.788	0.555
	LOT2	0.676			
	LOT4	0.834			
Masculinity	MAS1	0.861	0.775	0.871	0.693
	MAS2	0.889			
	MAS4	0.74			
Uncertainty Avoidance	UAI2	0.802	0.516	0.805	0.674
	UAI4	0.839			
Indulgence	IVR1	0.745	0.561	0.766	0.524
	IVR2	0.638			
	IVR3	0.78			
Perceived Organizational Support	POS1	0.801	0.888	0.918	0.692
	POS2	0.857			
	POS3	0.858			
	POS4	0.83			
	POS5	0.811			
Expatriates' Working Performance	EP1	0.742	0.765	0.841	0.516
	EP2	0.642			
	EP3	0.776			
	EP4	0.628			
	EP5	0.786			

Table 4. Fornell-Larcker Criterion (Source: Creation by the Author)

	EP	IDV	IVR	LOT	MAS	PDI	POS	UAI
EP	0.718							
IDV	0.591	0.845						
IVR	0.447	0.602	0.724					
LOT	0.549	0.442	0.56	0.745				
MAS	0.584	0.838	0.537	0.505	0.832			
PDI	0.623	0.751	0.524	0.447	0.718	0.881		
POS	0.688	0.559	0.443	0.653	0.624	0.558	0.832	
UAI	0.467	0.537	0.628	0.607	0.611	0.377	0.5	0.821

The direct effects of independent variable on mediator and from mediator to dependent variable composed the indirect effect (Gan et al., 2011). From the [Table 5](#), the results showed a significant indirect effect of long-term orientation on Chinese expatriates' performance in Dubai through perceived organizational support (t statistic = 2.72 > 1.96, p value = 0.007 < 0.05).

Table 5. Specific Indirect Result (Source: Authors' Research Results)

Hypothesis	Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
H1	PDI -> POS -> EP	0.109	0.107	0.103	1.065	0.287
H2	IDV -> POS -> EP	0.038	0.056	0.138	0.278	0.781
H3	LOT -> POS -> EP	0.314	0.348	0.115	2.72	0.007
H4	MAS -> POS -> EP	0.181	0.168	0.159	1.136	0.256
H5	UAI -> POS -> EP	0.019	0.011	0.107	0.182	0.856
H6	IVR -> POS -> EP	-0.061	-0.033	0.091	0.671	0.502

DISCUSSION

In this research, the data analysis presented that H3 was significant, which showed that perceived organizational support mediated between long-term orientation and Chinese expatriates' working performance in Dubai. The migration system in the United Arab Emirates is classified as a temporary labor-migration regime where the policies were made that permanent residence unattainable for most migrants (Valenta et al., 2020). According to Naithani and Jha (2009), the majority of migrants in the Gulf Cooperation Council (GCC) countries are unable to obtain citizenship, so that they work on a temporary work visa and permanent resident status for expatriates is not encouraged for social and cultural reasons in GCC countries. Work visas are typically provided until the age of 60 and must be renewed every two years that creates a sense of uncertainty and job insecurity in the minds of expatriates, as current labor regulations benefit the employer and work contracts can be canceled at any time by the employer. There is no formal option for permanent residency in the UAE, and people born in the nation to foreign parents are not eligible for naturalization rights, according to Valenta et al., (2020), therefore, for large groups of expatriates, they will ultimately return to their home country.

Temporary visa restrictions can limit their pension, social insurance and family members' ability to stay in the host country which leads to them return their home country. Because of the uncertainty of their job prospects prior to repatriation, some expatriates may avoid long-term commitments in the host country (Bebenroth & Froese, 2019). Many Chinese expatriates in GCC countries may not stay for long time due to the nature of their residential visas and the difficulties in getting permanent citizenship. Some Chinese regard Dubai as a steppingstone to move on to other countries, while others return to China after working in Dubai for several years. As a result, it is possible for expatriates to relocate to other nations or return to China in order to take advantage of particular work chances that are in line with their abilities and professional goals. When faced with such a situation, Chinese expatriates may concentrate on short-term objectives and immediate professional achievements rather than long-term considerations which may lead to some negative impacts for organizations and individuals. High staff turnover generates less time for expatriates to adjust to new social and business cultures than long-term expatriates, which can limit their effectiveness and productivity. Relocation expenses might be high which includes travel fees, housing allowances, and possibly greater salary or bonuses to incentivize the relocation. Expatriate cannot develop in-depth knowledge of the local market and customs, which can be important to the success of their work and the company's objectives in the region. Long-term commercial relationships generally require more time to establish trust and mutual understanding, but the interruption of expatriates 'work prevents the development of strong ties with local colleagues, partners, and clients. Moreover, for individuals, it limits the depth of professional experience and learning possibilities in a new location. There may not be enough time for expatriates to completely learn new skills, acquire significant insights, or get a good grasp of the business environment. Short-term relocation can disrupt personal lives significantly which includes leaving family and friends behind or relocating them for a short time only to return later. They are a lack of sense of belonging, stable life and predictable future, which align with the idea of long-term orientation. The impact expatriation on career advancement is uncertain which may be a difficulty to return home after abroad as it is to relocate overseas. People could have trouble readjusting to their native nation or other place of employment. For their family, short-term relocations can be disruptive. Adjusting to a new environment, schools, and social settings, only to return shortly afterward, can be stressful and challenging. Therefore, organization's support is crucial for whether expatriates can better stay in the local area. Strong organizational support could meet

employees' psychological needs for a sense of belonging which is formed by high-quality relationship with their organizations and ethical leader (Wang & Xu, 2019). Employees who receive their employer's support especially during times of difficulties are more likely to show positive behavior and commitment at work (Alshaabani et al., 2021). It helps expatriates manage their work stress in host country and is positively correlated with their intention to stay, finish their assignment as well as improve their job performance (Sokro et al., 2021).

