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Editorial

Information Management and Business Review (IMBR) provides a unique platform to scholars around the world to share their knowledge and publish research work in the fields of information management, business, management and related disciplines. The work submitted for publication consideration in IMBR should address empirical and theoretical developments in the subjects related to the scope of the journal in particular and allied theories and practices in general. Scope of IMBR includes: subjects of finance, accounting, auditing, cost & management accounting, financial psychology, financial literacy, marketing, information management, human resource management, knowledge management, innovation, change management, enterprise management, e-commerce and information system. Author(s) should declare that work submitted to the journal is original, not under consideration for publication by another journal, and that all listed authors approve its submission to IMBR. It is IMBR policy to welcome submissions for consideration, which are original, and not under consideration for publication by another journal at the same time. Author (s) can submit: Research Paper, Conceptual Paper, Case Studies and Book Review. The current issue of IMBR comprises of papers of scholars from UK, Uganda, Indonesia and Iraq. Leaders and managers styles towards employee centricity, conceptual framework on the audit quality in the government internal audit, the mediation role of career adaptability between career commitment and career motivation, performance measurement of local government in Indonesia and employee engagement in multinational diverse organization in difficult terrain are some of the major practices and concepts examined in these studies. Journal received research submission related to all aspects of major themes and tracks. All the submitted papers were first assessed by the editorial team for relevance and originality of the work and blindly peer-reviewed by the external reviewers depending on the subject matter of the paper. After the rigorous peer-review process, the submitted papers were selected based on originality, significance, and clarity of the purpose. The current issue will therefore be a unique offer, where scholars will be able to appreciate the latest results in their field of expertise, and to acquire additional knowledge in other relevant fields.

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PAPERS

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Leaders and Managers Styles towards Employee Centricity: A Study of Hospitality Industry in United Arab Emirates

Kristelle Marjori Matira[1], Olawumi D. Awolusi[2]
[1]University of Roehampton, London, UK
[2]Kampala International University, Kampala, Uganda
kristelle.matira@roehampton-online.ac.uk, awolusi.olawumi@kiu.ac.ug

Abstract: Different styles of leadership have emerged within different studies and have been proven in different ways throughout the years. Consequently, the aim of this study was to identify the effect of leadership styles towards employee centricity within the Hospitality Industry in United Arab Emirates (UAE). The study's conceptualization was derived from Burns (1978) theory on circulating the influences, inspirations, motivations, encouragements and consideration where behaviors such empathy, optimism, enthusiasm and openness are nurtured. Multiple regression analysis was applied to understand the influence of the analytical variables and target variable (employee centricity). In total, 172 responses from different hotels within United Arab Emirate (UAE) was collected using survey questionnaires assigned to employees and 8 Managers were put through an hour interview guide questioning. Mixed method then was used to validate attributes from different parties to provide deeper insights of the given problem. Findings, based on the research data and as validated by the regression results, therefore revealed that employees, centricity greatly influenced the level of the employee satisfaction and motivation within the industry of study. Lack of trust, respect, engagement and motivation soars the big picture. Due to different aspect of responsibilities leaders and managers are entitled with, not every employee is given the proper attention and leniency over their issues. The research concluded that managers and leaders are great influence to employees which builds employee centricity as a whole. This study, therefore contributes to existing knowledge through the validation of the construed theoretical and conceptual frameworks. Consequently, employee centricity has to consider a bigger factor reclined from different characteristics of a manager's responsibilities, relationship and provisions. This is found out to incorporate different factors, like purpose and autonomy, rewards, recognition, development and growth that may encourage employees to work effectively and efficiently.

Keywords: *Leaders and Managers Styles; Employee Centricity; Hospitality Industry; multiple regression analysis; United Arab Emirates.*

1. Introduction

Most literature argued on employee centricity elevating a high performance working environment through motivation and reward system (Raducan, 2015; Fiaz, et al., 2017). Evidently, leaders are bound to acclimatize their leadership style and strategies towards an individual analysis of the surroundings to better cope up with the work setting (Fiaz, et al., 2017; Freeman & Auster, 2011; Algahtani, et al., 2014). Managers or Employees alike are after a balanced work and personal life (Fiaz, et al., 2017; Aitken, et al., 2006) to minimize the high stress on creating high-performance working environment. The same reason has created huge expectations between management and organization impacting immensely the employees. It has been explored that Managers competency makes handling people positive while incorporating thoughtfulness and connections are rather important details in reference to Leadership and Management (Oladejo & Awolusi, 2018; Eze & Awolusi, 2018; Raducan, 2015; Drago, 2015). This apparently is connected to conceptualizing the best fit environment.

United Arab Emirates (UAE) becomes one of the sought tourism destinations in the world over a fast phase dynamic change. Worldwide known for their high standard hotel services and different innovative ideas of attraction as like The Palm Island, topped by Atlantis, The Palm on the crescent; Burj Al Arab known to be the world's 7-star hotel with high-end and elite guest's all year round; let's also not forget the highest peak manmade architecture, Burj Khalifa with Armani Hotel within the sophisticated setting. Pristine beaches, golden sand, sunny weather and rich culture has added the country's total charm among travellers. The proximity to different countries has also added the popularity in consolation for maintaining the top two biggest flight carriers within the globe, Emirates & Etihad Airlines. From all these ascends the one of the most

demanding careers across all fields and countries; Hospitality. Considering 24/7 operational demands among different guests from all around.

The world; time differences on certain locations and areas to the host cities. High competition over the market, great deal on facilities, promotions and advertisements; high expectations over the services and products, and more to mention. Each department plays very huge importance on every successful stay of a guest towards their satisfactions. Whilst each section is greatly involved in creating a memorable service. It is indeed a huge responsibility for Leaders/Managers to accomplish certain expectations. Justification of actions, decision makings, resolutions and initiatives are to be delivered on different occasions, scenarios and set of people. Managers are driven by restrictions and targets set by business environment, pressures, demands, politics, etc., submissive of their personal issues. Beyond that, the changes into a more advance complexity of today's living are another challenge arising (Fiaz, et al., 2017; Macleod & Clarke, 2009: 66). Employees in the hotels entrust more their direct Managers far better than any other person in the organization. With the high demands, most manager close their eyes on understanding the employees needs and concerns. Even sometimes, leaders and managers do not pay attention on the real problems. Passing blame, overworked staffs, unfair and unbiased treatment, compulsory overtime and cancelled day offs are only few of what junior hoteliers face year round. This is where building rapport and communication with colleagues are very evident and much needed to break the intrigue (Fiaz, et al., 2017; Lather & Jain, 2015).

Problem Proposition: Many of the literature on Leadership and employee centricity were based on bank (Asrar-ul-haq & Kuchinke, 2016), construction (Jung, et al., 2016) and education (Doh, 2003) in which the authors opts to fill gaps in literature and promote further study about Leadership and Managerial constrains in hospitality industry. However, the present study is positioned to reflect on Lather and Jain (2015) review of employee engagement in hospitality industry. However employees eventually become disappointed on Manager's account when their decisions are not addressed properly. Commotion prevails when disorganization and clashes on perspective arises between managers and employees proven in many scenarios (Fiaz, et al., 2017; Foote & Robinson, 1999). The study (Lather and Jain (2015)) depicts the importance of Leaders and Manager in the context of employee engagement. The high demand of work is required from hoteliers making them strained due to heavy workloads of day to day task; validating the fact that employee centricity is much needed to be promoted on every aspect of managerial rapport. Hence to note that since Millennials are looking for happy-life-work balance confirmed in most of the leadership literature (Fiaz, et al., 2017; Aitken, et al., 2006), the evolution encompasses the high working-performance environment towards the relationship and prospect of the employees.

Where it is understand the role of the organization is vital to drive the enthusiasm of employee centricity (Asrar-ul-haq & Kuchinke; 2016). The study is designed to promote the factor of Employee Centricity within the Hotel Industry through Leaders and Managers. Understanding the world of Hospitality entails more experience and exposure to the real world of the operations in hotels. What we intend to understand in this study is to learn how Leaders/Managers within hospitality industry carry out their responsibilities towards their respective employees or subordinates which delivers the maximum efforts on completing the job well done for their customers. The validated facts that Manager are huge impact towards their employees and not alone organization's responsibility will definitely help hotels and same entities within as like restaurants, spas, fitness centers, etc. to identify what lacks on motivational aspirations among managers and what employees are expecting from their leaders/managers within the hospitality industry. Transcending from the Transformational and Servant Leadership (Fiaz, et al., 2017; Algahtani,; 2014), the study aims to help on presenting a valuable research in hospitality industry based in UAE which can change the minds of current leaders and manager; more so to guide emerging managers on how to promote employee first policy beyond high demand operational activities.

Objective of the Study: The study main objective is to identify the effect of leaders/ managers' leadership styles towards employee centricity within Hospitality Industry in the UAE. Also to note are the specific objectives that revolve around the six (6) independent variables:

- To gain clear facts on the influence of leaders/ manager daily interaction with employees on employee centricity.

- To check how employees perceives the influence of their relationships with their leaders and managers on employee centricity.
- To identify the influence of employees expectation from their leaders and managers on employee centricity.
- To check the influence of the leaders and manager's daily responsibilities on employee centricity.
- To identify how managers building rapports with employees influences employee centricity.
- To understand the effect of leaders and managers provisions to the employees on employee centricity.

Based on the above objectives, the following are the research questions, concise to be given importance within the content of the study:

- What is the influence of leaders and manager daily interaction with employees on employee centricity?
- What do employees think is the influence of their relationships with their leaders and managers on employee centricity?
- What are the influences of employee's expectation from their leaders and managers on employee centricity?
- What are the influences of leaders and manager's daily responsibilities on employee centricity?
- How can managers and leaders building rapports with employees' influences employee centricity?
- What is the effect of leaders and managers provisions to employees on employee centricity?

The study is therefore, motivated and positioned as a veritable way of understanding further leadership and management context, its approach and the purposes is a gateway to explore what is expected of them and how they can influence their subordinates better. What's more important is to know the behavior of Leaders/Managers who play major part on their employee's day-to-day tasks (Raducan, 2015; Fiaz, et al., 2017) to capture and create potential actions for high spirits and mutual commitments (Antoni, et al., 2017; Ganesh, 2016; Fiaz, et al., 2017; Lather & Jain, 2015; Noria, et al., 2008) between management and subordinate producing imminent result beneficial to the working environment (Antoni, et al., 2017; Ganesh, 2016). The influence of leaders or even manager is within the power of their actions and words promoting their legacy throughout the people they can make the differences (Palmer, 2017). Furthermore, the study emphasizes different values of leaders and managers to support the arguments of how they leverage employee centricity despite the huge plea on business setting.

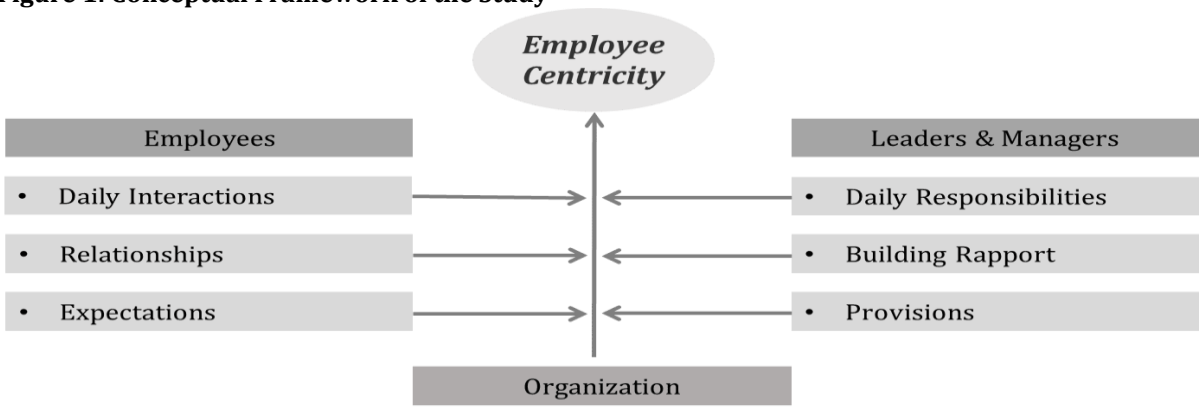
2. Review of Relevant Literature

The value of leaders/managers within the organization setting is emphasized in this study. This is an attempt to further guide all managers on reflecting the same to employee-manager relationship. The evidence is oriented to the Hospitality Industry where employees are referred to as the juniors or any staff reporting to a senior. The study also address leaders as the seniors accountable to juniors as like team leaders, shift leaders, supervisors and the same account; a bit different to most definition of leaders in leadership articles or journals referring to as an individual with great influence and motivational approach over a long term goal (Kesting, et al., 2016; Fiaz, et al., 2017). This definition is derived from the setting of hotels where supervisors are referred to as leaders while Managers are those who are already appointed as Managers. On the other hand, employee centricity is also define as the aspiration of organization to motivate and influence employees to the betterment of their general concerns, well-being and work interest (Fiaz, et al., 2017; Raducan, 2015; Algahtani, 2014). This study reflects Fiaz, Su, Ikram, and Saqib (2017) who posits that leadership exhibited by managers often contribute to the valued outcome of organizational objectives. Moreover, the expectation was to promote employee centricity through the leaders/managers within the Hospitality Industry concentrated in United Arab Emirates.

Conceptual Framework: The framework below (Figure 1) shows collaboration of employees and leaders/managers dedication towards employee centricity. The motion directs parties, employees' and managers alike are believed liable for achieving employee centricity stressing the importance of organization's initiatives that plays as a driving force for building the connection (Lather & Jain, 2015; Asrar-

ul-haq & Kuchinke, 2016). Looking at the hoteliers' daily routines composed of nine (9) hours per day at work and extendable; we proposed the contribution of the six (6) independent variables within the theoretical framework of this study.

Figure 1: Conceptual Framework of the Study



Employee Centricity in an Organization Setting: Organization drives the initiatives on fulfilling the necessities to match the expectation and provides strong healthy environment to the employees (Fiaz, et al., 2017; Shek, et al., 2015). This also demands the leaders and managers to promote same efforts to meet one goal, whilst leaders and managers are expected to radiate roles into different perspective to cope with the demands from internal and external influences. Employee Centricity is defined as the focused on nurturing human well-being and primary necessities (Fiaz, et al., 2017; Raducan, 2015; Algahtani, 2014) for employees within an organization. Motivation and satisfaction takes part in which supports the working environment. Motivation is defined as the involvement of individuals towards the organization's initiatives (Ganesh, 2016; Shanks, 2017) while satisfaction is referred as the fulfillment of rewards gained from past experience (Ganesh, 2016). Therefore, it is conceptualized that the efforts from employees and managers are in the same construct. The conceptual framework therefore suggests six (6) independent variables which connect the two (2) subjects of the study, leaders/managers and employees. Specifically, managers and employees are expected to play veritable roles on the composition of employee centricity by understanding the day to day attributes of both parties.

Daily interaction is guided instructions to employees expected to help on performing their duties. This added the whole set of responsibility from the employees as what is to perform (Fiaz, et al., 2017; Ganesh, 2017; Algahtani, 2014). Gupta (2015) has underpinned this as job involvement where job is central to the person's identity. Relationship is defined as connectivity between different individuals. Good relationship with the Managers is to connote a good stand point for employees to ensure they can rely on the people around them (Gupta, 2015). When individuals feel at ease with everyone in a work place, their self-motivation increased resulting to a more relaxed environment (Fiaz, et al., 2017, Mensah & Tawiah, 2015). Expectation is defined as a strong hope that something good will happen. While encouraging participation, motivation increases therefore building expectations as a result of an exchange (Gupta, 2015; Mensah & Tawiah, 2015). Employees' belongingness and connection to the organization through their managers are very important in promoting employee directions (Lather & Jain, 2015). On the other hand, the most important aspect of building leadership is through understanding their role in the equation as leaders and managers (Algahtani; 2014; Fiaz, et al., 2017; Raducan, 2015).

Leaders must direct their motives on creating Clarity, Connectivity, Authority, Capability and Competency (Lather & Jain, 2015). Daily responsibilities are one of the necessities from employees' daily interactions. Daily responsibilities pertain to the daily task that Leaders/Manager are expected to deliver and communicate in order to gain clear goals within the day-to-day activities and set goals to direct employees (Fiaz, et al., 2017; Ganesh, 2017). Building rapport is essential for manager in maintaining camaraderie within the team. The employees feel at ease on bringing their concern and speak up of their situation without any hesitation of being penalized or reprimanded promoting their real situation (Lather & Jain, 2015). Gaan

(2016) stressed that through positive emotion and positive concepts, job satisfaction, alienation, burnout and intention to quit is totally eliminated. Provision is defined as the achieved outcome of the expectations. This only pertains to what are the things that a manager can offer over their influence (Mensah & Tawiah, 2015; Drago, 2015). Association between Managers and Employees' regular interaction, innate relationship and give-and-take expectations are also very important to construct bridging the connection on accomplishing employee centricity.

Theoretical and Empirical Reviews: Understanding the complexity of manager's responsibilities and tasks has also shown research on understanding the needs of employees (Shanks, 2017; Drago, 2015). It is also believed that the process is set forward to venture steps that would acknowledge the behaviors of the employees to strategize properly (Mensah & Tawiah, 2015). For the purpose of this research, discussion was drawn to Need-Base Theory focused to resonate the drive of the employees giving bigger opportunities for managers to understand subordinates. While Servant Leadership, Transformational Leadership, Situational and Behavioral Leadership were given emphasis to demonstrate manager traits needed to address employee behaviors.

Need-Based Theory: Promulgate the needs of a certain individual accordingly which varied from one person to another (Mensah & Tawiah, 2015). This theory is introduced by the following postulates: Maslow Hierarchy of Needs – this is one of the first theories postulated for the concept of the need-based theory. The conclusion is to complete the lowest level of need and then moving forward up to achieving the highest level (Shanks, 2017; Mensah & Tawiah, 2015). The employer would need to understand the hierarchy of needs which the individual belongs (Mensah & Tawiah, 2015). The improvement from lower to higher level is called satisfaction progression by Maslow (Shanks, 2017). There are five level of which dependent to an individual (Shanks, 2017; Mensah & Tawiah, 2015): Psychological needs – needs that sustain a human being as like oxygen, food, water and sex; Safety needs – free of physical danger, including shelter, safe and healthy environment, job security, and protection against emotional dissatisfaction; Social needs – needs for social belongingness and acceptance to others and the group whilst a will for human interaction and support; Self-esteem needs– higher needs after belongingness divert to natural self-confidence and the state to produce satisfaction over prestige, status and power; Self-actualization needs- a drive to achieve what one is capable of becoming through autonomy, growth and development and maximizing full potential (Asika & Awolusi, 2013; Awolusi, 2013a).

Alderfer's ERG Theory: This theory is conceptualize over Maslow Hierarchy of Need postulated to revolved only within three (3) factors wherein he believed that individuals are opt to move backwards or forward eliminating the follow through steps (Shanks, 2017; Mensah & Tawiah, 2015). He called this action frustration-regression principle where individuals decide to move within levels depending on their needs (Shanks, 2017). Existence – the combination of two needs from Maslow Theory pertaining to the common necessities – psychological and safety needs; Relatedness – this pertains to the belongingness, relationship and support system; Growth – the combination of two last needs in Maslow Theory, esteem and self-actualization needs; whereby achievement and power is demanded to succeed; Herzberg's Two Factor Theory – this is another principle reclined to Maslow theory of needs, conceptualized on two model which is motivators and demotivators (also called hygiene). He acclimatized that motivators are psychological opportunities (Drago, 2015) that leads to successful feeling of achievement while demotivators are termed to which doesn't provide real achievements towards an employee needs (Drago, 2015; Asikhia & Awolusi, 2015; Awolusi, 2013b).

McClellands Acquired Needs Theory: The idea gives emphasis on having needs throughout lifetime (Shanks, 2017). These needs are developed through time and are experienced in life (Shanks, 2017). There are three motivators within this concept: Need for Achievement – the drive to achieving goals, success and completion of tasks; Need for Power – the desire to control, take accountability and responsibility and autonomy; Need for Affiliation – the need to belong and gain relationship with others (Asikhia & Awolusi, 2015; Awolusi, 2013a). Need-Based Theory then summarizes the needs of an individual dependent on one person to another where the intensity of desire differs. This only acclimatized that satisfaction is achieved through different aspect of life and levels of need.

Action towards the Needs - Leadership Styles: Many have witness different leaders and influential managers making their way known to the world. The motivation across different leadership styles validated the followers desire to believe in one individual (Shek, et al., 2015). Many theories have describe the importance of leadership objectives over their desired outcome (Newman, et al., 2015). On the contrary, it is understood that Needs-Based Theory revolves into understanding of several factors of employee necessities while Leadership Styles drives the approach to which managers are entitled to act (Mensah & Tawiah, 2015; Shanks, 2017; Drago, 2015; Fiaz, et al., 2017). This equal relationship therefore promotes motivation and satisfaction required to maintain a natural and well-balanced working environment promoting Employee Centricity. Theories conceptualizing leaders being made and not born (Shek, et al., 2015) for instance, is identified through Situational Leadership arising from a leadership that matched the environment orientation (Shek, et al., 2015; McCleskey, 2014) and while Behavioral or Trait Theory are identified leadership distinctive of the shown abilities, traits and characteristics inherited from generations (Shek, et al., 2015; McCleskey, 2014).

It is believed that both should not be identified differently as they are considered to fill in criticism entitled for each respective theory. While Situational leadership advances in the experience of a leader, Trait theory recognize the needs of subordinates wherein their behavioral responses are necessity and adapting traits promulgates on the given situation. Both are considered a handful tool for meeting subordinate needs. Servant Leadership on the other hand, is a devotion to one's followers where demonstrating selfless motives and promotes altruistic work for the tribe, country or society (Newman, et al., 2015). The satisfaction for commitment and the purpose driven generates from the interest of the leaders (Newman, et al., 2015). It is a step in balancing needs of both leaders and followers where working together is aimed in fulfilling organizational goals (Irving & Berndt, 2017). Global measures of servant leadership (Newman, et al., 2015) have also proven the passion driven by satisfaction had come around as a fulfillment over the leaders' personal goals. Thus Transformational constituted in the same topic centered through subordinates' needs (Irving & Berndt, 2017; Fiaz, et al., 2017; Shek, et al., 2015).

The definition positions the followers understanding of how important it is to achieve the goals (McCleskey, 2014). Burns (1978) theory of Transformational Leadership conceptualized on circulating the influences, inspirations, motivations, encouragements and consideration where behaviors such empathy, optimism, enthusiasm and openness are nurtured (Fiaz, et al., 2017; McCleskey, 2014). Therefore, workers feel their value and input to cast the achievements of the team. Challenging setting increases the belief that upon goal completion there is a huge satisfaction for one individual (Fiaz, et al., 2017). Bass (2008) though revised the concept of transformational leadership to a modernize approach in which he believes innovation, flexibility, adaptiveness and responsiveness deviating situational leadership and behavioral theory more emphasized (Shek, et al., 2015; McCleskey, 2014). This is induce towards collective goals where ethical connotations and morality is vital resulting to mutual reproduction of subordinates becoming leaders while leaders become their moral agents (Shek, et al., 2015). Consequently, it is hypothesized in this study that employee centricity can be built around the style of leadership as an influence from leaders and managers. On the other hand, it is also hypothesized that leaders and managers are effectively demonstrating employee centricity in hospitality industry within UAE to generalize the context.

Empirical evidence on leadership has made its way on discovering new ideas to figure out leadership styles. Leaders and Managers are driven by must do and what they have to do (Raducan, 2015; Algahtani, 2014), the assumption ideas are not only contributed by traits or characteristics but rather by dynamic environment essentials expected to influence personal objective, values and belief of employees within their significant needs (Raducan, 2015; Kesting et al., 2016; Jung et al., 2014; Agathani, 2014). It is learned that different styles deviates from employee needs which differs from one person to another. This goes for the saying, 'Managers do things right, while leaders do the right things'; not all managers can be leaders and not leaders are actually managers (Algahtani, 2014). As like the regression model hypothesis incorporated in Fiaz, et al. (2017) study determined that the association of employees' motivation and leadership styles are prominent. These leadership styles impact the motivation of employees in semi-government institutions in Pakistan where democratic style of leadership is more advised to be implemented. It is to note that people required participative, friendly and leaders who believed in their people (Fiaz, et al., 2017) to build a better

team. Raducan (2015) worked on Leadership in the mirror (Raducan, 2015), a project research of different growing leaders introduced to understand more realistic approach on the most effective leading way of today.

The new concept was determined from personal observation of 50 person-subordinate in Romania which was divided into two groups (Raducan, 2015). In conclusion, new grown up leaders are better to lead than hiring managers according to leadership that they were accustomed to (Raducan, 2015). This is because the attributes from the legacy is likely to demand traditional leadership arising from different challenges on hand (Raducan, 2015). In other words, dealing with innovations of changing environment is a must for leaders to cope up with not only the generations but with the trends. On the other hand, Lather and Jain (2015) has revealed that only clarity and control makes the difference within employee engagement. Their study revealed that motivators of male and female in Hospitality Industry in India differ; therefore leaders focus should be respective to their needs (Lather & Jain, 2015). Males are more engaged when leaders demonstrate democratic control (Lather & Jain, 2015) while female are more concerned on career advancement aside from the importance of control. Motivational factors is believed to shapes employee's personal and professional aspect as like interpersonal, reward and satisfaction within organization subsequent to fluctuating behavior, attitude and drive with effect on productivity and performance (Fiaz, et al., 2017; Shanks, 2017; Kesting et al., 2016; Jung et al., 2014).

3. Methodology

The natural dynamicity of the hospitality field and developing theoretical perspective best fit Pragmatism as it consider reality to bite the meaning of truth (Venkatesh, et al., 2013). Pragmatism usually recruits mixed methods of quantitative and qualitative methods together. Consequently, the present study adopted a mixed method approach to validate attributes from different parties in an attempt to provide deeper insights of the given problem (Almpanis, 2016; Venkatesh, et al., 2013). It captured the real stance of employees and leaders/manager over employee centricity in the field of hospitality industry. While it is also to reflect on the argument of combining two different assumptions, mixed methods also finds its way to reveal facts to collaborate with the current practices (Easterby-Smith, 2012). In return, the advantage is evident on a knowledgeable and critical findings validated within the possibilities and limitations of respective research techniques (Almpanis, 2016; Venkatesh, et al., 2013).

The combination of both qualitative and quantitative study helped in analyzing employees and leaders/ managers feedbacks. The study built it's respondents from different four (4) and five (5) star rating hotels within the seven (7) Emirates of UAE. Respondents were composed of hotel employees from different departments/sections regardless of their areas of specialization and demographics. Restrictions were only applied within staff leveling. Quantitative approach involved rank and file employees using survey questionnaires to easily collect mass data (Easterby-Smith, 2012). The survey questionnaires answered the three (3) independent variables from employee perspective. In consideration with the level of education from this audience, the questionnaires were designed to quickly capture the selections from 1 to 5; 5 being the highest level of satisfaction and 1 to be the least level of satisfaction. Approximate 172 respondent's questionnaires were compiled for this data collection. In addition, a sit-down guided interview was adopted in the qualitative segment of the study. Specifically, the eight (8) respondents were managers with two (2) years minimum experience, and also supervise at least 2 subordinates. Discussion revolved around the 3 individual variables emulated for managers to describe employee centricity. Mixed Method employed in this study best fit the aim that understood both employee and manager's perspective.

Therefore the apprehending combination of both data promotes the genuine impact of the findings (Almpanis, 2016; Venkatesh, et al., 2013). This method is best used to address and be able to explore and confirm the research questions (Venkatesh, et al., 2013). Furthermore, mixed method research was proven with its ability to run stronger interpretations than single method (Venkatesh, et al., 2013). It offers varied reasons and greater insights of which an individual approach cannot comprehend (Venkatesh, et al., 2013). Mixed method helped on producing an unbiased result to clarify and validate reality on the questions proposed (Venkatesh, et al., 2016; Venkatesh, et al., 2013). The use of other method was also considered in this study, namely, grounded theory and ethnography. However, both grounded theory and ethnography does not corresponds with pragmatism as the paradigm of this study (Almpanis, 2016). While grounded theory

connotes comparative result (Johnson, 2015) that carries out qualitative research aiming to inductively generate theory in research (Madhiuon, et al., 2017), ethnography on the other hand promulgate given method of inquiries on familiarity and records apprehension (Mijs, 2016). Evidently, both methods will divert the purpose and generate different facts rationalized within the given topic.

Population and Sampling: The study was conducted throughout the UAE, with participants mainly from 4 to 5-star hotels within the respective Emirates. These hotels were composed of approximately 340-400 employees. Different departments as like Rooms Division, F&B, Finance, Recreation and Culinary participated in the survey questionnaires intended for quantitative data collection with 172 compiled surveys. Convenience sampling was acquired in this method. Considering the aim of the study is to get the mind-set of the group samples from its emirates within UAE, this technique helped in the ease of collecting samples within the hotel properties involving those who are easily accessible and willing to participate in the study (Asikhia & Awolusi, 2015; Awolusi, 2013a; Almpanis, 2016). One-hour guided interview for quantitative data collection alternatively were set for managers which was attended by 8 particular operations manager including HR Managers, Restaurant Managers and Front Office Managers. The collection of this data is directed to purposive sampling aiming to promote specific basis rather than a random representative (Almpanis, 2016).

Sample Size Determination: As UAE positioned itself as the biggest tourism hub in Middle East, numerous hotels within the country becomes an advantage towards tourism. However the study concentrates on collecting hotel representative within UAE due to the restriction of other hotel corporate guidelines refusing researches to be held within the property. Another challenged faced during this period was the busy operation demands of the peak season from month of September – December. However, the adopted mixed method reassures integrative correspondence by keeping our research objectives intact (Asika & Awolusi, 2013; Awolusi, 2013b; Venkatesh, et al., 2013). A sample size of 400 was determined through Taro Yamane formula from a population of 2056 employees from qualified hotels. Individual questionnaires were distributed from different sections and nationalities of rank n file employees for the purpose of quantitative data collection. In total, 172 questionnaires were collected and processed, as well as, 8 completed interviews.

Research Instrument Construction/ Administration: Questionnaires are created in relation to the aim of the study and created from the researcher's vision understanding the whole concept of managers and employees relationship and employee centricity. **Employee Questionnaires** were referenced from Professor Ganesh (2016) study where fundamental of motivation and satisfaction was derived from external and internal behaviors of an employee dependent on the direction of their leaders comprehending organizational goals. He also emphasized that motivation is an integral part of engagement essential for individual performances (Ganesh, 2016; Gaan, 2016) where satisfaction outweighs the measure of the leaders and organization's motivation (Ganesh, 2016; 102). This translated to 20 questions revolving into the three (3) individual Employee variables namely Daily Interaction, Relationship and Expectations and finally four (4) questions depicting employee centricity were construed. Daily Responsibility, Building Rapport and Provision from Manager's individual variables are reflected from Lather & Jain (2015) conveyed as guided Interview Questionnaires. It was associated in their study that disengaged workforce cost loss of productivity (Lather & Jain, 2015; 60). Engagement culture are learned to be influenced by leaders who helped in cascading the vision and inspire others to work hard. Two-way communication fuel the drive of the organization clearly defining leadership and engagement as the keys to productivity (Lather & Jain, 2015).

Pilot Test, Validity and Reliability Analysis: Drafted questionnaires were given to two colleagues with the aim of validation the respective questions. Specifically, this type of pilot testing was aimed at clarifying and validates the connection of the questions towards the purpose. Based on the feedbacks, minor revisions were made towards the wordings. The questionnaire was also reviewed by the research's supervisor (face validity), whom suggested an additional section to measure employee centricity. The questionnaires were fully ready with the amendments before the distribution. All the final questions were adapted and validated from previous literature (Lather & Jain, 2015; Ganesh, 2016; Gaan, 2016; Fiaz, et al., 2017). In addition, the survey questionnaires were also validated by respondents through encrypted signatures to ensure all answers were given on their freewill. These answers were not tampered nor influenced by inside parties, like hotel management or the researcher at any given point. The guided interview was also recorded for this

purpose and was documented to reassure the sources. To prove reliability, an undertaking was also signed by the Managers right after the interview.

Method of Data Analysis: In total, 172 responses were collected from the sampled hotels within UAE using survey questionnaires assigned to each employee. Questionnaires were given to each property and were distributed to different sections of the hotel. Firstly, the survey questionnaire form is evaluated and converted on tables for data analysis to determine employee responses. Data was analyzed using SPSS and Excel sheet formula for statistical method. Specifically, in order to understand the aforementioned relationships, multiple regression analysis was applied to understand the predictor variables and the dependent or criterion variable (Awolusi et al., 2018). In addition, there were eight (8) managers who answered an hour interview guided questionnaire in different locations and time. The data collected were converted and analyzed through a tabulated data analysis. Excel sheet was used for this data analysis to formulate the graphs and interpret numbers that was used in the quantitative approach. As this method is qualitative by approach, the tables were filled by the notes taken on the interview and was compressed to analyzed the main idea using the qualitative process of data analysis.

We targeted HR Managers to connect the initiatives of the hotel properties with employee centricity; while we gathered factual responses from Operation Managers for the insights of the real day to day operations. Both data was then interpreted on the same platform and was discussed on the findings using tables and graphs. Strict adherence towards ethical disbursement is applied although there is no particular experiment conducted. Ethical statement ensures privacy and confidentiality clauses for respondents (Ethical Review, 2017). Neither the company nor individuals in this research are revealed without their permissions. Ethical Local Approvals signed by HR Department of each visited properties was obtained to conduct the data collection for employees. Introductory statements in reference to the study and privacy of respondents were captured and documented within the questionnaires as well (Almpanis, 2016; Hesse-Biber, 2015; Venkata, et al., 2014). All documents were kept confidentially and were disregarded only after the final validation of the research paper (Ethical Review, 2017).

4. Results & Discussion of Findings

The present study was an attempt to know about the Leaders and Managers Style towards Employee Centricity with regards to daily interaction, relationships, expectations and employee centricity. As stated in the previous chapter, the researcher selected a sample of 172 respondents in the Hospitality Industry in UAE. On this representative sample, a survey questionnaire was carried out to find out the extent of leaders and managers style. Also, an interview questionnaire was used to collect data for the study. This schedule comprised of interactive discussion relating daily responsibilities, building rapport and provisions as well as close ended questions. The results obtained were put through statistical analysis presented in this chapter.

Findings: The Following findings described the demographic variables in the study.

Table 1: Descriptive Statistics for Employee Centricity

	Mean	Std. Deviation	N
Employee Centricity	4.1820	.24417	5
Daily Interaction	4.2220	.04266	5
Relationships	4.3060	.03782	5
Expectations	3.9840	.19295	5
Daily Responsibilities	1.9350	.44637	5
Building Rapport	2.5250	.82632	5
Provision	2.2150	.24018	5

Table 1 show the mean presented in the study with the missing value of 5 combining the 6 independent variables. Furthermore, the level of agreement of the respondents with regards to the variables between leaders/managers and employees were tested using the survey questionnaires with 5 point scale. Respondents were asked to state whether they strongly agree, agree, fair, disagree and strongly disagree to the given statements. Results obtained were tabulated, discussed and analyzed below.

Table 2: Descriptive Statistic for Employees' Level of Satisfaction

		Strongly Agree	Agree	Fair	Disagree	Strongly Disagree	Overall
N	Valid	24	24	24	24	24	24
	Missing	7	7	7	7	7	7
Mean		90.6250	42.9583	25.2083	7.8333	2.8333	4.1804
Median		93.0000	41.0000	24.0000	8.0000	2.0000	4.2250
Mode		95.00	37.00[a]	20.00	4.00[a]	.00	4.16[a]
Std. Deviation		14.88744	9.22887	9.76675	4.48831	3.43469	.19448
Variance		221.636	85.172	95.389	20.145	11.797	.038
Range		61.00	34.00	37.00	16.00	12.00	.76
Minimum		58.00	28.00	12.00	.00	.00	3.68
Maximum		119.00	62.00	49.00	16.00	12.00	4.44

From table 2, multiple modes exist validated from employee questionnaires which surveyed daily interaction, relationship and expectations. The smallest value is shown on the table with missing value of seven (7). Overall mean is found to be 4.1804 and standard deviation found to be 0.19448 with overall variance of 0.038. The results analyzed show significant and reliable.

Daily Interaction: Table 3 (Appendix A: 1) presents the level of influence to the 172 respondents in the daily interactions of leaders/ managers to employees. There were 10 statements in the scale. Out of 172 respondents, 93 respondents equivalent to 54.24% strongly agree that the supervisors and managers follow through below:

- Provide clear and realistic tasks to be completed for the day,
- Performs daily briefing to update,
- Inform and catch-up with the day-to-day changes of the work demands,
- Talk to employees privately whenever performance drops down to what is expected,
- Ask for the changes of the schedule whenever needed,
- Ask help for further task and never forced to extend working hours depriving will,
- Supports initiatives,
- Promotes job well done to the team whenever employees exceed their expectations,
- Promotes the balance between work and life environment through team buildings, socialization, etc.
- And give the employees freedom to choose the best approach to the challenges they face.

Overall, promotes independence in decision making. This explains that most of the managers and supervisors within the study industry provide better support system and leadership needed by the employees. While, 44 or 25.41% also **agree** on the managerial and supervisory approach in the hospitality industry in UAE and 23 or 13.37% had experience **fair** treatment in the workplace from their supervisors and managers. However in the level of disagreement, 7 or 4.19% **disagree** and 4 or 0.23% **strongly disagree** on the daily interactions they had experienced with their immediate heads. The figure shows that there are managers and supervisors who are supporting employees with proper guidance. This is where manager and leaders should analyze the needs of the employees to be able to support them accordingly (Shanks, 2017; Mensah & Tawiah, 2015). Workers feel their value and input when they can contribute equally (Mensah & Tawiah, 2015). Challenging

setting increases the belief that upon goal completion there is a huge satisfaction for one individual (Fiaz, et Al., 2017) demonstrating their thorough engagement and motivation.

Relationships: Table 4 (Appendix A: 2) presents the level of relationship established by leaders and managers with the employees. There were 5 statements in the scale. 28.90% of the 172 respondents **strongly agree** on the relationship established by the managers and supervisors to their employees. 108 of the employees **strongly agreed** that managers never took advantage using the position to do things beyond the employees duty, 104 revealed that managers talked to them in a sensible manner, 99 answered that managers and leaders coached and mentored the employees, 95 employees strongly agreed that their leaders are approachable in personal and professional dealings while only 91 of the respondents revealed on the issues of biased. According to Gupta (2015), good relationship with the managers is to connote a good stand point for employees to ensure they can rely on the people around them. When individuals feel people around them are good, their self-motivation increased resulting to a more relaxed environment (Shanks, 2017). On the other hand, there is 2.56 level of disagreement when it comes to the relationship between and among employees and managers. 1.40% **disagrees** and 1.16% **strongly disagrees**. The results shows that there are managers who are taking advantage, rude, not giving technical assistance, unapproachable and promote favoritism inside the industry. Moreover, the results suggest that there should be interventions and other programs to address this kind of working relationships.

Expectations: Table 5 (Appendix A: 3) presents the level of employee's expectations over their leaders and managers. There were 5 statements in the scale. The total of 22.50% of 172 respondents **strongly agrees** on the level of employees' expectations over their leaders and managers. The level shows that 95 of the employees commend the work of their managers in the industry, 88 of them believes that managers are role models, 74 dreamt to be like their managers, 72 looked up high to the professional aspects of the leaders while only 58 of them wanted to pattern their way of life or personal matters as soon as they reached the position. Also, 13.26% **agree** and 8.20% **fair** on the issues presented. While, 3.72% **disagree** and 2.09% **strongly disagree** on the statements answered. It is notable from the table that the employees also looked or observed the personal matters of their superior and expected them to become role models not only on professional aspects but also in the personal way of carrying themselves outside the company or industry based on the number of employees (16 and 12) for disagree and strongly disagree. Moreover, expectations hold the hope of some reward in exchange of the efforts done. Naturally when a job is rightfully done, motivation grows towards employee therefore building expectations (Gupta, 2015). Employees' belongingness and connection to the organization through their managers are very important in promoting employee directions (Lather & Jain, 2015).

Qualitative Analysis

Daily Responsibilities: Appendix B: 1 presents the level of influences of leaders and managers to employees' daily responsibilities. The respondents were asked to answer guided questionnaires presented by the researcher. The responses obtained were transcribed, tabulated and analyzed. 8 respondents were asked regarding their responsibilities inside the company or industry as managers and leaders. From the answer provided, it is concluded that they saw to it that they supervised the recruitment and promotion, rewards and recognitions, benefits and incentives, performance management as well as open door policy or the shared leadership in an organization. The responses gathered revealed that the managers and leaders take the full responsibility in order for them to run the industry, not only to please the customers but also to enhance the capability of the employees through motivation such as rewards, recognition, benefits and incentives that will boosts their performance and to also give quality service to the clientele they served in everyday interactions with people. From the tabulated response of the managers and leaders, one of their responsibilities is the performance assessment and management to give their equal and fair rewards and recognitions.

Also, benefits and incentives provided an equal opportunity for every employee to work very hard and diligently towards their tasks. Appendix B: 2 also present the daily interactions and responsibilities of managers and leaders to employees. As shown in the illustration, leading, communicating, mentoring, meeting, handling conflicts and decision making are the responsibilities of the managers and leaders based on the response given during the interview. It can be gleaned in the table that the major responsibility of the

manager in the organization is decision making and leading. For it is really the primary or major role of every head in ensuring the better flow of the employees as well as the customers they served on the daily basis. However, response also shows that mentoring and meeting is less prioritized in the industry due to the schedule of the workers. Handling day to day conflicts is also at the shoulder of the managers and leaders. Appendix B: 3 show the rapport build by the leaders and managers to the employees. The responses of the 8 participants of the study revealed that in order to build rapport with the employees, leaders should share leadership and observe governance, demonstrates honesty, provide fair or equal assignment, supervised manpower with gender sensitivity, motivate employees, and build confidence among the people in the workplace.

Moreover, to encourage them fully to work hardly, shared governance or leadership is a vital point to emphasize to build employees' confidence on assigned tasks. This is the kind of leadership that can encourage performing duties with cooperation and responsibilities. On the other hand, demotivation and broken promises may lead the team's failure in day to day task or assignment observed on the above study; therefore leaders are suggested to avoid the same. Lastly, appendix B: 4 present the responses of the 8 participants according to theme. It can be gleaned in the table that the provisions made by the managers for their employees are guidance which means giving them and treating their co-workers as a family, much of that is the fair treatment that can surely motivate them. Additionally, it was proven that care for the staff is also a necessity. Also, it is to note that annual recognition of the workers performance contributes employee motivation due to individual satisfaction or self-fulfillment (Antoni, et al., 2017). Employees look forward on the acknowledgement of the whole company and their colleagues (Antoni, et al., 2017). Furthermore, giving incentives like socialization and other employee related activities for the employees may help build relationship, establish rapport proving leaders promote and build camaraderie among the workers through their own provisions.