IMPLICATION

The social implications emphasizes the significance of perceived organization support for overseas assignments. This research explored the issues faced by Chinese organization expatriates in Dubai. It aligned corporate practices with the long-term orientation to offers a influence of perceived organizational support. The insight of this research was referential for multinational corporations that relies on expatriates for global operations.

For organizations, in order to ensure that Chinese expatriate assignments in Dubai are more effective, this research helps them to design global mobility programme that take into account the cultural dimensions of long-term orientation, which is considered a major issue by expatriates. Companies therefore could improve expatriates' satisfaction and efficiency by addressing the long-term assignment by perceived organization support, which will result in more successful international operations by providing perceived organizational support. To encourage expatriates to remain and work in the host country for the long term, companies could accordingly make more appropriate working arrangements, strategies for expatriates' settlement, psychology comfort, career development, recognition for personal accomplishments, etc.

This research also offers policymakers in Dubai to help them identify the policies to generate the well-being of expatriates that creates a good environment to improve expatriates' work performance. By understanding the factors that impact expatriate performance, policymakers can develop more effective strategies to create a supportive environment that not only attracts but retains foreign talent, contributing to the economic and cultural fabric of the region. This study provides government policymakers with some data, analysis, and suggestions, with the hope that they can establish a more expatriate-friendly environment so that appeal more Chinese expatriates work and live in this region.

RECOMMENDATION

A supportive organization promotes expatriates general well-being and aids in cultural adaptation which will help expatriates to cope with the problems of living and working in a foreign culture may generate their long-term orientation. For Chinese organizations, they could conduct series of measures to improve expatriates' performance when work in Dubai by providing perceived organizational support, especially those that help expatriates stay in Dubai. Making sure that expatriates are provided with remuneration packages that are competitive and are taken into consideration the cost of living in Dubai. The salary, allowance, especially medical insurance should be attractive in order that expatriates might be appealed to relocate in host country. Additionally, organization could increase its support to assist family members in adjusting to the new environment. By providing resources for education and spousal employment in the Dubai context so that organization could help expatriates to settle there more stably. Opening channels of communication with staff should be also established to conduct regular checks on their physical and mental wellness as well as job satisfaction. Finally, recognizing expatriates' career goals and requirement to design their career paths and chances after repatriation.

In respect of UAE policymakers, expatriate assignments can be strongly affected by their decisions, who play important roles in shaping the environment in which expatriates work and live. They could consider creating a more hospitable environment for expatriates, which benefits the UAE's economic development and cultural fabric. The UAE government is suggested to offer more types of long-term visas and even relaxes the immigration policies for foreigners, it might help expatriates establish their careers and lives in the UAE longer. Pension policies is also another crucial consideration of expatriates to continue work in Dubai. In this way, expatriates will feel a stronger sense of belonging to Dubai and be able to live and develop there more stably. Considering policies to helping expatriate families integrate into Dubai, such as making it easier for spouses to get employment and supporting their children studying in local schools so that the country may become an even more appealing location for expatriates if that occurs. Moreover, many expatriates in Dubai have very low health insurance coverage or even none. It is good for government to improve expatriates' social support networks and health insurance that can help them reduce some of the stress when working and living in Dubai.

Additionally, to improve the deeper investigation of the findings, future studies could aim for more diverse

research methods, such as, qualitative study and mix-methods study. And sample approaches could also be changed, such as random sampling. Conduct longitudinal research to learn how expatriates' adaption and performance vary over time. The research results will be more reliable due to the extended observation period. In order to develop a more comprehensive understanding of cross-cultural dynamics, researchers could use other cultural frameworks beyond Hofstede's cultural dimensions theory. Furthermore, so as to gain more in-depth insight of experiences of expatriates, cross-disciplinary research could be encouraged to incorporate studies in relevant fields, such as, psychology, sociology, anthropology, etc.

CONCLUSION

Based on the Hofstede's cultural theory. The study's goal is to find out how perceived organizational support mediates the relationship between cultural dimensions and performance of Chinese expatriates in Dubai. To assist Chinese expatriates in Dubai to overcome cultural obstacles and integrate more effectively into the local work environment, it tries to offer suggestions to Chinese organizations and the policymakers to fill gaps in the literature on the performance of Chinese expatriates in Dubai, thus providing novel insights and directions for future research. This quantitative study employs the questionnaire method to investigate the influence of cultural differences and the mediator impact of perceived organizational support to investigate Chinese expatriates during their assignments in Dubai, which summarizes perceived organizational support plays a key mediating role, particularly through long-term orientation that positively influences Chinese expatriates' working performance in this region.

This research helps expatriates in improving their cultural understanding of Dubai environment, so they are able to adjust the new environment more effectively and obtain a better understanding of their working culture, which leads to improved performance in this area. The result shows that perceived organizational support mediate between long-term orientation and Chinese expatriates' working performance in Dubai. It indicates that the organization focuses on long-term goals, perseverance, and a willingness to invest resources in the future that have a positive effect on expatriate performance. It is more likely that employees will show higher levels of loyalty if they believe their employer cares about their performance in the long term. Expatriates and organizational can build mutually beneficial relationship by having a long-term perspective and behaviors, which eventually improves staff's working performance.

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ETHICAL DECLARATION

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