Employee Centricity: Table 6 (Appendix C) presents the data on employee centricity. The data reveals that centricity lies only in the middle level of the measurement scale as presented by 58.24% described as **fair** out of 172 respondents. As gleaned in the table, only 20.81% **strongly agree** on the level of happiness in working with the managers, importance given, expectations and appreciation of employee's contribution and 10.82% just **agree** on the statement. On the other hand, level of **disagreements** is 1.63% and 0.47% **strongly disagree** in the centricity. The small number denotes that there is still existing problems with the relationships of employees and managers within the industry. However, the positive response is obviously bigger in the data where management should look for other interventions to improve the industry's performance. As mentioned, employee centricity is defined as the organization focused on employees' importance as a human being (Fiaz, et al., 2017; Raducan, 2015; Algahtani, 2014). Therefore, the focus of the management should also improve and be diversified towards employees. Based on our responses, employee centricity refers to purpose and autonomy, rewards, recognition, development and growth that may encourage employees to work effectively and efficiently.

Multiple Regression Results: Similar to previous studies (Awolusi, 2019; Awolusi & Atiku, 2019), the multiple regression equation (1) below was contrived to also test the following two alternative hypotheses in this study at 5 percent level of significance: $H1_1$: Leaders and managers are effectively demonstrating employee centricity in hospitality industry within UAE; $H1_2$: Employee Centricity can be built around the style of leadership as an influence from leaders and managers.

$EC_{i,} = \beta_0 + \beta_1 DI_{i,} + \beta_2 REL_{i,} + \beta_3 EXP_{i,} + \beta_4 DR_{i,} + \beta_5 BR_i + \beta_6 ROV_i + \varepsilon_{i,}$……equation 1.

Where EC = Employee Centricity; DI = Daily interaction; REL= Relationships; EXP = Expectations; DR = Daily Responsibilities; BR= Building Rapport; PROV= Provisions, and $\varepsilon_{i,}$ = the error term. Consequently, the results of the multiple regression analysis are shown in Table 4 All the null hypotheses were rejected at 5 percent level, except on the influence of relationship on employee centricity. The overall decision was the upholding of the two alternative hypotheses. Therefore our study concludes that ($H1_1$:) Leaders and managers are effectively demonstrating employee centricity in hospitality industry within UAE. In addition, ($H1_2$) Employee Centricity can be built around the style of leadership as an influence from leaders and managers. Alternatively, one-way analysis of variance (ANOVA) was also employed to test significant difference in scores on Employee Centricity across the 6 independent variables within this study. It is showed in Table 3 that regression difference scores 1 and residual difference was 3. Relationship is the predictor variables in

the model where it serves to be the manipulated variable in order to observe the effect on Employee Centricity. Consequently, the alternative hypothesis was accepted, while the null hypothesis rejected at 5 percent level of significance (Gupta, 2015; Gaan, 2016; Mensah & Tawiah, 2015).

Table 3: One-way Analysis of Variance (ANOVA [a])

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	.227	1	.227	61.161	.084[b]
	Residual	.011	3	.004		
	Total	.238	4			

a. Dependent Variable: Employee Centricity; Predictors in the Model: (Constant), Relationships

Table 4 shows the excluded variables collinearity statistics where the significance is between .088 and .302. While overall it is understood that the significance on the overall scores are evident across all aspect of independent variables. It is also found that there are few factors that are directly affecting employee centricity and should also be the constant focus within the context.

Table 4: Excluded Variables

Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics Tolerance	Decision
1	Daily Interaction	.215[b]	1.881	.201	.799	.646	Significant
	Relationship	-6.304	-7.821	.004	-.976	.909	Insignificant
	Expectations	.205[b]	3.010	.095	.905	.909	Significant
	Daily Responsibilities	.297[b]	3.137	.088	.912	.439	Significant
	Building Rapport	-.466[b]	-1.379	.302	-.698	.105	Significant
	Provision	-.178[b]	-2.057	.176	-.824	.999	Significant

Discussion of Findings

This study emphasized employee perspective in which daily interaction, relationship and expectations are the contentment of employee necessities. Results showed that daily interaction, relationship and expectations are essential part of day to day routines of employees embraced through manager and leaders promulgating the obligatory activities on hand. Managers and leaders should analyze and recognize the needs in order to equally distribute the attention required by different individuals (Shanks, 2017; Mensah & Tawiah, 2015; Fiaz, et al., 2017; Lather & Jain, 2017). Accountability, motivation and engagement increases when challenge arises from job satisfaction (Shanks, 2017; Lather & Jain, 2017). It is also to note that these 3 independent variables are a huge importance to an individual well-being. When one feels the security over their interaction, relationship and expectations among the people around them not only pertaining to the manager and leaders but to co-workers as a whole, employees feel the huge satisfaction towards keeping the job (Gupta, 2015; Gaan, 2016; Mensah & Tawiah, 2015). The study posits that the adoption of different styles of leadership by leaders and manager should take into consideration the motivational factors of workers. Influences, inspiration and most highlighted motivations are considerably enticing in the concept but to conceptualize the style in leadership is to learn what people needs and want.

Managers and leaders are expected to nurture engagement from employees therefore it is viewed that relationship should acclimatize the orientation of managers and leaders. Consequently, similar to previous literature, it is important to know what motivates and demotivates employees as dictated by Herzberg's Two Factor Theory (Shanks, 2017; Mensah & Tawiah, 2015; Drago, 2015). Findings also acknowledge both Alderfer's ERG Theory (that different movement is not only limited to the levels of needs) and McClellands Acquired Needs Theory by support the research on understanding the needs acquired through experiences of lifetime (Mensah & Tawiah, 2015; Drago, 2015). Employee motives depend on their respective desires

through time and experiences (Shanks, 2017). The combination of the 3 postulates for Need-Based Theory correlates the entire concept of the motivation intended for managers and leaders to learn and master. For example, previous empirical reviews also highlighted leadership style from Raducan's (2015) study that managers are expected to embrace changes which will suffice the need of the employees.

If expectations aren't meet the needed aspirations of our workers is not provided. However, findings contradict Maslow Hierarchy of Need (Shanks, 2017; Mensah & Tawiah, 2015). The levels of needs are proved to differ from one person to another; hence, desires are deem to be dependent on an individual's perspective, experiences and life aspirations (Gupta, 2015; Gaan, 2016). In all, the present study revolved around motivational theories to fathom the needs of which drives workers, and leadership styles to build relationship among their subordinates revealing day to day communication. Correlation between the roles of managers and employees were adequately defined and linked together to present validated data towards the dependent variable. As we believed that employees are great assets to the company, efficiency of management therefore lies on several factors (Ganesh, 2016; Gaan, 2016; Mensah & Tawiah, 2015). Findings, therefore positioned employees to play their roles within the organization, however the role of motivation and satisfaction should be evident to them. This is where managers are to drive their purpose towards achieving one goal by linking the gap between organization and employees (Shanks, 2017; Fiaz, et al., 2017; Gaan, 2016).

5. Conclusion & Policy Recommendations

This study was aimed at understanding whether leadership styles within the UAE's hospitality industry can really influence employee centricity. It was also an attempt to understand whether hospitality industry in UAE aligns with employee centricity by promoting daily attributes defined within the 6 independent variables subjected to linked employees and manager's perspective. The study's conceptualization was derived from Burns (1978) theory on circulating the influences, inspirations, motivations, encouragements and consideration where behaviors such empathy, optimism, enthusiasm and openness are nurtured. Manager's to build rapport on the other hand should encourage honesty, motivation to work well with people and promote company values, supervise fair and equal assignment to manpower, observe shared leadership and governance to employees, and also build confidence to the workplace by promoting gender sensitivity. Multiple regression analysis was applied to understand the influence of the analytical variables and target variable (employee centricity). Findings, based on the research data and as validated by the regression results, therefore revealed that employee centricity greatly influenced the level of the employee satisfaction and motivation within the industry of study.

Conclusion: The study concluded that leaders and managers are influential towards employees' interaction as they provide better support system by completing daily tasks, work demands, guidance and direction, communication, and sound decision. Good relationship between leaders/managers and employees is proved to motivate workers to perform duties religiously where Manager's positive attitude results to a positive response from the employees. On the contrary, it is proven that the employees' expectations over their leaders and managers are to become good role models in both personal and professional aspects of employees' life. Workers look up to their immediate superior and create a mind-set of becoming the same person as they are. The influences of the leaders and managers on the daily responsibilities leading, communicating, mentoring, meeting, handling conflicts and decision making are the responsibilities of the managers and leaders based on the response given during the interview. Also, it is a major responsibility of the manager in the organization to make decisions and lead the team while, mentoring and meeting is less prioritized in the industry due to the schedule of the workers. Handling day to day conflicts is also another element to emphasis. Broken promises are considered to be a vital demotivating factor affecting employee dissatisfaction and reclined productivity. Finally, manager's provision towards their responsibilities to the employees includes treating employees not only colleagues but a family as a whole.

Additionally, fair treatment towards all subordinates was also conclusive. It is to note that the care for staff is much needed to promote motivation where constant employee recognition is a key to demonstrate satisfaction among workers (Antoni, et al., 2017). Another factor to boost satisfaction can also come from social activities and group interactions among employees initiated by managers or the company. This will surely cultivate loyalty from employees which will build camaraderie and work-life balance.

Policy Recommendations: Since, leaders and managers are influential; therefore, they should provide support system in the company by showing hands on leadership by example. They should promote shared leadership where transformational leadership and servant leadership may sound related. Leaders and managers should show positive and good relationship among employees by giving them needed respect, appreciation, trust, and confidence. The managers and leaders should not only be in the management as top level managers but they should perform as role models following ethical principles in both personal and professional aspects of their lives. Leaders and managers need to work harder in order to inspire people in the organization. They should avoid false promises and should always be honest in fulfilling the workers expectations. Equal or fair treatment is much sought within an organization or a team. The help of monthly or yearly evaluation is totally suggested to avoid unbiased rewards and recognition. It is also noted that due process and thorough investigation can assist managers and leaders on encouraging fair treatment in order to address conflicts. Shared leadership or observing governance will too help managers and leaders to demonstrate responsibility and accountability.

Promoting delegation is a much sought approach in this aspect concluded by most of the manager involved in this study. Moreover, managers and leaders should learn how to build their employees confidence through genuine care of employees' well-being and constant guidance whether personal or professional. The study also recommends focusing on enhancing internal programs as like recognition and reward system wherein social events and activities can be developed and/or initiated. This will not only promote employee motivation yet will cultivate employee work-life balance and loyalty. Teambuilding for example is a very good tool to build relationships and teamwork which greatly intend to unite the team with one another. Lastly, providing skills enhancement (Antoni, et al., 2017) through out-of-the-box task delegation and self-learning is also suggested to break the everyday routines of employees resulting to a diversified, enthusiastic and exciting approach to the employees. Reclined from different characteristics of a manager's responsibilities, relationship and provisions; the study have proven that autonomy, rewards, recognition, development and growth would essentially stress the topic (Fiaz, et al., 2017; McCleskey, 2014).

Implications and Contribution to knowledge: This study add value to previous studies on organizations, leaderships and management's academic literatures and new ideas to opens minds of many on employees expectations from their Managers. This study bridges the gap between Leaders/Managers and Employees to divulge the face of employee centricity. The study also filled previously identified gaps in relation to employee engagement (Lather & Jain, 2015) and motivation (Shanks, 2017) by depicting how to promote true leadership principles throughout the dynamics of a manager. The study therefore, construed that Leaders and Managers are mostly responsible on creating the organization's values towards the employee commitment (Asrar-ul-haq & Kuchinke, 2016). Consequently, by transcending from the servant and transformational leadership styles (Fiaz, et al., 2017; Algahtani, 2014), the study is adequately positioned as valuable research in the hospitality industry based in UAE which can influence current leaders and manager. The study represents a valuable research in hospitality industry based in UAE with the aim of changing the minds of current leaders and manager.

As well as, guiding emerging managers on how to promote employee first policy beyond high demand operational activities. This study has also identified the imperative of creating good relationship among employees and managers alike. This also implies that identifying the needs of employees effectively serves the purpose of tackling the right approach on motivating them. The study can impact greatly on further studies to be conducted in reference to motivation, leadership styles and employee engagement. The study is also positioned to guide emerging managers on how to promote employee first policy beyond high demand operational activities of day to day tasks. The validated result of a weak employee centricity within the industry also constitutes major contributions to theory and practice. Hence, the much sought recommendations are essential. It is understood that different perspective of people synthesized its general level of employee. Centricity evaluates different individual from one person to another thus from one organization to another. Therefore, the general outcome varied from one leader's attribute to another.

The study revolves around a generic response towards different managerial styles within the hotels in UAE. Another limitation found in this study is the relation of motivation and satisfaction towards its principles as like reward (Shanks, 2017). Motivation rotates within the need of an individual to perform a behaviour that

leads to fulfillment (Shanks, 2017; Antoni, et al., 2017; Ganesh, 2016). However, the study mainly concentrated on the day to day factors affecting motivation and satisfaction of employees towards their respective managers. Therefore, there is urgent need for more specific cross sectional studies on the relationships between employee centricity and highlighted topics like rewards and recognition, employee engagement, and motivational theories. In addition, this study is veritable evidence on profound diligence towards Hospitality Industry within the UAE. Further study to a wider target audience can cover the entire Gulf Hospitality Industry which is not the exposure of the present study.

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Appendix A: 1

Table 5: Level of Influence of Leaders and Manager's towards Daily Interaction

Daily Interaction	Strongly Agree	%	Agree	%	Fair	%	Disagree	%	Strongly Disagree	%
1. My Supervisors and Managers provide clear and realistic tasks to be completed for the day.	95	55.23	37	21.51	32	18.60	4	2.33	0	0.00
2. My Supervisors and Managers can understand the challenges of my responsibilities every time.	90	52.33	50	29.07	20	11.63	8	4.65	0	0.00
3. My Supervisors and Managers performs daily briefing to update, inform and catch-up with the day-to-day changes of our work demands.	98	56.98	41	23.84	25	14.53	4	2.33	0	0.00
4. My Supervisors and Managers ensures to talk to me privately whenever my performance drops down to what is expected.	88	51.16	56	32.56	12	6.98	8	4.65	0	0.00
5. My Supervisors and Managers ensures to ask me for the changes of my schedule whenever needed.	103	59.88	45	26.16	20	11.63	0	0.00	0	0.00
6. My Supervisors and Managers ask my help for further task and never forced me to extend my working hours deprived of my will.	119	69.19	29	16.86	12	6.98	8	4.65	0	0.00
7. My Supervisors and Managers supports my initiatives.	91	52.91	53	30.81	12	6.98	8	4.65	0	0.00
8. My Supervisors and Managers promotes my job well done to the team whenever I exceed his expectations.	79	45.93	53	30.81	24	13.95	12	6.98	0	0.00
9. My Supervisors and Managers promotes the balance between work and life environment through team buildings, socialization, etc.	74	43.02	33	19.19	49	28.49	8	4.65	4	2.33
10. My Supervisor and Managers give the employees freedom to choose the best approach to the challenges we face; he/she promotes independence in decision making.	96	55.81	40	23.26	24	13.95	12	6.98	0	0.00
TOTAL	933	**54.24**	437	**25.41**	230	**13.37**	72	**4.19**	4	**0.23**

Appendix A: 2

Table 6: Level of Relationship Established by Leaders and Managers with the Employees

Relationship	Strongly Agree	%	Agree	%	Fair	%	Disagree	%	Strongly Disagree	%
11. I can approach my Supervisors and Managers for everything that is bothering me whether it be personal or professional.	95	55.23	40	23.26	25	14.53	12	6.98	0	0.00
12. My Supervisors and Managers extends his/her help by coaching and mentoring our professional and personal difficulties.	99	57.56	32	18.60	37	21.51	0	0.00	4	2.33
13. My Supervisors and Managers talks to me in a sensible way without being rude or demanding even on busy operations.	104	60.47	40	23.26	20	11.63	4	2.33	4	2.33
14. My Supervisor and Manager never takes advantage of me; never use his/her position to request, ask, pushed me to do things beyond the call of my duty.	108	62.79	28	16.28	24	13.95	4	2.33	8	4.65
15. My Supervisors and Managers gives every subordinates good and fair treatments and never been biased.	91	52.91	45	26.16	28	16.28	4	2.33	4	2.33
TOTAL	497	**28.90**	185	**10.76**	134	**7.79**	24	**1.40**	20	**1.16**

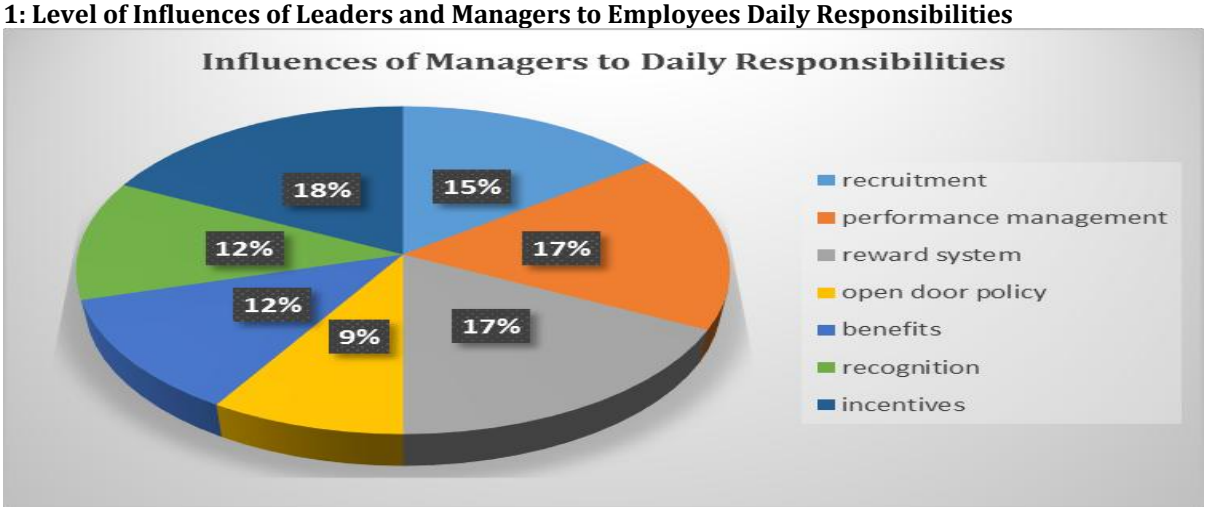
Appendix A: 3

Table 7: Level of Employee's Expectations over their Leaders and Managers

Expectations	Strongly Agree	%	Agree	%	Fair	%	Disagree	%	Strongly Disagree	%
16. My Supervisors and Managers are my role models towards professional and personal ethics and values.	88	51.16	44	25.58	20	11.63	16	9.30	4	2.33
17. My Supervisors and Managers are to be commended for running the section/department.	95	55.23	37	21.51	24	13.95	8	4.65	4	2.33
18. I look up to my Supervisors and Managers in every aspect of professional life.	72	41.86	48	27.91	32	18.60	12	6.98	8	4.65
19. I look up to my Supervisors and Managers in every aspect of personal life.	58	33.72	41	23.84	45	26.16	16	9.30	12	6.98
20. I wanted to be like my Supervisor and Managers once I reached the same level.	74	43.02	58	33.72	20	11.63	12	6.98	8	4.65
TOTAL	387	**22.50**	228	**13.26**	141	**8.20**	64	**3.72**	36	**2.09**

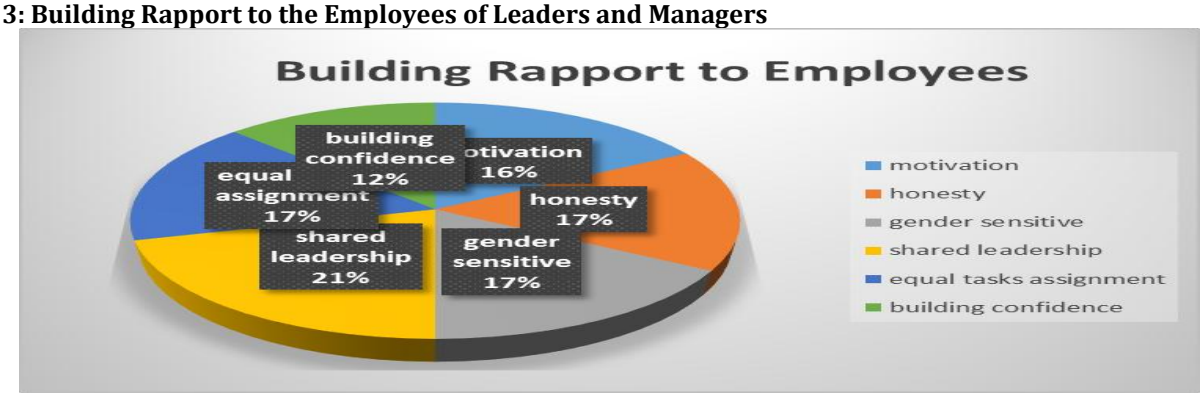
Appendix B

1: Level of Influences of Leaders and Managers to Employees Daily Responsibilities

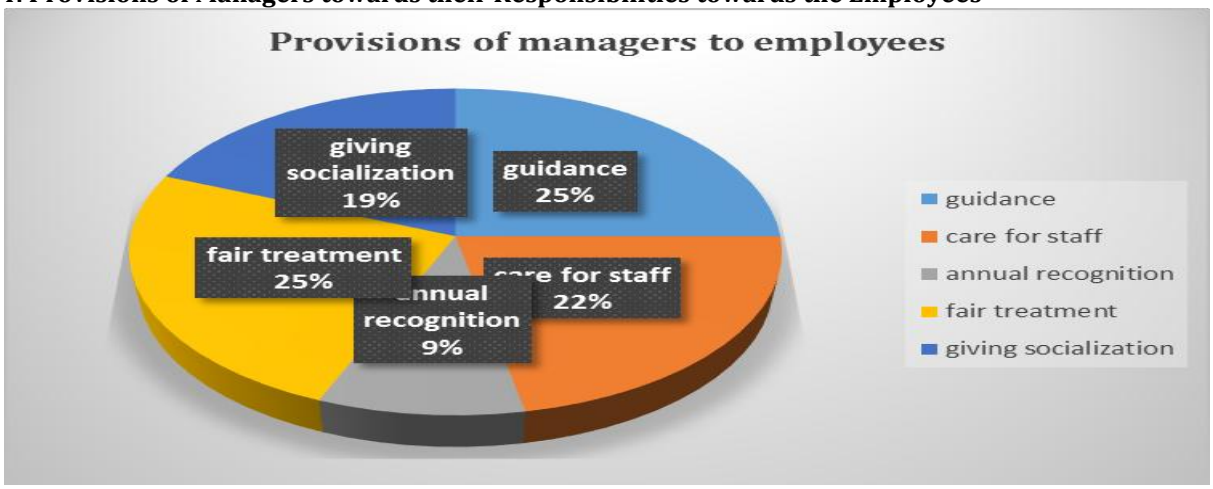


2: Daily Interactions and Responsibilities of Managers and Leaders to Employees

3: Building Rapport to the Employees of Leaders and Managers



4: Provisions of Managers towards their Responsibilities towards the Employees



Appendix C

Table 8: Employee Centricity

Employee Centricity	Strongly Agree	%	Agree	%	Fair	%	Disagree	%	Strongly Disagree	%
21. I am happy working with my leaders and managers within the property.	111	64.53	33	19.19	20	11.63	8	4.65	0	0.00
22. My managers treat me well with great importance especially on my issues.	103	59.88	37	21.51	24	13.95	4	2.33	4	2.33
23. I am satisfied over my expectations towards my leaders and managers.	66	38.37	62	36.05	16	9.30	12	6.98	4	2.33
24. I feel most valued in the company as an individual with respective contribution to the company.	78	45.35	49	28.49	40	23.26	4	2.33	0	0.00
TOTAL	358	**20.81**	181	**10.52**	100	**58.14**	28	**1.63**	8	**0.47**

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A Conceptual Framework on the Audit Quality in the Government Internal Audit in Indonesia

Khoirul Aswar[1], Ermawati[2], Meilda Wiguna[3], Eka Hariyani[4]
[1,2]Universitas Pembangunan Nasional Veteran Jakarta, Indonesia
[3,4]Universitas Riau, Indonesia
aswar_law@yahoo.com

Abstract: This study begins with the problem of auditor performance on the Big Four Public Accounting Firm and requires an improvement in audit quality due to a decreased audit quality assessment on the Big Four Public Accounting Firm. Problem related to audit quality is also experienced by government internal auditors. This is due to several factors such as the minimum standards set by the Financial and Development Supervisory Agency (FDSA) that have not been met by government internal auditors, auditor staff with accounting education backgrounds are still very few, auditors have not applied the Government Internal Oversight Apparatus (GIOE) code of ethics and so forth. The aims of this study to determine the extent of the audit quality produced by the government's internal auditors at the FDSA of Java island Representatives. Through the theory of behaviorism, this study has four objectives is to find out the implementation of professional accounting ethics, auditor competence, integrity, professional commitment on audit quality. Therefore, this study contributes to FDSA of Java Provinces to carry out the functions and duties of government internal auditor based on the GIOE codes and ethics and standards.

Keywords: *Audit quality, Professional accounting ethics, Professional commitment, Integrity, Auditor competency.*

1. Introduction

Audit quality is defined as an assessment carried out by the market where there is the possibility of the auditor making a discovery of a violation in the client's accounting system and recording it. Audit quality of the public sector is an opportunity for the government internal auditor to find and report an agency or government. The audit of government institutions aims to ensure public accountability by the central or regional government or State-Owned Enterprises (BUMN)/ Local-Owned Enterprises (BUMD). The Financial Reporting Council in 2018 found that the Big Four Public Accounting Firm had a poor performance which was marked by 25.5% of audits conducted by the Big Four Public Accounting Firm that needed improvement and 14.4% of the audits had to be stopped to make improvements. Overall results show that 27% of Big Four KAPs require limited improvements. The Financial Reporting Council has determined that 90% of the targets needed for audit improvements that occur due to decreased audit quality this year. These results indicate that 73% obtained an acceptable standard which means that indicates that there is concern about the level of trust in the auditor of audit quality. Problems related to audit quality also occur in Indonesia. One of them is the Government Internal Oversight Apparatus (GIOA). The first problem is that the position of the Regional GIOA is generally under the Regional Secretary so that it weakens the oversight of GIOA. The second problem is related to the capability of GIOA that occurs because most of the GIOA are below level 1 and 2 in the Internal Audit Capability Model (IACM) index developed by Financial and Development Supervisory Agency (FDSA).

However, the minimum standard targeted by FDSA for the capabilities of GIOA is at level 3 from level 5 as the highest level of the IACM Index. The third problem lies in the paradigm applied by GIOA that occurs because the auditor only focuses on finding rather than looking at the real root of the problem. Audit quality is important because a high audit quality will produce a report that can be trusted. Audit quality is hard to measure objectively so previous research uses different measurements of audit quality. Another problem faced by government internal auditors is that not all examiners have adequate audit quality in the sense that auditors who conduct audits do not all have Auditor Functional Positions (AFP). The number of audited programs is not proportional to the number of auditors available. In addition, auditors with a background in accounting education are still very few. Related to improving audit quality, there are several studies that show factors that can influence on audit quality which is professional accounting ethics. Oraka and Okegbe (2015) and Hikmayah and Aswar (2019) concluded that professional accounting ethics had a significant influence on the audit quality. Contrary, research by Himawati, Mulatsih and Putri (2017) concluded that

auditor ethics had a negative and not significant effect on the audit quality. Furthermore, another factor that influenced on the audit quality is auditor competency factors. Previous studies found that Auditor competence had a significantly and positively influence with the audit quality (Bouhawia, Irianto & Baridwan, 2015; Pandoyo, 2016; Halim, Sutrisno, & Achsin, 2014; Zahmatkesh & Rezazadeh, 2017).

Contrary, the results by Hikmayah and Aswar (2019), Ningsih and Kiswanto (2019) shows that the auditor's, competence has a negative relationship on the audit quality. Furthermore, integrity is another factor on the audit quality. The results by Ningsih and Kiswanto (2019), Bouhawia et al. (2015), Himawati, Mulatsih and Putri (2017), Parasayu and Rohman (2014) and Kertarajasa, Marwa and Wahyudi (2019) concluded that integrity has a positive significantly relationship on audit quality. While, contrast to the results of research by Sihombing and Triyanto (2019) which states that integrity has a negative and not significant effect on the audit quality. In particular, this paper focuses on a conceptual model which will form the basis of an un-coming study in exploring the audit quality with a focus on government internal auditor at the FDSA in Java Island. This objective for this study is to determine the relationship the implementation of professional accounting ethics, auditor competence, integrity and professional commitment on the audit quality.

2. Literature Review and Hypothesis Development

Stewardship Theory: Stewardship theory is a theory that depicts situations in which managers are not motivated by singular objectives yet rather are focused on their fundamental result objective to serve the association with the goal that this theory has a psychological and sociological basis that has been structured in which executives as stewards are motivated to act accordingly principal's goal. Referring to the theory of stewardship, steward behavior is collective, because stewards are guided by these behaviors so that organizational goals can be achieved. Experts related to stewardship theory assume that there is a strong connection between authoritative achievement and principal satisfaction. Steward secures and maximizes shareholders through organization execution. Successful Stewards can improve company performance so that stewards can satisfy most shareholders having well-served interests through increasing the prosperity achieved by the organization. Therefore, pro-organization stewards are persuaded to amplify organization execution, in addition having the option to give the fulfillment to the interests of investors (Keay, 2017).

Attribution Theory: Attribution theory is an attempt to understand the causes behind the attitudes of other people's behavior or one's own behavior (Weiner, 1980). Attribution theory proposed by Robbin (2006), Rahmi and Sovia (2017) clarifies that an individual's conduct is brought about by inside variables or outer elements. Conduct brought about by inward factors is conduct that is accepted to be leveled out or starts from inside an individual, for example, character qualities, inspiration or capacities. Conduct brought about by outer components is conduct because of outside causes or starting from outside the individual self, for example, gear or social impact from others (hikmayah & Aswar, 2019).

Hypothesis and Thinking Framework: The development of hypotheses in this study is based on factors that are allegedly having an influence on the audit quality, so that it can formulate as follows:

Effects of Professional Accounting Ethics on Audit Quality: A form of professionalism, especially in the fields of accounting and auditing, can show commitment to the quality of audits produced. Auditor who has high norms and ethics in accordance with APIP audit standards, are able to produce good audit quality. Research by Oraka & Okegbe (2015), and Hikmayah & Aswar (2019) concluded that professional accounting ethics had a positive relationship with the audit quality. Therefore, auditors are required to uphold ethics and norms and maintain professionalism in accordance with auditing standards and the APIP code of ethics (Parasayu & Rohman, 2014). Based on the above discussion, then the hypothesis can be formulated as follows:
H1: There is a positive relationship between professional accounting ethics and the audit quality.

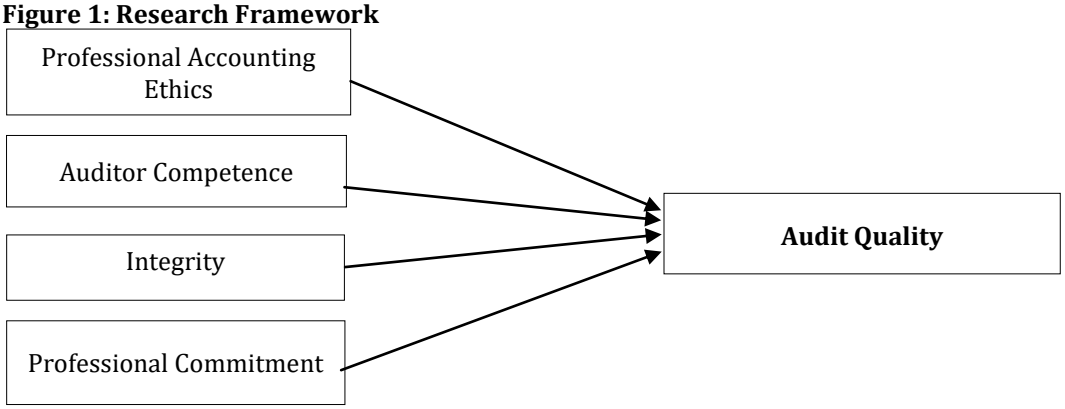
Effects of Auditor Competence on Audit Quality: Pandoyo (2016) said that an auditor must have good knowledge, expertise and quality personally in his field. Competence is an auditor's expertise gained from knowledge and training. Lee and Stone (1995) and Watkins et al. (2004) argued that competence have a significant relationship on the audit quality. The results by Zahmatkesh & Rezazadeh, (2017), Pandoyo

(2016), Sari & Lestari (2018), Shintya, Nuryatno & Oktaviani (2016), Kertarajasa, Marwa & Wahyudi (2019), Bouhawia, Irianto, & Baridwan (2015), Halim et al. (2014) found that auditor competence has significantly influence on audit quality. Every auditor must meet certain necessities to turn into an expert auditor. Auditors must be sued for ability to discover abnormalities that happen with the goal that high improve the nature of reviews delivered by the auditor (Kertarajasa et al., 2019). Based on the foregoing presumptions, the following hypothesis is stated:
H2: There is a positive relationship between auditor competence and the audit quality.

Effect of Integrity on Audit Quality: According to Parasayu & Rohman (2014), integrity is a quality that can increase trust and as a guide for audit members to test decisions on their audit work in accordance with ethical standards. Integrity is a factor that effect on audit quality. The research by Ningsih & Kiswanto (2019), Bouhawia et al. (2015), Himawati, Mulatsih & Putri (2017), Parasayu & Rohman (2014), Kertarajasa, Marwa & Wahyudi (2019) and Hikmayah & Aswar (2019) had provided evidence to prove that there is a positive relationship between integrity and audit quality. Auditors perform audit tasks by upholding the value of integrity, and then the audit results will be of high quality. Integrity requires the auditor to carry out his audit duties by upholding the principle of honesty, not violating the principle of the agreed audit object boundaries and can defeat personal interests. Based on the above deduction, the below hypothesis is postulated:
H3: There is a positive relationship between integrity and the audit quality.

Effect of Professional Commitment on Audit Quality: Professional commitment is an important factor that influences the behavior of auditors when facing ethical problems in conflict situations during an assignment. Commitment is needed in every profession to fulfill the need for public and stakeholder confidence in the quality of services provided by a profession (in this case as the government internal auditor (Ningsih & Kiswanto, 2019). If this is achieved, then the audit quality produced by the auditor. This will be good and considered normal for users of financial statements. Based on the above presumptions, the below hypothesis is formulated:
H4: There is a positive relationship between professional commitment and the audit quality.

Figure 1: Research Framework



3. Proposed Method

This study recommends that method would be appropriate to test the proposed conceptual framework for empirical study in which data could be collected from the target respondents mostly those FDSA employees from the auditor. This is because these auditors' staff is responsible for the audit quality in the province in Indonesia. There are 333 FDSA auditors across the Java Provinces which is Province of Jakarta, Jawa Barat, Jawa Tengah, Jawa Timur and Banten. Each of five categories and their corresponding numbers are presented on table 1.

Table 1: List of Java Provinces

Java Provinces	Number of BPKP
Province of Jakarta	80
Province of Jawa Barat	80
Province of Jawa Tengah	60
Province of Jawa Timur	61
Province of Banten	52
Total Number of BPKP Auditors	**333**

4. Conclusion

The conceptual paper in this study aims to investigate the factors that influence audit quality in the government's internal audit, especially in the Financial and Development Supervisory Agency (FDSA) of Java Island Province. This is important because users of the audit reports conducted by government internal oversight apparatus (GIOA) need authoritative, precise and regular supervisory mechanical apparatus in completing the obligations and functions of internal auditors in government regarding with the government internal oversight apparatus code of ethics and government internal oversight apparatus audit standards. In addition, government internal oversight apparatus also aims to ensure public accountability by the central / regional government and Local Owned Enterprises (BUMN) / State Owned Enterprises (BUMD). Factors that influence audit quality are measured by 66 statements. This study finding are expected to make a significant contribution to the auditor, especially the Java Island Provincial Representative of the Financial and Development Supervisory Agency who is expected to improve ethical principles in accordance with government internal oversight apparatus standards in carrying out audit assignments and the auditor must also be responsible for any audit assignments performed by government internal auditors so that auditors still get public trust. Overall, the results of the conceptual papers in this study must also provide useful insights for FDSA auditors of Java Island Province Representatives and support the call for continued research in this exciting and unexplored area.

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The Mediation Role of Career Adaptability between Career Commitment and Career Motivation: An Empirical Investigation

*Hast Haval M.Najib, Abdulqadir Rahomee Ahmed Aljanabi
Department of Public Relations and Marketing, Sulaimani Polytechnic University, Sulaymaniyah, Iraq
hasthm.tca8relations@spu.edu.iq, janabi76@gmail.com

Abstract: This study investigates the nexus between career commitment, adaptability and motivation, and the mediation role of career adaptability on the relationships between career commitment and motivation. Data were collected randomly from marketers working in the telecommunication sector in the Kurdistan region of Iraq through online questionnaires. There were 121 out of 285 forms received and analyzed using the structural equation modeling approach. The findings indicate that both career commitment and adaptability have direct effects on career motivation. Furthermore, a mediation effect of career adaptability was identified in the relationship between career commitment and motivation. The findings of the study contribute to the career motivation literature by investigating the effects of individual factors, namely career commitment and career adaptability, on career motivation in the context of developing countries. The study also points out the compound effect of these factors on career motivation.

Keywords: *Career motivation; career commitment; career adaptability; structural equation modeling.*

1. Introduction

Career motivation (CM) reflects a dynamic and changeable concept in demonstrating persons' attitudes in endeavors to achieve self-development and progression (Fang, Zhang, Mei, Chai, & Fan, 2018). A wealth of research suggests that CM is not arbitrary, but rather a sequence of career ambition and professional development (Amin, Arshad, & Ghani, 2017; Day & Allen, 2004). Scholarly works have recently built new models to understand the factors that influence CM and its changeable nature. However, most of these empirical works relied on key organizational factors such as promotion policies and salary structure (Hennekam, 2015). The insufficient understanding of individual factors has been a substantial problem in comprehending the dynamic nature of CM (Haibo, Xiaoyu, Xiaoming, & Zhijin, 2018; Ito & Brotheridge, 2005). This study assumes that CM might be more subject to individual beliefs, feelings, and adjustment ability to career-related changes. Studies based on career theory support the idea that both career commitment (CCMT) and adaptability play a significant role in enhancing CM (Hennekam, 2015; Kim & Kim, 2018; Meyer & Parfyonova, 2010; Srikanth & Israel, 2012). Amin et al. (2017) confirmed that the employees with high level of CCMT possess positive attitudes toward their jobs and achieve more career motivation. Affum-Osei et al. (2020) reported that career adaptability (CA) linked with many implicational outcomes that may increase CM. An important role of CCMT is to provide an individual incentive for faster and greater adaptability for career-related changes.

The effective integration of CCMT and CA will allow individuals to improve the attitudes and talents needed to manage their career successfully (Jiang, Hu, & Wang, 2018; Kim & Kim, 2018). In this regards, previous studies indicate that the association between CCMT and motivation may be affected by other factors that may increase the effect of the CCMT significantly (Kim & Kim, 2018; Zacher, Ambiel, & Noronha, 2015). According to the World Bank statistics, the unemployment rate has significantly increased in Iraq since 2015 (World Bank, 2017) and the Kurdistan region of Iraq (KRI) especially has the lowest labor force participation in the world. Therefore, the KRI has undertaken a huge process of enterprise privatization to deal with the problem of unemployment (Aljanabi & Noor, 2015). In addition, the unstable environmental context (Aljanabi, Hamasaleh, & Noor, 2019) has significantly impacted the individuals' commitment and influenced the turnover levels in the market, which weakened the ability of individuals to adapt to their new careers (World Bank, 2017). This study contributes to the literature by investigating the role of CCMT and CA in predicting CM. According to our knowledge, no model so far has examined the effect of CCMT and CA on CM within this investigated sample and even studies on CM for marketers as a professional group is scarce (Duffy & Blustein, 2005; Fang et al., 2018; Kim & Kim, 2018; Meyer & Parfyonova, 2010). Moreover, studying CM without the inclusion of the compound effect between CM and CA can restrict the results in two folds: (a) excluding the compound effect limits the generalizability of theories and results, and (b) from a practical viewpoint.

Because the interaction between individuals' beliefs, feelings and their dynamic ability to adapt to their career-related changes have repercussions that need to be addressed. In light of the above, the objectives of this study are to analyze:

- The influence of career commitment on career motivation,
- The influence of career adaptability on career motivation, and
- The mediation role of career adaptability on the relationships between career commitment and motivation.

In the Following Sections, this Study First Introduces the Theoretical Explanation of the Three Research Variables: CM, CCMT and CA, and hypotheses that are derived from the theoretical discussion, followed by the method of the study. Then, empirical testing results are reported with a discussion. Finally, implications and suggestions for future research will be presented.

2. Theoretical Background

Career Motivation: Career is generally considered as a lifelong implication of an employee's role-related skills and knowledge (Day & Allen, 2004; Greller, 2006), and a range of professions organized in the course of person's lifetime (Meyer & Parfyonova, 2010). As more organizations strive to achieve high performance, they search for different approaches to help them to predict CM so as to be able to recruit more competent employees (Aljanabi & Kumar, 2013; Wayne, Liden, Kraimer, & Graf, 1999). In this context, CM can be regarded as an unstable notion to demonstrate an employee's steps toward personal development and self-achievements (Fang et al., 2018; Haibo et al., 2018; Said et al., 2015). Given the significance of career for both organizations and employees, a need for investigating the factors, which can have an impact on CM, is indispensable (Srikanth & Israel, 2012; Wayne et al., 1999). Practical research refers to various issues which are linked to CM. The main factors which research usually depends on are the range of promotions, salary rises, or even evaluation scales which career needs are satisfied with. The career theory takes other interpretations into consideration, showing that they are not only related to organizational factors, but to the individuals themselves as well (Arthur, Khapova, & Wilderom, 2005; Hennekam, 2015).

Based on the current trends on careers, CM gained a significant stand due to the results of individual's career experiences (Day & Allen, 2004; De-Vos & Soens, 2008; Wayne et al., 1999). However, scholars have highlighted three dimensions of CM; namely career resilience, career identity and career insight (Said et al., 2015). Career resilience refers to an individual's capability to cope with unstable situations, even if the context is not cooperative or disturbing (Day & Allen, 2004). Organizations that provide a supportive environment for high performance and powerful methods for accomplishments contribute in strengthening their employees' career resilience (Aljanabi, Noor, & Kumar, 2014). Moreover, it is obvious that resilience engages gearing the negative consequences of stressful events into positive ones. Hence, career resilience can robustly be influenced by internal motivations like positive self-esteem, self-control, and a desire to seek out purpose in life in spite of challenges and undesirable events (Despina, Argyropoulou, Drosos, Kaliris, & Mikedaki, 2015; Heslev, 2005). The second dimension is career identity which represents the trend of motivation (Bridgstock, 2009; Despina et al., 2015). It improves through career preparation practices.

Organizations possess a vital role in career identity by offering real chances for personal development and progression (Praskova, Creed, & Hood, 2015; Quigley & Tymon, 2006). It is no doubt that career identity causes impacts on career decisions and manners (Alnıaçık, Alnıaçık, Akçin, & Erat, 2012). For instance, planning and decision making are affected by individual factors. Hence, career identity can impact a person's total career development and well-being (Praskova et al., 2015; Srikanth & Israel, 2012). The last dimension is career insight which refers to the capability of being subjective regarding someone and his or her career and to have certain perceptions to utilize in developing goals. It is composed of having clear career goals and understanding the positive and negative sides. Career insight contains a framework for goal setting, path goal framework, chances for change, and visibility of organizational procedures (Day & Allen, 2004). Employees who have maximum scores on career insight are more likely to be involved in exercises like searching for potential career changes, collecting data on career chances and setting smart goals and practical plans, comprehending personal strengths and weakness, interests and degree of career satisfaction (Alnıaçık et al., 2012; Amin et al., 2017).

Career Commitment: CCMT refers to the employee's conscious, beliefs, and adaptation of organizational goals and values belonging to a certain organization and its leadership (Blau, 1985; Srikanth & Israel, 2012). CCMT has been regarded as a person's belief and acceptance of certain values of his or her selected profession and willingness to protect membership in related occupations (Yahya & Tan, 2015). It is recognized by a great sense of realization and vital engagement in an employee's career objectives (Alnıaçık et al., 2012; Amin et al., 2017). CCMT is among the profiles of skillful employees, it has been indicated to affect motivation in multiple ways. For example, research carried out in the hazelnut industry revealed that commitment and CM are importantly associated (Meyer & Parfyonova, 2010). However, the commitment to a person's goals is not the same as an organization's goal; commitment in one's career may cause recruitment to different organizations. This means an employee may be committed to his/her career only or to his/her organization or committed to both or neither of them (Srikanth & Israel, 2012). Scholars highlighted three concepts of CCMT, namely affective, continuance and normative commitment. Affective commitment relates to the impact of CCMT on a persons' career dependent on their passion to stay in the same job (Amin et al., 2017; Srikanth & Israel, 2012).

Encouraging employees to have a passionate commitment to engage themselves in the organization and to it goals and values create an emotional connection to the organization and its organization membership (Mccallum, Forret, & Wolff, 2014). Continuance commitment is regarded as a desire to stay in an organization due to personal investment in the shape of untransformed investments. For instance, working closely with co-workers, retirement investments, gained job talents, period of employment in an organization, involvement in the society in which the employer is secured, and other benefits that causes loss of costs for one to leave and search for recruitment elsewhere (Jiaxi, Qing, Danmin, Xiaofei, & Jiaxi, 2014; Umoh & Amah, 2018). Normative commitment is defined as employees sense of mandatory offers of assistance to stay at their organizations (Meyer & Parfyonova, 2010; Sheard, 2009). A person's orientations and behaviors such as ethical duty, and a person's necessity to respond resulted from achieved benefits such as a sense of appreciation (Mccallum et al., 2014; Wang, Weng, McElroy, Ashkanasy, & Lievens, 2014). Individuals with the maximum level of normative commitment feel that they have to stay within the organization. Normative commitment is influenced substantially by socialization and/or culture prior to access into an organization (Weibo, Kaur, & Jun, 2010).

Career Adaptability: The unexpected changes in work environments and the constant introduction of modern technologies have created the necessity for updated and various career talents that will efficiently administer them (Ebenehi, Rashid, & Bakar, 2016; Ginevra et al., 2018). The nature of this unstable career structure is in response to the internationalization of labor markets and economics, and the competition among employers. Thus, the necessity for CA from the workforce represents an indispensable factor for the success of any profession (Fawehinmi & Yahya, 2018; Haibo et al., 2018; Savickas & Porfeli, 2012). CA relates to the psychological ability that help employees to adapt with present and expected vocational development tasks (Jiang et al., 2018), and it can enhance employee's adjustment to profession-related changes and effective progression across the profession time (Haibo et al., 2018; Koen, Klehe, Van Vianen, Zikic, & Nauta, 2010; Savickas & Porfeli, 2012). However, researchers have focused on four dimensions of CA including career concern, career control, career curiosity and career confidence. Career concern refers to the concern of employees who have strong attention to their careers and are aware of the modifications.

That may happen in the future and, thus, take the necessary steps on the way of meeting their profession-related goals. Hence, an employee's expectations of the future improves an individual's capability to plan, which is based on the number of useful consequences (Autin, Douglass, Duffy, England, & Allan, 2017; Avram, Burtaverde, & Zanfirescu, 2019; Hirschi, Herrmann, & Keller, 2015; Koen et al., 2010). The second dimension is career control which refers to self-regulatory elements that helps individuals to become responsible for the course of events to reach the desired results depending on self-discipline and continuous efforts (Affum-Osei et al., 2020). The third dimension is career curiosity which refers to the ability of exploration of personal opportunities and exploitation of this knowledge in reaching an individual's career-related goals (Affum-Osei et al., 2020; Ebenehi et al., 2016; Ginevra et al., 2018). The last dimension is career confidence which refers to individuals' trust in their abilities to deal with career-related problems in a successful manner. Thus, individuals with strong self-reliance tend to show more determination to overcome difficulties (Despina et al., 2015; Jiang et al., 2018).

Research Framework and Hypothesis Development

CCMT and CM: Individuals may stay in their careers as a result of success in their professional life. Within this context, many studies indicated that CCMT plays a crucial role and is the main factor which influences CM (Duffy & Blustein, 2005; Haibo et al., 2018). Alnıaçık et al. (2012) presented real examples that CCMT projected CM. They concentrated on employees, who demonstrated commitment to their careers, as having to practice strong subjective CM. For instance, alignment of employee's value to one's career, sense of identity with one's career, and positive feelings compared to those with less commitment. Amin et al. (2017) stated that the higher degree of CCMT possessed by employees, the more positive the attitude towards their work, which in turn impacts CM. Alnıaçık et al. (2012) proves that highly committed employees wish to stay within the organization and to work seriously regarding their careers' goals. Yahya & Tan (2015) assured that individuals who are dedicated to their careers can undoubtedly set high career objectives for themselves and make every effort, also going on to achieve these goals even during the obstacles and hard times. Following the above argument, this study hypothesizes that:
Hypothesis 1. CCMT is positively related with CM.

CCMT and CA: Organizations exert strenuous efforts in retaining employees who are willing to work and become adaptable and committed to organizational goals (Ito & Brotheridge, 2005; Zacher et al., 2015) Employees who have high CCMT will have high motivation to complete their work, more adaptability to potential problems, and help their organizations to be successful (Day & Allen, 2004). High levels of CCMT enable individuals to cope with future changes, hence, those individuals have more possibility of success in their prospect careers in their organizations (Haibo et al., 2018). Previous studies have considered CCMT as an important catalyst for CA. Obviously, individuals with very low CCMT would hardly expend sufficient effort or set high objectives at work (Jiaxi et al., 2014). Ito & Brotheridge (2005) reported that administrating CCMT and CA is uneasy procedure, since practices are consistent with high engagement within the organizations. Kim & Kim (2018) mentioned that employees who have high level of CCMT would be more adaptable to the organization's circumstances that they belong to. Thus, this study hypothesizes the following:
Hypothesis 2. CCMT is positively related with CA.

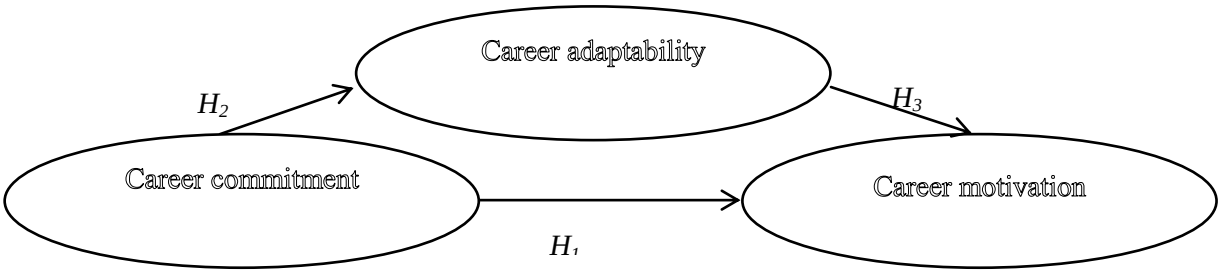
CA and CM: Individuals who are able to sort out unexpected issues offered by vocational duties might accomplish competitive benefits more than their counterparts at work. Thus, CA in the shape of proficiencies collected via learning and experiences is mainly appreciated in the labor market that enhance CM (Avram et al., 2019; Haibo et al., 2018; Hirschi et al., 2015). Studies found that CA is linked to the range of useful findings which may maximize CM transformation and exploitation of new information (Affum-Osei et al., 2020; Aljanabi, 2018; Zacher et al., 2015). Koen et al. (2010) mentioned that CA consists of an employee's capicity to encounter, follow, or admit modifying career roles and to effectively manage career transitions. Fawehinmi & Yahya (2018) affirmed that CA reflects a diverse array of manners, attitudes and proficiencies assisting in the preventive adaptation to changing work circumstances which leads to CM. Ohme & Zacher (2015) offered evidence that CA is a significant competency for employees to positively administer the competing work demands that happen within their career. Avram et al. (2019) recommended that career adaptability includes a structure of reference which contains career motivation. Jianga et al. (2018) demonstrates that CA concerns an individual's belief in their capacities to succeed in their career. Hence, this study hypothesizes the following:
Hypothesis 3. CA is positively related with CM.

The Mediation Role of CA: A previous study argued that organizations have a greater reliance on committed employees to reach their goals, whereas employees who have more adaptability are more motivated to achieve their career goals successfully (Day & Allen, 2004; Ito & Brotheridge, 2005). Attributes such as career attention, self-regulation and more importantly the ability of dealing with career-related problems; make CA one of the most important characteristics that help committed employees to be motivated (Autin et al., 2017; Avram et al., 2019). Accordingly, these attributes could be used to increase employees' engagement with organizational goals and contribute to their CM (Wayne et al., 1999; Yahya & Tan, 2015). However, simply depending on employees' commitment is insufficient; an organization must also provide the supportive environment that helps those employees to adapt to their career related changes (Aljanabi et al., 2014). Evidence has shown that employees who are dedicated and adaptable to their careers should also achieve

more CM than those who are undedicated and unadaptable. Dedicated and adaptable employees shall be prepared to make important investments in their careers (Alnıaçık et al., 2012; Yahya & Tan, 2015).

In this regard Amin et al. (2017) argued that employees who are more committed to their careers allocates more time to develop their capabilities to adapt to their career's circumstances. Koen et al. (2010) reported that CA is an effective tool that enables employees to meet and cope with their career changes and deal with career transitions successfully. Similarly, other researchers have underlined CA as a crucial mechanism that improves employees' adjustments to career-related changes and contributes to their CM (Fang et al., 2018; Meyer & Parfyonova, 2010). Thus, this study argues that the mere commitment to a certain career is not enough; employees need to possess the required adaptability and should be provided the supportive environment to augment the benefits of those individual characteristics to achieve their careers successfully. Hence, the current study postulates the following:
Hypothesis 4. CA mediates the relationship between CCMT and CM. In light of the discussion above, the theoretical framework Figure 1 depicts how CCMT and CA influence the CM.

Figure 1: Research Framework



3. Research Methodology

Sampling and Data Collection: An online questionnaire was carried out to collect data from employees working in the communication sector in the KRI. The survey was implemented from the beginning of Nov 2019 to the end of March 2020. The data has been gathered from five companies namely, ASIA CELL, KORAK, IQ Online, Kurdtel, and Gorannet, within the three cities of Erbil, Duhok, and Sulaimany. The targeted population of this research contains marketing employees. They are: marketing, media marketing, selling and IT. The total number of employees is 1041. This study has been conducted in a relatively newly established sector (i.e. communication sector) on a professional group (i.e. marketers) context. Random sampling technique has been used in this research. According to Krejcie & Morgan(1970) and in the light of the targeted population, it is acceptable to opt a minimum sample of 285 employees from the entire targeted population. Therefore, emails have been sent to 285 employees who work in the marketing field within the studied companies. Finally, the complete number of gathered and useful questionnaires was 121, which consisted of a 42.5 percent response rate. Non-response bias also was analyzed by the t-test method (Armstrong & Overton, 1977) the findings indicate non-significant differences between the early and late participants' groups.

Questionnaire Development: The examined variables have been measured utilizing a seven-point Likert-type scale, ranging from 1 which was assigned for "strongly disagree" to 7 for "strongly agree." The content validity was carried out by revising career literature, along with the consultation of academicians in the career development area. CM has been measured using 21-item scale which has been adapted from Day and Allen (2004) that assesses career motivation. The scale focuses specifically on assessing career insight, career resilience, and career identity. Whereas, CCMT was measured via 8-item scale adapted from Blau (1985). Finally, CA scale comprises 24 items adapted from Savickas and Porfeli (2012). CA scale highlights specifically on evaluating career concern, control, curiosity, and confidence.

Statistical Analysis: Partial least squares structural equation modeling (PLS-SEM) method (Hair, Hult, Ringle, & Sarstedt, 2014) was utilized to examine the employed measure and the structural relationships between the investigated variables, to analyze the collected data, Smart-PLS version 3.2.9 (Ringle, Wende, & Becker, 2015) utilized.

Measurement Model: In this step, the construct validity and credibility of the measures is assessed. Initially, the convergent validity is assessed to verify the extent to which the items of each constructs are correlated. To do so, the loadings for included items should be more than 0.70. As illustrated in Tables 1, 2 and Figure 2, all loadings were more than this value. However, some items have low factor loadings, namely career insight (CI6, and CI7), and career identity (CI7), accordingly excluded from the analysis. In addition, construct validity, composite reliability (C.R), and average variance extracted (AVE) have been assessed as well. According to the related literature, 0.70 represents undeniable proof of reliability and 0.80 or more than that offers typical evidence (Hair, Ringle, & Sarstedt, 2011). As shown in Tables 1 and 2, the investigated variables in the measurement model manifest a Cronbach's alpha of 0.869 or higher, and C.R of 0.905 or higher. AVE has been examined as another indicator of the construct credibility as suggested by ((Hair et al., 2014). The acceptance threshold of AVE value is 0.5. Tables 1 and 2 demonstrate that entire constructs meet this threshold. Thus, our assessments of loadings, Cronbach's alpha, C.R, and AVE shows that convergent validity and reliability have been set up in satisfactory manner. Moreover, discriminant validity has been assessed as suggested by Fornell & Larcker (1981) and illustrated in Table 3. The results indicate that the measurement model has met the discriminant validity conditions.

4. Results

Table 1: Convergent Validity Analysis for Depended Variable

Constructs	Items	Loading	Cronbach's α	C.R	AVE
Career insight	CI1	0.842	0.869	0.905	0.656
	CI2	0.821			
	CI3	0.810			
	CI4	0.813			
	CI5	0.763			
Career identity	CID1	0.924	0.899	0.923	0.668
	CID2	0.774			
	CID3	0.875			
	CID4	0.773			
	CID5	0.805	0.873	0.902	0.568
	CID6	0.737			
Career resilience	CR1	0.727	0.911	0.928	0.619
	CR2	0.725			
	CR3	0.826			
	CR4	0.796			
	CR5	0.718			
	CR6	0.751			
	CR7	0.724			

Table 2: Convergent Validity Analysis for Independent Variables

Constructs	Items	Loading	Cronbach's α	C.R	AVE
Career commitment	CCMT1	0.858	0.911	0.928	0.619
	CCMT2	0.795			
	CCMT3	0.723			
	CCMT4	0.788			
	CCMT5	0.754			

	CCMT6	0.890			
	CCMT7	0.715			
	CCMT8	0.753			
Career concern	CC1	0.808	0.900	0.923	0.668
	CC2	0.938			
	CC3	0.800			
	CC4	0.776			
	CC5	0.809			
	CC6	0.763			
Career confidence	CCO1	0.800	0.887	0.914	0.639
	CCO2	0.846			
	CCO3	0.764			
	CCO4	0.743			
	CCO5	0.778			
	CCO6	0.860			
Career control	CCT1	0.722	0.895	0.921	0.661
	CCT2	0.752			
	CCT3	0.913			
	CCT4	0.871			
	CCT5	0.882			
	CCT6	0.716			
Career curiosity	CCU1	0.721	0.891	0.917	0.649
	CCU2	0.792			
	CCU3	0.802			
	CCU4	0.841			
	CCU5	0.885			
	CCU6	0.783			

Figure 2: Measurement Model

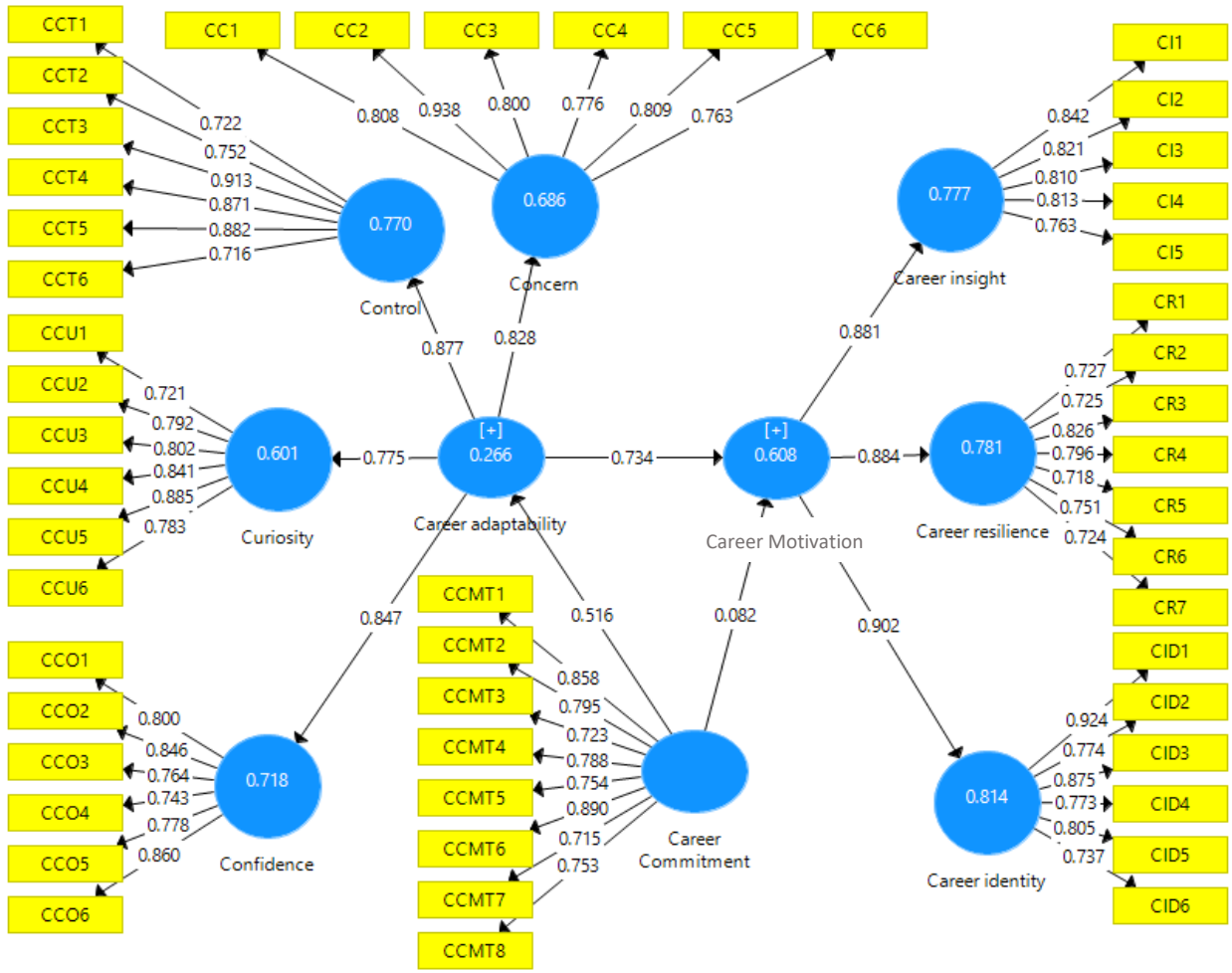


Table 3: Discriminant Validity

Items	1	2	3	4	5	6	7	8
1.Career commitment	0.787							
2.Career identity	0.391	0.817						
3.Career insight	0.457	0.712	0.810					
4.Career resilience	0.385	0.677	0.670	0.753				
5.Career concern	0.428	0.552	0.744	0.565	0.818			
6.Career confidence	0.437	0.558	0.620	0.602	0.585	0.800		
7.Career control	0.441	0.576	0.664	0.475	0.653	0.683	0.813	
8.Career curiosity	0.412	0.512	0.547	0.487	0.503	0.548	0.567	0.806

Verifying Second-Order Constructs: Second-order latent variables, namely, the CM and CA constructs were modelled utilizing repeated-indicators method. As illustrated in Table 4, both constructs were completely represented through their first-order constructs (Hair et al., 2014).

Table 4: Establishment of Second-Order Constructs

Second-order variable	First-order construct	Path Coefficient	SE	t-value	p-Value	R^2
Career motivation	Career identity	0.902***	0.011	78.613	0.000	0.814
	Career insight	0.881***	0.014	62.264	0.000	0.777
	Career resilience	0.884***	0.018	47.982	0.000	0.781
Career adaptability	Career concern	0.828***	0.029	28.171	0.000	0.686
	Career confidence	0.847***	0.028	30.504	0.000	0.718
	Career control	0.877***	0.021	42.128	0.000	0.770
	Career curiosity	0.775***	0.029	26.637	0.000	0.601

Note:***:p<0.001

Structural Model: In this step, path coefficients and their significance are investigated. First, the bootstrapping approach was utilized to calculate t-values for each path. As illustrated in Table 5 and Figure 3, the findings demonstrate that all proposed paths in the model have significant values. The findings indicate the positive and significant influence of CM on CCMT (β=0.082, t=1.974, p<0.05). These values support H1 in the current study. This result is consistent with Alnıaçık et al. (2012) and Yahya & Tan (2015) who directly linked CCMT with CM by constantly developing new career goals and working hard to achieve them. The nexus between CCMT and CA reveals significant influence (β=0.516, t=11.071, p<0.001) providing evidence to support H2. This result is consistent with Kim & Kim (2018) who mentioned that high level of CCMT would increase employees' adaptability to the organization's circumstances that they belong to. Similarly, the findings confirm that CA positively and significantly influences CM (β=0.734, t=17.470, p<0.001) showing evidence to support H3. This result is consistent with Avram et al. (2019) who assert that career adapitability plays an essential role in reaching career motivation.

Our finding is also linked to experimental studies of Amin et al. (2017) which showed that creating new ways for CCMT is a crucial mission for the organizations which is required for them to survive and compete in the future. Furthermore, the study examined the mediating role of CA in the nexus between CCMT and CM to assess the indirect effect of CCMT on CM, while the bootstrapping method was utilized and the result shows enough evidence to support the mediating effect of CA (β=0.378, t=9.152, p<0.001). Furthermore, the variance accounted for (VAF) formula was utilized to evaluate the volume of indirect effect as recommended by Hair et al. (2014). The equation below explains how to compute the VAF:

$$VAF = \frac{(\text{path a} \times \text{path b})}{(\text{path a} \times \text{path b} + \text{path C}')} \quad (1)$$

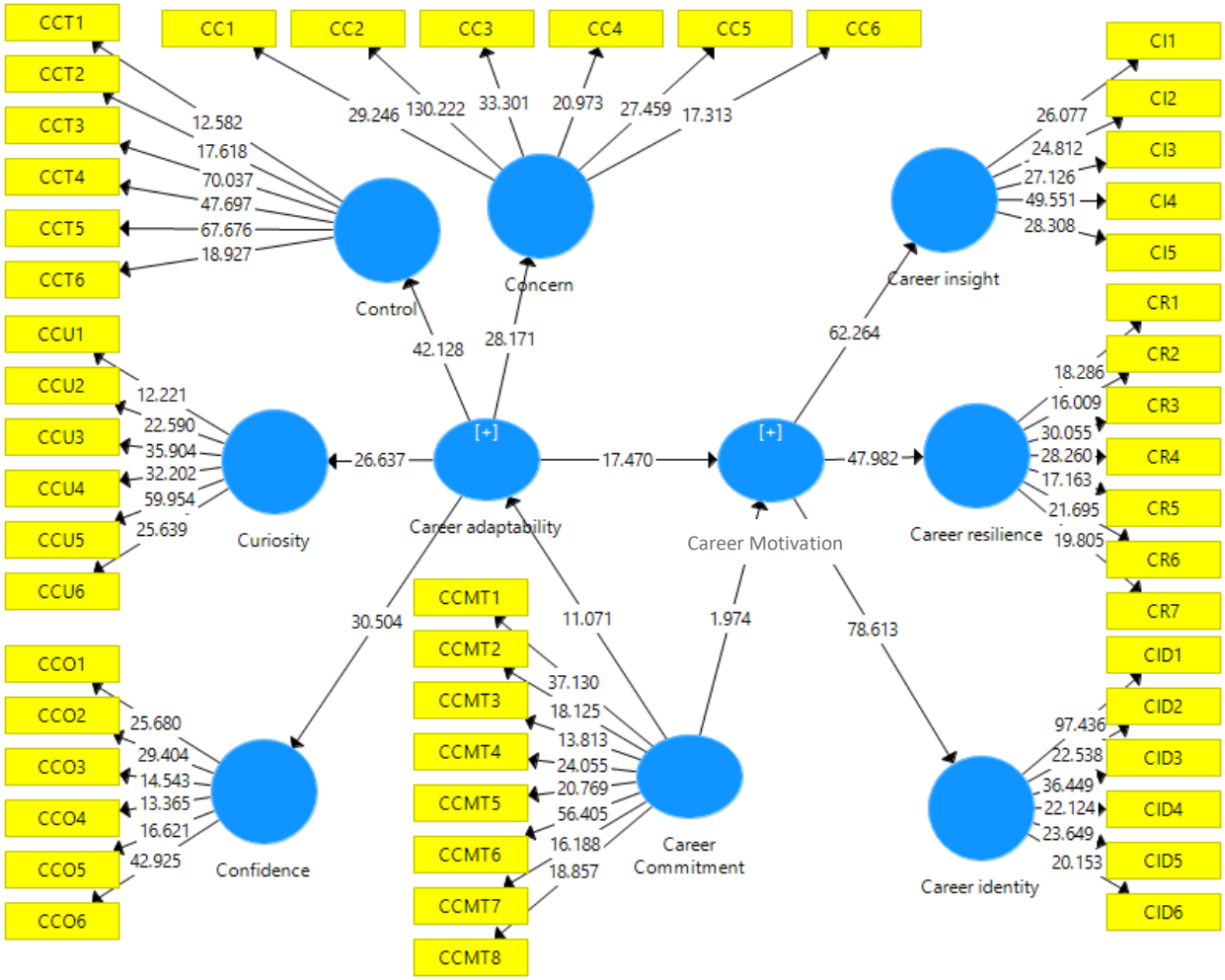
Consequently, the value of VAF is 0.82, which is labeled as a full mediation relationship (Hair et al., 2014). This result supports H4. This result is consistent with previous evidence that shows employees who are dedicated and adaptable to their careers achieve more CM than those who are undedicated and unadaptable (Alnıaçık et al., 2012; Yahya & Tan, 2015).

Table 5: Results of Hypothesis Testing

Hypo. No.	Hypothesis Statement	Path Coefficient	SE	t-value	p-value	Decision
H_1	CCMT → CM	0.082*	0.042	1.974	0.049	Supported
H_2	CCMT→ CA	0.516***	0.047	11.071	0.000	Supported
H_3	CA→ CM	0.734***	0.042	17.470	0.000	Supported
H_4	CCMT → CA→CM	0.378***	0.041	9.152	0.000	Supported

Notes:*p<0.05; ***p<0.001

Figure 3: Structural Model



5. Discussion and Theoretical Implications

This study attempts to examine the potential effects of CCMT and adaptability on CM among a sample of marketers in the communication field. It is clear that both CCMT and adaptability were positively and significantly affecting CM. Furthermore, there is also evidence that the effect of CCMT increase through CA which serves as a mediation between CCMT and career motivation. The first finding of this study suggests that CCMT among marketers is an essential requirement for attaining CM. However, the previous studies have highlighted a series of individual (Welbourne & Schlachter, 2019) and organizational predictors (Aljanabi et al., 2014; Wang et al., 2014). There is scarce research on examining how individual's commitment influences CM. The current study answers this gap and the findings show that CCMT plays a significant role in CM. More importantly, the current results highlight that in order for the employers to increase their employees' CM the supportive environment for CCMT should be available.

In addition, according to role theory there should be a need for various roles instantly which will influence individual's successes in achieving their multiple role responsibilities (Amin et al., 2017). This investigation shows the importance of individual employee's beliefs, senses, and agreement of organizational goals and values as dispositions to improve their career ladder in the organization to enhance CM (Blau, 1985; Srikanth & Israel, 2012). It is the individual's commitment which impacts their CM and ultimately assists them to discover their own characteristics and future career opportunities. The second finding of the current study shows evidence supporting the arguments of Haibo et al. (2018) which found that highly committed employees are more enthusiastic about their careers and that they earnestly seek to develop their future

careers. This result calls for scholars and professional to realize how to develop individuals' commitment in terms of beliefs and attitudes to improve their CA. The third finding of this study contributes through highlighting the role of individual CA which leads individuals to make room for ongoing adjustments in order to react to or fit into career related-changes (Ebenehi et al., 2016).

That is, individual adaptability influences their career motivation, which enables individuals to explore their own characteristics and future career opportunities. Our argument is also consistent with experiential studies of Haibo et al. (2018) who found that CA is positively correlated with CM. Moreover, this study is also consistent with Molly & Michael (2020) who explored the influence of skill improvement achieved through training and duties and responsibilities carried out by employees which allowed them to be effective and contributed to their commitment. Finally, the results show an indirect path through which CCMT can positively enhance individuals' CM. Specifically, CCMT indirectly influences individuals' CM by influencing CA. Therefore, CA is a mediator through which CCMT improves individuals' CM. This finding supports the suggestion in the literature of an indirect influence of CCMT on individuals' CM through CA (Alnıaçık et al., 2012; Yahya & Tan, 2015) and confirms that the extent to which employers may rely on their employees' commitments to enhance their CM is influenced by those individuals' adaptability for career-related changes.

Managerial Implication: For managers, the findings provide crucial information regarding the implications of various individual factors on employee's success in their careers. Such information allows managers to increase their employees' motivation by cultivating CCMT as a progression through a sequence of activities, in order to motivate and keep them for the longest period. As more organizations care about CA, the present findings reveal how employees can be allocated to meet the organization's goals. Organizations need to realize the pivotal role of CA as a source for the organizations to make developments especially for managers in the initial steps of their careers. Therefore, involving employees in specialized training courses may enhance their adaptability to their careers and help them to exchange more information and build new relationships. Managers should also provide opportunities for the adaptable and committed employees in order to increase their motivation. Finally, managers should be made aware of the compound effect of CCMT and adaptability. This is to say, managers must find effective ways to enhance individuals' commitment (e.g., involve them in decision making process, reward and promote for higher positions), this in turn results in better adaptability to new circumstances.

Limitations and Directions for Future Researches

There are several limitations in the current study requiring consideration by future studies. First, the sample of this study is marketers. The generalization of its findings is relevant only in the context of the targeted population. Second, this study focused on personal factors to analyze CM, therefore including organizational factors may lead to different results. Third, future studies may reexamine the proposed model in different fields to obtain more generalizability of the model. Forth, the sample includes a group of both male and female. Thus, the study's conclusions could be different if gender was included as a moderating variable on the hypothesized relationships. Finally, to achieve more accurate outcomes with the mediating role of CA, other related variables such as cultural diversity and top management support should be considered in the proposed model.

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Performance Measurement of Local Government in Indonesia: A Conceptual Study

Lovina Eka Putri, Khoirul Aswar, Ermawati
Universitas Pembangunan Nasional Veteran Jakarta, Indonesia
oolovinaoo@gmail.com, aswar_law@yahoo.com, gema_upn@yahoo.com

Abstract: This study begins with the problem of the many Indonesia's local governments that have not been able to compile a Government Agency Performance Accountability Report or LAKIP. This is because there are still many local governments that have not been able to measure performance with applicable standards. And therefore, many local governments still get poor grades in preparing their LAKIP. This due to several factors such as the commitment of management which is still questionable, the lack resources used to measure performance and so forth. This study aims to find out how far have local government efforts are taken to measure performance according to organizational factors of local government in Indonesia specifically in Bekasi. Through the institutional theory, this study has three objectives, to find out the effects of technical knowledge, management commitment, and resources on performance measurement. Therefore, this study contributes to provide a picture for the local government in measuring performance based on organizational factors.

Keywords: *Performance measurement, Organizational factors, Institutional theory, Local government.*

1. Introduction

Performance measurement is a process of gathering, analysing, and/or reporting information about the performance of individuals, groups, organization, systems or components. Public sector Performance measurement is required to assess the success rate of public entities in achieving their public goods and services mission. According to Aswar (2019) performance is the view of the accomplishment of an operation in the fulfilment of the organization's goals, mission and vision. Performance measurement is compiled in a report called Government Agency Performance Accountability Report (LAKIP). Research conducted by Jurnali and Siti-Nabiha (2015) found that in 2009, provinces in Indonesia that scored well in the preparation of LAKIP were only 3.70% and increased to 75.75% in 2012. Whereas at the city/regency level in 2009, only 1.16% scored well and in 2012 it increased to 24.20%. The results prove that performance measurement at the city/regency level is still very low. It can happen because performance measurement still faces many obstacles in its implementation. One of the Government's attempts to promote good governance is to enforce the accountability principle. The State Administrative Agency defines accountability as an obligation to provide transparency to those who have the right or authority to keep them accountable and to justify the results and actions of a person/ legal entity/head of an organization. Accountability includes the success or the failure of the implementation of the mission of the organization concerned. Good accountability can show improved performance of government agencies and positive changes in the behaviour of employees. Improved performance of government agencies cannot be realized if there is no good management that can encourage.

The efforts of agencies to improve performance. According to Law Number 28 Year 1999 regarding the Implementation of a Clean and Corruption, Collusion and Nepotism-Free State, the government shall follow up by issuing Presidential Instruction Number 7 of 1999 on the Accountability of Government Agencies for performance. The Presidential Instruction requires every government agency, especially the high-rank officials, to take responsibility for the implementation of their main duties and function as well as the authority of the resources and policies entrusted to them based on strategic planning that has been previously formulated. In account of this, the government requires all government agencies to prepare a Government Agency Performance Accountability Report which is the final product of the Government Institution Performance Accountability System which describes the success of government performance achieved by government agencies on the implementation of programs financed by the State/Regional Budget. One of the obstacles that are often encountered in performance measurement is the difficulty of determining measurements to measure a particular program and only focuses on measuring input rather than measuring results. Performance measurement is important in order to measure success rate of an organization in achieving its goals. Relating to improving performance measurement, there are several studies that show

factors that can affect performance measurement, one of which is technical knowledge. Yang and Hsieh (2007) and Akbar, Pilcher and Perrin (2012) shows that technical knowledge had a positive significant effect on performance measurement. Another factor that can affect performance measurement is management commitment.

According to Cavalluzzo and Ittner (2004), Akbar, Pilcher and Perrin (2012) and Tzempelikos (2015), Aswar & Saidin (2018), management commitment had a significant relationship on performance measurement. And the last factor that can affect performance measurement is resources. Research conducted by Julnes and Holzer (2001), Wang and Berman (2000), Laurensius and Halim (2005) and Akbar, Pilcher and Perrin (2012) concluded that resources had a positive significant effect on performance measurement. In particular, this paper focuses on a conceptual model that will form the basis of an incoming study in investigating performance measurement with a focus on Head of Subdivision Planning of Regional Apparatus Organizations in Bekasi City. The purpose of this study is to determine the relationship between technical knowledge, management commitment, and resources on performance measurement.

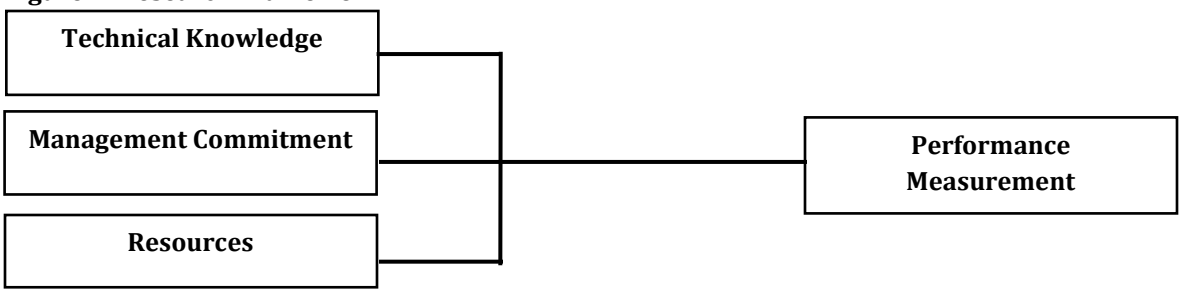
2. Literature Review and Hypothesis Development

Effects of Technical Knowledge on Local Government Performance Measurement: Technical Knowledge is needed by employees in carrying out their duties. This forces organizations to provide training and ensure that employees get the training. Therefore technical knowledge is included in mimetic isomorphism in institutional theory because of the pressure from other organization in order to compete in achieving their goals. Previous research conducted by Yang and Hsieh (2007) proved that providing technical training to the performance measurement specialists and managers (Hatry, 1999; Newcomer et al., 2002). This model shows that technical training is far more critical than effectiveness in explaining adoption. Therefore the second hypothesis proposed is:
H1: There is a positive relationship between technical knowledge and the local government performance measurement.

Effects of Management Commitment on Local Government Performance Measurement: Management commitment in institutional theory refers to normative isomorphism which indicates the pressure within the organization itself to carry out the task that has been given to each individual to achieve the goals in organization. Implementation of performance management systems in government needs improvements in the processes, staff, structure or even organizational culture. Changes like this tend to create resistance within the organization. In terms of developing and using success metrics such as organizational change, first building high-level engagement among top managers and gathering support from employees and middle managers is crucial (Fernandez & Rainey, 2006; Rainey, 2003). Furthermore, Aswar & Saidin (2018) and Aswar (2019) found that management support as key factors on the system adoption. The effectiveness of creativity in performance measurement seems to be a significant factor in in the management commitment. According to the explanation above, the next hypothesis is:
H2: There is a positive relationship between management commitment and the local government performance measurement.

Effects of Resources on Local Government Performance Measurement: In the theory of institutional resources arise from the pressure generated by the organization that must have adequate resources to achieve the goals of the organization. This is in line with institutional theory of mimetic isomorphism where this pressure arises because of the behaviour of imitating other organizations that can provide adequate resources for the organization. Resources are all things that can be used to support work processes in achieving goals. Effective and reliable implementation of each performance measurement depends on appropriate resources being available or not available (Julnes & Holzer, 2001). Furthermore, Berman and Wang (2000) shows that shows a significant and positive relationship among financial resources and the use of performance measurement. Performance measures are more often found in countries with adequate financial resources than in countries without adequate financial resources. According to the explanation, the next hypothesis is:
H3: There is a positive relationship between resources and the local government performance measurement.

Figure 1: Research Framework



This study recommends that methods would be appropriate to test the proposed conceptual framework for empirical study in which data could be collected from the target respondents mostly those Head of Subdivision Planning of Regional Organizations in Bekasi City. Because they are directly responsible for LAKIP preparation in the Indonesian Regional Government. There are 44 Head of Subdivision Planning of Regional Organization in Bekasi City. Data is presented in table 1.

Table 1: List of Regional Government Organization of Bekasi

Regional Government Organization	Number of Regional Government
Civil Service Police Unit	1
Inspectorate	1
Local Agencies	21
Regional Committee	6
Regional People's Representative Council Secretariat	1
Regional Public Hospital	1
Regional Secretariat	1
Sub-District	12
Total Number of Head Subdivision Planning	**44**

4. Conclusion

The conceptual paper in this study aims to investigate the factors that affect performance measurement, especially in the Bekasi City Government. This is important because there are still many measurements of local government performance that still have unsatisfactory outcome. In addition, local governments must maintain their accountability as public servants to maintain their credibility with the public. Factors that can affect performance measurement are measured based on 27 statements. The results of this study are expected to provide input to local governments in implementing policies, especially Government Accounting Standards and to improve efforts to measure performance of local governments in Indonesia. This research is also expected to be able to provide an illustration for the government in performance measurement based on organizational factors that are beneficial for local governments in improving the quality of their performance measurement and improving public governance and able to provide information on variables that affect the measurement of local government performance especially the Bekasi City Government region which expected to improve the quality of LAKIP in accordance with applicable regulations. Overall, the results of the conceptual papers in this study can also be used as a reference for further research.

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Employee Engagement in Multinational Diverse Organization in Difficult Terrain: A Study of Non-Family Station Organization

Clarisse Blazi[1], Olawumi D. Awolusi[2]
[1]University of Roehampton, London, UK
[2]Kampala International University, Kampala, Uganda
clarisse.blazi@roehampton-online.ac.uk, awolusi.olawumi@kiu.ac.ug

Abstract: Engagements and commitments of many expatriates are often determined by several socio-economic, demographic, cultural, environmental and organizational factors. These issues faced by employees in duty stations like United Nations Mission in Darfur (UNAMID) often have telling effects on their work. Consequently, the broad objective of this study was to assess the influence of the working environment on foreign job commitment in UNAMID. The study applied "a mixed-method research approach", utilizing both "qualitative and quantitative research" strategies, with a sample size of 100 respondents from the United Nations Peace Keeping Mission in Darfur, Northern Sudan. Specifically, questionnaires and in-depth Interview were the main instruments. Findings from the quantitative studies showed no significant relationship between employee disengagement, work terrain, job stress, communication, socio-cultural factors and expatriate's job commitment in UNAMID. While for the qualitative analysis, it was reported that there are both negative and positive effects of working in another country. The study, therefore, concludes that employee disengagement, job stress, working terrain, communication and socio-cultural factors are not associated, with expatriate's job commitment in UNAMID. It is therefore recommended that organizations should develop organizational peculiar plans and programs that would help cushion the physical and psychological effect of new working terrain on expatriates for them to be able to be effective, productive and be able to eventually achieve the ultimate goal of their deployment to the new work station.

Keyword: *Employee engagement; Multinational diverse organization; mixed research; Non-family station organization.*

1. Introduction

Employee engagement has been described as a concept that is difficult to define and succinctly explained even though it is a topic that has so much flooded articles in Human Resources and Management press in recent years. Despite many scholars and researchers giving their definition to it, there is no consensus on the definition of employee commitment (Soldati, 2007) as some researchers have described it as a concept that has many meanings depending on context (Dajani, 2015). It is worth noting that staff member comment is very important to the business and commercial success of any organization as well as in achieving whatever goal an organization has set out to achieve because engaged employees are like the backbone of an organization. As far back as the early eighteenth century, engagement of employees outside their home terrain has been in place and it continues to date. The modern economy demands employees' engagement in terrains different from that which they are used to, leading. The quantitative data were analyzed using the chi-square test, while qualitative data were analyzed using thematic analysis.

To movements of persons temporarily from their places of origin to more nations around the world (Bonache, 2005; Gupta and Gupta, 2012). With this increasing globalization of businesses and commercial activities, this movement of employees from their terrain to other places is now a general test for many employees around the world (Bhatti et al., 2012; Bonache, 2005). Moving out of one's terrain or home country could have significant effects on an individual and is not without difficulties and challenges (Bonache, 2005) especially when such an individual has a problem adjusting to the new environment (Bhatti et al., 2012). These effects in literature could range from culture shock while at the duty station or upon return (Bonache, 2005), family and social tensions, loss of status, homesickness (Hack-Polay, 2012), physical stress and psychological stress (Subramaniam, 2017). All these could affect employee productivity as research has found a significant connection between the rise employee engagement and growing of selling.

In several organizations (Merry, 2013) this expatriate adjustment has been abstracted as the extent of adjustment, experienced by the individual or the level of comfort, familiarity, and ease that the individual

feels toward the new environment (Gupta and Gupta, 2012). Such ability for an expatriate to work in a new environment depends on adaptation and adjustment in new surroundings, relatives' effect, the facility to communicate with a workmate and being open to the new community (Zainol et al., 2014). The non-family duty stations are duty stations classified by the International Civil Service Commission (ICSC) as when the United Nations Department for Safety and Security (UNDSS) decides that eligible respondents of expatriate workers are restricted from being present at the duty station for six months or longer most times (UNOPS, 2016) usually because it is too dangerous for the immediate families to stay. An employee is deemed to be engaged when he/she meets the set objectives and meets job expectations (Meyer, 2017). A staff member committed to work has operational effectiveness (Bhuvanaiah and Raya, 2015) which enable a business to increase as well as employee satisfaction. For a context like that of this current study, expatriates have their engagements and commitments to duty determined by several socio-economic, demographic, cultural, environmental and organizational factors.

These issues faced by employees in duty stations like UNAMID thereby have telling effects on their work. Studies have attempted to explore some of the factors associated with employee engagement but few have studied in the context of a duty station like UNAMID. This broad objective of the paper tested the influence of the working environment on foreign job commitment in UNAMID. The study area is characterized hostile with hotness by harsh and adverse heat during the day and extreme cold during winter. Sampled population come from countries within the equatorial zones and has not been exposed to such environmental conditions. Also, the militarization of the region provides an environment where expatriates are taken hostage qualifying the study area a difficult terrain (Haslberger & Brewster, 2009). There is a considerate difference in productivity and feeling of engagement between employees in a perfect working environment and employees working in difficult terrains as observed by (Mawritz et al., 2014). As a typical example "United Nations staff at the headquarters in New York" is not commonly exposed to threats that we face in the field missions. There is a diverse population in the workplace and there are 121 nationalities identified on the ground. The language barrier, beliefs, spiritual practices and social association which have at times negatively escalated into the unwanted scenario is a prominent feature of the study terrain.

Staff commitment is vital to the progress of a company (Subramanian, 2017), especially expatriates who are engaged in the operations of an organization in a new environment. Foreign workers are important in promoting experiential learning as well as injecting new thinking into the organization. However, adjustment and adaptation of these expatriates to a new environment could be challenging and could have negative effects on the performance of the organization. Some of the challenges expatriates' faces include stress, the tendency of less productivity, lack of motivation and feeling homesick due to separation from families, friends, and relatives leading to underperformance and operational inefficiency. Studies have shown that many human resources managers lack the needed strategies to address these challenges. Wide aspiration of the research is to test the effect of the working environment on expatriate job commitment. The working environment is defined in the context of 1. Employee disengagement; **2.** Job stress; **3.** Working terrain; **4.** Communication; and **5.** Social-cultural environment (culture, religious practices and social association). The research focuses on the "United Nations Peacekeeping Mission in Darfur", a hardship duty station where expatriate from several places is deployed. Though they earn a good salary, the place has several trials which need managers to address (Collings et al., 2011) so that they perform successfully.

This could partly be because expatriates are seen as affluent, comfortable, preferred and even mostly viewed as very important persons. The broad objective of this study was to assess the influence of the working environment on foreign job commitment in UNAMID. However, the specific objectives of the study include:

- To investigate the effect of employee disengagement on expatriates' job commitment in "United Nations Peacekeeping Mission in Darfur".
- To assess the effect of job stress on expatriates' Job commitment in "United Nations Peacekeeping mission in Darfur".
- To examine the effect of working terrain on expatriates' job commitment in "United Nations Peacekeeping Mission in Darfur".
- To investigate the influence of communication on expatriate' job commitment in "United Nations Peacekeeping Mission in Darfur".

- To examine the effect of social-cultural environment on expatriate' job commitment in "United Nations Peacekeeping mission in Darfur".

To achieve the above-stated objectives, the following questions were contrived:

- What is the influence of employee disengagement on expatriates' job commitment?
- What is the influence of job stress on expatriates' job commitment?
- What is the effect of working terrain on expatriates' job commitment?
- What is the influence of communication on expatriate' job commitment?
- What is the effect of the social-cultural environment on expatriate' job commitment?

Also, based on the above objectives, questions, and conceptual literature, the following hypotheses were tested in the quantitative segment of this study:
HO_1: there is no significant relationship between employee disengagement and expatriates' job commitment in United Nations Peacekeeping Mission in Darfur.
HO_2: there is no significant relationship between job stress and expatriates' job commitment in United Nations Peacekeeping mission in Darfur.
HO_3: there is no significant relationship between working terrain and expatriates' job commitment in United Nations Peacekeeping mission in Darfur.
HO_4: there is no significant relationship between communication and expatriate' job commitment in "United Nations Peacekeeping Mission in Darfur".
HO_5: there is no significant relationship between social-cultural environment on expatriate' work commitment in "United Nations Peacekeeping Mission in Darfur".

Studies on foreign professionals working in a hardship area are less if any although the literature on employee engagement seems to be replete (Dajani, 2015; Merry, 2013; Soldati, 2007). Due to some of the challenges that expatriates face in new environments particularly in difficult terrains including Darfur, Sudan, there is the need to explore several issues that affect their engagement, welfare, happiness, performance, commitment, and causes of stress to develop strategies to mitigate them. Employees are vital to the growth and profitability of any organization. Therefore, this study is enthusiastic about contributing to the body of knowledge regarding diverse angle such as emotional aspects to employees working in a foreign country as well as attempt to inform policies, programs, organizational strategies purposed at addressing these challenges faced by these expatriates.

2. Review of Related Literature

Conceptual and Theoretical Reviews: There has been an insufficient study on staff member commitment, which hampered the advancement and adoption of theories in the study of employee engagement. However, an extensive search of the literature reveals that one of the theories that have been used to explain employee engagement and participation in workplaces is the integrated theory of staff member commitment. In light of the integrated theory of employee engagement, the theory seeks to explain that there are different types of engagement and that job demand and incomes influence the emotional situation of the employees which in the end affect engagement. The employee engagement theory categorizes engagement into four namely; obligation engagement i.e. the responsibilities an employee perform; assignment management i.e. employees have diverse occupations at work and can have varying levels of engagement; organization engagement i.e. the employee can be approximately engaged in their organizations nevertheless of their work engagement, and team engagement i.e. employees may not fully commit in teamwork despite being highly engaged in their work. Furthermore, the level of engagement is affected by the different levels of physical conditions, job resources and demands as well as the engagement type.

Another theory that has been used to underpin most studies on employee work engagement is the job demand resources model (Remo, 2012), which postulates that the main human motivation is directed towards the maintenance and accumulations of incomes. It, however, has its origins in other theories and underlying combining high job demands with low job control can result in work stress and sickness. The key

tenets state that employees who take the decision personally to meet their job demands do not experience work stress. Furthermore, another theory that has been cited in the literature is the Kahn's theory of employee engagement which he developed in his qualitative study on the emotional situation of personal engagement and disengagement at the workplace. He found that the three psychological conditions associated with engagement or disengagement at work include meaningfulness, safety and availability. Social exchange theory (SET) argues that obligations and duties are generated through a series of interactions between parties who are in a state of reciprocal interdependence e.g. employer-employee kind of interaction. The theory points out that relationship evolves into trusting, loyal and mutual commitments as long as the parties abide by certain rules of exchange (Cropanzo and Mitchell, 2005).

Employee engagement is deemed as an essential and comes with several benefits for an organization including higher productivity, greater enthusiasm and better commitment for the greater benefit of the organization as a whole. Some of the conceptual frameworks that have been used in literature to underpin and studies on employee engagement include but not limited to; Social Exchange Theory proposed by Shah (2006:213) which states that "obligations are made through a series of interactions between parties who are in a state of reciprocal interdependence. It is give and take relationship and perceived fairness between the two parties which dictates how successful the relationship is. It was argued that the level of engagement of the employees is largely dependent upon the facilities and resources which they receive from their organization". Secondly, based on the social exchange theory, Kang (2014: 23) "has developed his conceptual model of employee engagement. According to the Kang model of employee engagement, psychological capital and perceived service climate influence the level of employee engagement in the organization".

Employee Engagement: Employees are valuable people to any organization, and with more innovative products and precise amenities. Additionally, excellent abilities are needed, especially at a time when the human resource market has become more competitive as a result of globalization. The commitment of employees to organizations highly affects their performance as well as the performance of the organization. It is, however, important to note that all these numerous sources define engagement to some degree by its outcomes and as something given by the employee which can benefit the organization. There is a consensus that engaged employees to feel a sense of attachment towards their organization, focusing not only in their role but in the organization as a whole (Robertson-Smith and Markwick, 2009). (Gallup, 2006, cited, in Robertson-Smith and Markwick, 2009) have identified three types of employees based on their level of engagement; engaged employees who work with enthusiasm and have an intense relationship with their enterprise, driving the transformation of the business toward the front. The next group is the not-engaged group, they are essentially "checked out". They are sleepwalking through their workday, putting time- but not energy or passion- into their work. Daily, these employees destabilize the job undertake by their colleagues.

Empirical Review: Expatriate and other Staff commitment at the workplace and associated factors. This section presents some of the findings on the factors that might affect the commitment level of expatriate staff at the workplace or better duty stations in line with the topic of this research. The availability of global markets provide an environment for companies to extend their borders beyond their country of origin and send expatriates to abroad affiliates, it explains the need and the importance for expatriates (Nunes et al., 2016). Expatriates face several challenges in their new place of assignment which affects the performance of their duties and organizational commitment. The last group are known as disconnected staff members who are dissatisfied when performing the job and also execute the sorrow in them. Expatriates commitment to duty is important to the achievement of the goals and objectives of their organization at the duty station. Several studies in the literature have found several factors affecting the level of commitment a staff to the duty assigned him/ her in an organization as well as how well these staffs become engaged in what the organization does, ranging from individual to the job or organizational characteristics.
Commitment to corporate social responsibility is one of the numerous factors that have also been identified in the literature as an important facilitator of employee participation and commitment to duty. When organizations demonstrate a considerable level of dedication to enhance the human being environments, is to give more sense and importance to staff, clients and partner as well, which is to inspire commitment in employees by perceiving the significance of difference that commitment makes (Levinson, 2007b). Another factor that has been found to drive employee engagement and commitment is the availability of development opportunities in their (employee) current assignment. The importance of development opportunities in

enabling engagement for development has been encouraged by many organizations (Robertson-Smith and Markwick, 2009). In another study by Melcrum, (2007), it was established that occasion for the improvement of job, training and progress, was the key element of engagement. In the same vein, (Khan and Atlaf, 2015, cited in Zainol et al., 2016) reported that outcomes of a study in Pakistan showed a positive correlation between employee engagement and training and development. According to (Tahir et al., 2014) in their study also examined the relationship between training and development, and employee's performance and productivity, the outcomes of their survey noted a significant relationship between the two variables. In a study in the United States, it was found that employees with high career aspirations needs, satisfied by the organization where they work are more likely to be better engaged and more committed to their duties in that organization (Moulik and Mazumdar, 2012).

In another study by (Rashid et al., 2011) which investigated the factors influencing employee engagement and relation of employee engagement to organizational and personal performance in the banking sector of Pakistan. Data collected from 250 employees in private commercial banks with questionnaires and analyzed using various statistical techniques showed an insignificant relationship between employee engagement and training and career development, and it can be concluded from their study that employee engagement and training and career development are not related. Pay (remuneration), reward and working hours have been cited in the literature as important for employee engagement and commitment to duty; "the importance of compensation, benefits and formal recognition in instilling employee engagement" (Melcrum, 2007). In Kenya, a study by Mokaya and Kipyegon, (2014) sought to determine the influence of remuneration package on employee engagement and it was eventually found that there exists a strong positive correlation between remuneration package and employee engagement. Also, (Mokaya and Kipyegon, 2014) concluded that of all the variables examined as determinants of employee engagement including performance management, personal development and growth, workplace recreation and remuneration package, remuneration was the highest contributor of employee engagement while workplace recreation was the lowest contributor. A further search of the literature on the importance of reward to employee commitment and performance to duty at the workplace, it was found by (Hijry and Haleem, 2017) in their study on the factors that influence employee performance in the steel factory in Saudi-Arabia, that majority of the respondents agreed that reward and compensation benefit affect the performance of employees.

In the same vein majority of the respondents agreed that salaries and perks are appreciated by employees as a veritable influence of rewards on a commitment to duty on the part of the staff of an organization (Khalid et al., 2016). Specifically, Khalid et al. (2016) study highlights factors affecting organizational commitment among bank Staff in Pakistan. The study found that the higher the organizational reward, the higher the organizational commitment, in the regression analysis, it was revealed that if the organizational reward was increased by 1%, the level of commitment will be enhanced by 2%. In a study by Dale Carnegie & Associates, they set out to study the functional and emotional elements that may affect employee engagement, their findings reveal three key drivers of employee engagement, these factors include; the relationship of the employees with immediate supervisor, belief in senior leadership and pride in working for the company. Even the employees in the study said that it is the personal; relationship with their immediate supervisor that is the key to their commitment and engagement in their duties (Carnegie, 2012). As for the supervisor, research has also found that there is a relationship between commitment and supervisor support. In a study in Pakistan, it was found that, if the organizational supports are increased by 1%, the level of staff commitment will be increased by 2% (Khalid et al., 2016). The study concluded that to enhance the commitment of employees, organizations should enhance the relevant factors.

Which include; organizational supports, organizational rewards, career development opportunities, favourable job conditions. While on the other hand from the findings of Dale Carnegie & Associates, contrary to what some other studies have found, gender, ethnicity and work status (full time/part-time) do not emerge as critical variables of employee engagement (Carnegie, 2012). Work environment and employees commitment have also received the attention of researchers, in the work of (Njenga et al., 2015), it was submitted that there was a strong relationship between work environment and employees commitment. (Nunes et al., 2016) in a study in Brazil among expatriates have also explored some of the factors associated with expatriate commitment and performance, the factors they considered include; cultural intelligence and cross-cultural adaptation. In their study, they set out to test three hypotheses, one of the most important one

was to determine whether there exists a significant and positive relationship between cultural intelligence and expatriate performance, the result of the study rejected the hypothesis and it was concluded that there is no significant positive relationship between cultural intelligence and performance of the employees. Another hypothesis that was considered in the study deals with the association between cross-cultural adaptation and expatriate performance, the hypothesis was not rejected and it was concluded that expatriate performance was related to cross-cultural adaptation (Nunes et al., 2016).

Furthermore, a study in Malaysia attempted to investigate the effects of dynamic intercultural competency of cultural intelligence and its dimensions on expatriate job performance, found a significant relationship between meta-cognitive cultural intelligence and job performance of the expatriates (Rose et al., 2010). The study which was conducted in a culturally diverse setting in Malaysia extended findings in other places to show that meta-cognitive capabilities are important for effective job performance and as expected, the behavioural dimension of cultural intelligence positively related to job performance. The explanation given for this in the report was that those with a high level of behavioural cultural intelligence tend to be flexible in their verbal and non-verbal behaviors to meet the expectation of others (Rose et al., 2010). Also, the level of availability that an employee at work is influenced by their resources, their recovery during leisure time and extra moral activities; highly stressful jobs with very little flexibility or autonomy has also been found to be associated with employee engagement and the commitment of employees to their duties. For expatriate staff, homesickness has been identified as one of the factors that could significantly affect the performance of their duty and being unable to meet organizational goals. It was further explained that being away from families and relatives do have psychological and physiological effects on the expatriate workers which have a lot of bearing on their engagement in their work (Hack-Polay, 2012).

One of the psychological challenges faced by expatriate staff and international workers in the engagement and discharge of their duties is culture shock, which has been described by (Kohls, 1979, cited in Rajasekar and Renand, 2013). This is one of the major challenges faced by expatriates, as most of them are not briefed about the culture of the host country. This could in a way affect their chances of settling into the new environment with new languages, food, and clothing and if they are unable to settle down well and quickly, this would affect their performance on their assignment. The research by (Rajasekar and Renand, 2013) has been able to reinforce that understanding the influence of national culture is critical to the effectiveness of business executives' foreign assignments. Also, it has been mentioned in the literature that the success of implementing overseas assignment does not solely depend on technical expertise; there are non-technical issues involved too such as culture, family, work procedures, and ability to interact with colleagues at work, adaptability and openness to local culture all exert influence on the assignment committed to these expatriates. In the work by (H. Zainol et al., 2014), using factor analysis, the findings of the study found the factors that loaded on work adjustment of expatriates, task satisfaction in the new post was the most important factor that influenced work adjustment and overall performance at the new job. The other factor that loaded significantly on work adjustment for the expatriate is the reward.

Causes of Stress for Employees: The term strain is utilized in so many manners nowadays, which leads to sickness during day time, to worry, and causes unhappiness. It has been demonstrated technically that it has a bad and good implication for employees. In the framework of this statement, the strain will only be considered as having a negative impact and will be dealt with within the framework of the workplace. Stress is not a health impairment but is the first sign of a harmful physical and emotional response that workers experience especially in environments that are challenging (ILO, 2016). The definition of stress and the terminology to refer to psychosocial hazards and risks at the workplace has changed over the years. The type of job a person has and the working conditions he or she is exposed to will affect the person's health (Doyle et al., 2005). The workplace environment is one of the important parts in our daily lives which cause a great deal of stress for employees in various sectors across the world. In the present era of globalization, where companies from different nationalities are trying to capture new markets and trying to make their presence known in many parts of the world, it is essential to have workers in foreign lands as an expatriate. This expatriate workers in the attempt to become engaged and perform on their assigned duty become stressed up having a negative impact on their health and their work as well (Jedin and Abidin, 2013).

This is because international assignments involve significant changes in the job the individual performs and the corporate culture in which responsibilities are executed. It also involves dealing with unfamiliar norms related to the general culture, living conditions, weather, food, healthcare, daily customs, and political system (Li, 2016). People experience stress as psychological and physiological reactions when they are unable to handle the demands of life events, with work-related events, relationships, and finances being the most common stressors for adults (Durant and Laran, 2016, cited in Subramaniam, 2017). Employees can experience stress at work and outside of work for several reasons. Apart from the above-stated effects of stress on expatriate workers and employees generally, a study by (McNulty, 2015) have also attempted to empirically examine the causes and consequences of expatriate divorce. The findings from the study reveal that expatriate marriages end in divorce due mainly because of a core issue in the marriage like alcoholism, mental health problems) and when one or both spouses is negatively influenced by an expatriate culture. At this juncture, it is important to ask; what are the causes of stress for expatriate workers? There have been attempts in the literature to pinpoint some of the factors that cause stress for expatriate workers and employees generally.

Some of the causes of stress that have been identified in literature include; cultural shock, language barriers, the unfamiliarity of the foreign place. The people, the doubts of acceptance by the host country, relationship with the boss or subordinates and separation from the family. Causes of stress i.e. stressors have been classified under the main heading as Job-related stressors (Shah and Muraduzaman, 2013). Specifically, cultural adjustment and shock is the adjustment of expatriate with the job, host country nationals, and to general work and non-work environment. Another important factor that has been identified to be a stressor is Job/Task characteristics and organizational variables which are also believed to affect the expatriate adjustment such as role ambiguity/clarity, role discretion, role overload, and organizational structure and size, (Shah and Muraduzaman, 2013). Furthermore, (Shah and Muraduzaman, 2013) identified a communication problem in line with other studies as a potential stressor for expatriate workers. It was explained that possibilities for communication and interactions are considerably enhanced if expatriates are proficient in the language of the culture in which they are operating. Other stressors that have been identified in the literature is gender issues; gender issue is a stressor for expatriates especially.

The female ones (Jacob, 2004, cited in Shah and Muraduzaman, 2013). It was further explained that women irrespective of their culture face resistance by some men when they try, to advance in their career. Hence, expatriate women need to have to be more skilled and adjusting to foreign culture than their counterparts. The quality of the superior-subordinate relationship acts as a potential stressor for expatriates. Relationships between superiors and subordinates who are most times from different cultures form the significant aspect of multinational organizations effectiveness (Shah and Muraduzaman, 2013). The most vital of all the stressors is the personal stressors especially family issues; family of expatriates also experience stress similar to the culture shock experienced by the expatriates. Adjustment of the expatriate spouse and family to host country may be a potential problem despite affecting the expatriate and may even lead to assignment failure. It is important to note that unlike the expatriate, his/her family does not undergo training which would help in their adjustment in host country especially, the children find themselves strangers in school and face unfamiliarity of the situations but, must cope with all social traumas which can actually cause extreme stress.

Moving across vast oceans or between continents, far from family, community-unity, the country also creates a more deeply felt and unique kind of stress to the expatriates and their families (Shah and Muraduzaman, 2013). In a study in Malaysia conducted by (Razak et al., 2014), the findings from the study reveal that there is a positive and strong correlation between workload and work stress, it was further stressed in the study that there exists a positive and strong relationship between role conflict and work stress. Li, (2016) discussed two individual-level factors that influence expatriate adjustment, while discussing it from two aspects; individual characteristics (including self-efficacy and interpersonal skills) and previous international experience. For the individual characteristics, some of those listed include; the individual's desire to adjust to the new environment, technical or managerial competence, a person's social relation skills orientation, an individual's tolerance for ambiguity or open-mindedness, an individual's self-confidence. Looking at prior international experience in living or working abroad, (Okpara and Kabongo, 2010, cited in Li, 2016) found that prior international experience (working or non-working) experience that expatriates possess is likely to influence their adjustment to their host country, it was further mentioned that previous international work

experience, such as travelling and studying, are likely to be associated with the extent to which expatriates adjust to foreign cultures.

Effects of Working Terrain and Environment on Psychological Standing of Employee: The working environment plays a significant role in the life, performance, and commitment of the employees. Employment and working conditions have powerful effects on the health of workers (Block, 2010). It has even been mentioned in the literature that there is evidence that work affects the health of the workers whether physically or mentally (Berniell, 2012). The study also found that there is a moderately significant correlation relationship between interpersonal relationship at work and work stress experienced by expatriates in Government link corporations in Malaysia. It was deduced in a study conducted by (Juhl and Fuglsig, 2009) that motivation of any expatriate could be influenced by some factors which are not directly linked to their professional life; such factors are family situation and expatriate communities. Some other factors that have been found to be associated with work stress include workload, role conflict and interpersonal relationship (Razak et al., 2014).

These factors have a greater influence on the psychological well-being of expatriate and those factors are key to expatriate stability in the new work environment. Furthermore, a study by Osman-Gani and Ruckstuhl (2008), cited in Juhl and Fuglsig, 2009) suggested social support as an important means to reduce expatriate job uncertainty and stress in the new work environment. Job Demand control model has shown that Jobs with low levels of worker control and high expenditures of psychosocial effort expose employees to job strain. Job strain leads to less job satisfaction, exhaustion and depression, and in the long run to stress-related illnesses, including cardiovascular disease (Lewchuk et al., 2003), (Adler, 2008, cited in Juhl and Fuglsig, 2009) emphasized how important expatriate families are on their professional life and performance at work especially in the first three months of departing to new job location and further stated that staying beyond this crucial period would have a greater influence on the expatriate success.

Managing Difficulty of Working in a Stressful Environment: Global competition and market demands for corporate management structures demand highly skilled personnel to forge international relationships and create an international corporate presence. International employees often face challenges including adjusting to the different political, economic and cultural environment of the host countries despite career progression and financial benefits (Koteswari and Bhattacharya, 2007). The new environment where expatriates find themselves could be very new to them and have either a positive or negative impact on them. It has been established that stress, either job related or personal, is one of the reasons for expatriate failure resulting into absenteeism, alcohol and drug abuse as well as aggression towards other people within and outside the organization (Koteswari and Bhattacharya, 2007). It has also been said that stress inside and outside of work affect employees productivity and lead to employees disengagement (Subramaniam, 2017). Challenging work in a difficult environment could affect the performance and commitment of employees which eventually affect the goals of the organization (Ashraf et al., 2012) in a study attempted to explore some of the ways to manage and improve employee organizational commitment.

Some of the issues brought up include; goal setting, employee engagement and optimism at the workplace. Managing the difficulty associated with stressful environment and achieving organizational commitment, the study concludes "that organizational commitment can be achieved by correlating goal setting, employee engagement, and workplace optimism in a positive way but the desired result can only be achieved by the effective implementation of all the factors" (Ashraf et al., 2012). *Diverse multicultural environment (Misunderstandings in terms of communication, culture, religious practices and social association) and employee performance (or commitment).* Expatriate adjustment and work performance are one of the major global challenges business owners, managers and human resource personnel face. As earlier mentioned, the language of a new work environment or duty station is most times different from the home country for many expatriates as well as culture, religious practices and social associations which in most cases have a huge bearing on the performance of employees. As earlier stated one of the major misconceptions and misunderstanding about expatriates is the belief that they are rich and could be happy living.

Their familiar terrain for new places to earn more money which has been dispelled as untrue. Looking at communication, interpersonal relationship is very important to work and promotes daily interaction between

employees and managers thereby reducing tensions and frustration (Jedin et al., 2013). Lack of communication at the workplace affects employee performance and commitment. In summary, literature has identified a number of factors at the individual and organizational level that affects the performance of employees on the job as well as their level of motivation to be committed or engaged in their duty at the place of work and assignments. Some others have given explanations to these factors including (Alvi, 2017; Albdour et al., 2014; Gujral et al., 2012). Specifically, this study fills the gaps in the literature on the employee engagement in multinational diverse challenging terrain which has not been the focus of many studies in employees' engagement and expatriate literature and would seek to contribute to the literature by studying how the commitment of employees in a diverse environment similar to the study area are affected by the myriad of factors like communication, socio-cultural, social association, stress, work terrain.

3. Methodology

Research Method: The research applied a mixed research approach, utilizing both qualitative and quantitative research strategies. This was employed with the intention to provide a deep inquiry and exploration into the research question. It is generally believed that individuals construct reality from their personal and social experiences; hence, to elicit the information required for this research, In-depth Interviews (IDIs) were conducted. 5 In-depth interviews were conducted targeting experts with over 8 years of international experience. The Quantitative aspect of the research involved randomly selected 100 participants from the sample frame of the study and augmented information obtained from the qualitative component of the research. The study location is the United Nations Peace Keeping Mission in Darfur, Sudan, a non-family duty station. The study population consists of 100 respondents from the United Nations Peace Keeping Mission in Darfur, Sudan. The sample population comprised of United Nations African Mission employees who have held their international posts for more than I year. The researcher used Cronbach alpha coefficient value to determine the level of reliability of the questionnaire.

This targeted those who have stayed in their duty stations and have had experienced lived realities on the ground. The sample size for the Qualitative data collection was determined based on the social, economic and demographic characteristics of the respondents while the quantitative data targeted 100 respondents. The data collection tool for the study was an in-depth interview. The in-depth interviews offered the researcher the opportunity to capture rich, descriptive data about people's behavior, attitudes and perceptions, and unfolding complex processes. The tool provided the researcher with the room to probe further and have a deeper insight into the issues in question as well as leading the respondents while keeping opinions unbiased. The researcher also used structured questionnaires in order to elicit information for the respondents and these questionnaires were deployed through the website SurveyMonkey.com. This method enabled the researcher to reach many respondents and the instrument allowed them to respond at their own times. This gives the respondent the opportunity to respond at their own time given, they were engaged in official work.

Validity and Reliability Analysis: The instrument is valid if it measures what is claimed to measure. For any data gathering procedures through questionnaires, content validity is considered as an important technique available to the researcher, it usually refers to the degree to which an instrument actually measures or is specifically related to the trait for which it was designed (Awolusi, 2019; Awolusi & Atiku, 2019). To ensure the validity of the instrument, the draft questionnaires were presented to the research supervisor for corrections (Awolusi, 2018). Also, the draft was presented to experts in the field of financial management. The suggestions and corrections were incorporated before administering the instrument to the respondents. An instrument is reliable if it measures under the same circumstance what is set out to measure. For this study, questionnaires were administered to the 115 expatriate staff in the duty station. The researcher solicited the consent of the expatriates before administering the questionnaires to ensure a prompt response. The response of all the respondents was treated with the utmost confidentiality.

Method of Data Analysis: The quantitative data were analyzed using both descriptive statistical tools and inferential statistical tools. Specifically, tables and percentages were used to analyze the demographic variables, while Chi-Square statistics was used to test all hypotheses, that is the relationship between employee engagement variables and expatriate's job commitment (Alvi, 2017; Albdour et al., 2014). The qualitative data were analyzed using thematic analysis, the transcriptions were read carefully and theme of

each subject was properly attended to. Appropriate statistics techniques were chosen based on the nature of the variables of interest. Ethical consideration was built into the study; ethical approval was obtained before the data interview was conducted with the respondents in the study location.

4. Results and Discussion of Findings

Demographic Analysis: Table 1 (appendix 1) shows the percentage distribution of the respondents by selected characteristics of the respondents. In the table, it can be seen that about 45% of the respondents are within the age group 35-44, while another 45% are in the age group 45-54 and those in the last age group of 55-64 are just 9%. Males from 67.9% while females form 32.1 %. By continent of birth, 78.6% of the respondents were born in Africa, about 12% were born in Asia, 7% were born in Europe while the remaining 2% were born in North America. Close to 79.8% of the respondents are married while 17.8% are single and 2.4% are divorced. 87% of the respondents have children, while 13% do not have children. The table also presents the level of education of the respondents in which 4.9% have 3 years of college education, 30.5% completed graduate school, 47.6% of the respondents graduated from college, 11% are high school graduates and 6.1% attended some graduate school.

Inferential Statistical Analysis

Table 2: Chi-Square of the Relationship between Employee Commitment and Expatriate's Job Commitment

Do you Think the Manager Carries Everyone Alone in Decision Making		
	No	**Yes**
No	6(22.2)	21(77.8)
Yes	6(20.0)	24(80.0)
Others	4(20.0)	16(80.0)
Statistic	**DF=** 2, χ^2= 0.0526	p> 0.05

Table 2 above is the chi-square table used to answer objective 1, in the analysis, being carried along in decision making was used as a proxy for employee disengagement. The first objective was to investigate the effect of employee disengagement on expatriate's job commitment in UNAMID. In the chi-square, based on the p-value calculated which is greater than 0.05, there is no significant relationship between employee disengagement and expatriate's job commitment in UNAMID. Examining the pattern, majority of the respondents who said the manager carries them along in decision making said that it affects their job commitment while few expatriates said the manager does not carry them along in decision making said it does not affect their job commitment. The analysis in table 1 was also used to achieve objective 1, satisfaction with treatment at work in terms of salaries, entitlements and benefits were taken as a proxy for employee disengagement, it was found that there was no significant association between treatment at work and expatriate's job commitment with p>0.05. In details, 76% of those who are not satisfied with their treatment claimed that it would affect expatriate's job commitment. There is, therefore, is no significant relationship between employee disengagement and job commitment of expatriates in UNAMID.

Table 3: Chi-Square of the Relationship between Job Stress and Expatriate's Job Commitment

	No	**Yes**
Are you Satisfied with your Treatment (salaries, entitlement, benefit)		
Dissatisfied	2(25.0)	6(75.0)
Neither satisfied nor dissatisfied	4(50.0)	4(50.0)
Satisfied	12(24.0)	38(76.0)
Very Satisfied	0(0.0)	18(100.0)
Statistic	**DF=** 3, χ^2= 9.0448	p<0.05
How happy are you with your current role at job		
Always	2(12.5)	14(87.5)
Never	2(50.0)	2(50.0)
Rarely	2(100.0)	0(0.0)
Sometimes	8(34.8)	15(65.2)

Usually		4(10.8)		33(89.2)
Statistic	**DF= 4,**	χ^2= 14.6727	p<0.05	

The table above tested the influence of job stress on expatriate's job commitment in UNAMID. Using job satisfaction that may create stress on the job and happiness on the job as a proxy to test to the relationship between job stress and expatriate's job commitment, the study found no significant relationship between job stress and expatriate's job commitment in UNAMID. Specifically, the analysis revealed that satisfaction with treatment at the job is not significantly associated with expatriate's job commitment. In the same vein, happiness with current job role is not significantly associated with the commitment of expatriate's to their job in UNAMID. Hence, we accept the null hypothesis that there is no significant relationship between job stress and expatriate's job commitment to UNAMID.

Table 4: Chi-Square of the Relationship between Working Terrain and Expatriate's Job Commitment

		No		**Yes**
Is the Weather Affecting your Work Output				
No		8(32.0)		17(68.0)
Yes		10(17.5)		47(82.7)
Statistic	**DF= 1,**	χ^2= 2.1198	p> 0.05	
How are you coping with the new environment				
About the same		10(24.4)		31(75.6)
Better		8(22.9)		27(77.1)
Worse		0(0.0)		8(100.0)
Statistic	**DF= 2,**	χ^2= 2.4378	p> 0.05	

Table 3 above relates to the third objective which sought to examine the effect of working terrain on expatriate's job commitment in UNAMID. Looking at the effect of weather on job commitment of the expatriates. It can also be seen from the table that 68% of those who said the weather was affecting their work output also claimed that it affected their job commitment, while about 18% of those who said the weather was affecting their work output said it affected their job commitment. The p-value as seen from the table is higher than 0.05 for those who said yes to the weather affecting their work output, and to how they are coping in the new environment. Hence, we accept the null hypothesis that there is no significant association between work terrain and expatriate's job commitment in UNAMID.

Table 5: Chi Square of the Relationship between Communication and Expatriate's Job Commitment

		No		**Yes**
How Would You Rate the Communication Chain in UNAMID, From Your Superior to you				
Bad		4(30.8)		9(69.2)
Better		0(0.0)		9(100.0)
Good		14(23.3)		46(76.7)
Worse		0(0.0)		2(100.0)
Statistic	**DF= 3,**	χ^2= 3.8030	p> 0.05	
How are communicating with the local population?				
Difficulty		10(21.3)		37(78.7)
Easily		6(18.2)		27(81.8)
None		2(50.0)		2(50.0)
Statistic	**DF= 2,**	χ^2= 2.1467	p> 0.05	

The table above was used to achieve the fourth objective of the study which was to determine the relationship between communication and employee commitment. The first table shows the relationship between the communication chain in UNAMID from superiors and expatriate's job commitment. It was found that there is no significant relationship between communication with superior at workplace and expatriate's job commitment, with a p-value greater than 0.05. Further details show that majority of people who said the communication chain with their superior is good are committed to their work.

Table 6: Chi Square of the Relationship between Socio-Cultural Factors and Expatriate's Job Commitment

	No	Yes
Do you belong to any Social Association in your Workplace		
No	4(33.3)	8(66.7)
Yes	2(20.0)	8(80.0)
Statistic **DF=** 1,	χ^2= 0.4889	p> 0.05
Do you face any religious issues at workplace		
Always	0(0.0)	6(100.0)
Never	4(28.6)	10(71.4)
Rarely	4(18.2)	18(81.8)
Sometime	8(23.5)	26(76.5)
Usually	2(25.0)	6(75.0)
Statistic **DF=** 4,	χ^2= 2.3481	p> 0.05
Do you speak the local language		
No	16(22.5)	55(77.5)
Yes	2(15.4)	11(84.6)
Statistic **DF=** 1,	χ^2= 0.3337	p> 0.05

The second table shows communication with the local population and the relationship with employee commitment, there was no significant relationship found between communication with the local population and expatriate's job commitment at p-value greater than 0.05. In details, 27% of those who find it easy communicating with the local population are committed to their job and 10% of those who find it difficult communicating with the local population are not committed to their job. We hereby accept the null hypothesis that there is no significant relationship between communication and expatriate's job commitment in UNAMID. The fifth objective of the study was to examine the influence of socio-cultural factors on expatriate's job commitment in UNAMID. The chi-square analysis presented shows that there is no significant association between belonging to a social association at the workplace and expatriate's job commitment. It can also be seen from the table that 80% of those who belong to a social association in the workplace are also committed to their work.

Qualitative Study: Findings from participants revealed both negative and positive effects of working at home and working in another country. The participants listed some of the positive effects of working in the home country such as it gives one time to attend to other obligations; reduces stress and enables one to receive more support from family and relatives. On the other hand, working outside has the potential of reducing job performance. Furthermore, findings revealed that working outside the country has a negative effect on workers commitment to work. However, most respondents alluded to the fact that working outside the country provides the opportunity to interact with different people with different expertise thereby increasing organization growth. Majority of the respondents indicated that communication barrier had no effect on their job comment while acknowledging that communication amongst employees is critical in promoting real harmony of interest and teamwork. The study found that the work environment does not have an effect on the expatriates' job commitments as well as performance. Most respondents indicated that socio-cultural factors such as religion do not affect their job commitment.

Discussion of Findings: The study had five specific objectives, the first objective was to assess the influence of employee disengagement on expatriate's job commitment in UNAMID, and this study did not find a significant association between the two variables. These findings echo the findings of (Robertson-Smith and Markwick, 2009) where it was suggested that employees engagement which is something given by employees for the benefit of the organization through commitment and dedication, advocacy, discretionary effort, using talents to the fullest and being supportive of the organization's goal and values has a positive effect on the achievement of the goals of the organization meaning that employees are committed to their duties, thus any unacceptable act either from the management or the superiors could affect the level of commitment from the employees. Also, this study is in contrast to the findings of (Albdour and Altarawneh, 2014), who pointed out that high job engagement and organizational engagement will meaningfully lead to a higher level of

commitment to duty amongst frontline employees in the study conducted in Jordan. Speaking the local language was also found not to be associated with job commitment among the expatriates.

84% of those who said they speak the local language are committed to their work, 78% of those who said they cannot speak the local language are committed to their work. Hence, we accept the null hypothesis that there is no significant relationship between socio-cultural factors and expatriate's job commitment. A likely explanation for this observed disparity might be due to the fact that this study was conducted among expatriates who might be affected by other factors while the respondents in the Jordan study were not expatriates. In the same vein, (Ashraf et al., 2012) in their study have also identified employee engagement as one of the important factors to increase employee organizational commitment, this assertion from these researchers is in contrast to the findings in this study. A plausible explanation for this might be that the context of this study which is not a company setting likes the other study and which focuses on the expatriates. The findings showed that improved communication and a good working environment have no correlation with staff retention and better performance. This is in contrast to the findings of (Wanjau et al., 2012) in a study of the contribution of motivational management to employee performance in which they pointed out that management motivational variables significantly influenced employee retention in the sampled organizations.

Stress Management at the Workplace: The study found no significant relationship between job stress experienced by the expatriates and their commitment to duty in their workplace (UNAMID). In their study, (Shah and Muraduzaman, 2013) was of the opinion that potential stressors are enveloped in a number ways that eventually affect the performance of the employees, this study however found otherwise that stress is not a factor that affects the performance of the duties of expatriates. To explain this discrepancy, this might be due to the fact that the study was conducted among expatriates earning a reasonably good amount of money to meet their needs and take good care of themselves (Makgati & Awolusi, 2019; Simwanza & Awolusi, 2019).

Work Environment and Expatriate's Job Commitment: The study found out that there is no association between working terrain and expatriate's commitment to work in UNAMID. This finding is not in tandem with the outcome of the study conducted in Pakistan by (Khalid et al., 2016) where they pointed out that favourable job conditions affected organizational commitments of the bank workers. It could be explained that the Pakistan study was among workers in a setting that is different from that of the expatriates in UNAMID who are faced with other challenges which might be more than what the bankers in Pakistan who are not expatriates are going through. Contrary to the findings in this study, (Akinyele, 2010) in his study *on* "the influence of work environment on worker productivity: A case of selected Oil and gas industry in Lagos, Nigeria" found out that conducive work environment stimulates the creativity of workers. Improvement in the work environment and poor working conditions contribute to low productivity of employees. Similar findings were shown in India where they found that organizational climate experience by employees which can be likened to work terrain determined a higher employee engagement contrary to the findings of this study.

Communication at the Workplace: The study found that expatriate's job commitment is not influenced by communication whether within the organization or with outsiders i.e. the local population. Studies have shown that communication affects the performance of expatriates. For instance, (Krishnaveni and Arthi, 2015) submitted that the most predominant factor that highly influences the success of an expatriate is his/her linguistic skills in the host national language.

Socio-Cultural Factors and Expatriate's Job Commitment: The study found that socio-cultural factors do not influence expatriate's job commitment. The findings are in contrast to the findings of (Krishnaveni and Arthi, 2015) where it was concluded in a study of multidimensional factors influencing the effective performance of employees that cultural intelligence is the most influential factor that affects employee performance due to the nature and diversity of a host country. The study also asserted that most of the issues faced by expatriates, especially those influencing their performance, results from a variety of cultural differences experienced by the expatriates both within and beyond the context of their work. (Rose et al., 2010) have also found greater behavioural cultural intelligence to be associated with greater assignment specific performance contrary to the findings in this study.

5. Conclusion, Recommendations and Policy Implications

Conclusion: The study was able to achieve the five specific objectives that were set out at the beginning. The study discovered that socio-cultural issues, communication, employee disengagement, job stress and working terrain were not associated with the performance of expatriates on their jobs in UNAMID. This study concludes that employee disengagement, job stress, working terrain, communication and socio-cultural factors are not associated with expatriate's job commitment in UNAMID. This conclusion is based on an empirical analysis of data collected from respondents in the study area. From a theoretical perspective, the findings of this study have not taken side with any of the theoretical conceptual frameworks that were used to underpin this study, although the finding might not be strong enough to disprove the assertions and submissions of the theories, it can be said that the context of this present study i.e. UNAMID among expatriates, might have played a significant role in the rather surprising findings of this present study.

Recommendations and Implications: This study hereby makes the following recommendation, that managers and human resource experts concerned with these expatriates in the study context and other locations consider factors like a socio-cultural peculiarity of the duty station, communication chain whether between the expatriates and colleagues at work or the locals, working terrain in making provisions that would make these expatriates more comfortable in their new job locations. Organizations or institutions need to make efforts to enhance the level of employee engagement to improve the morale and psychology of the workers. Employee disengagement though not found to be significantly associated with the job performance of the expatriates should be an issue of utmost importance to managers. Work stress that could negatively impact on the psychological and physical health of the expatriates should also be managed through. The sharing of the workload it is recommended that short trips be organized for new expatriates in order to get used to the socio-cultural terrain and familiarize with the context.

In which they would be operating (Okpara and Kabongo, 2011) it is imperative for the organizations employing expatriates to arrange for pre-deployment induction training at the country of origin and in the host country. This will prepare the expatriates to adapt to the new environment (Collings et al., 2011). Expatriates require better health services if they have to contribute meaningfully to the operational effectiveness and therefore organizations need to have health insurance covers and benefit entitlements including home leave, family visits, sick leave days, hardship allowance and rest and recuperation. Security of the expatriates is paramount and organizations need to take measures to ensure security and safety of the expatriates' in line with the international standards within Minimum Operating Residential Security Standards (MORSS). This study has been able to contribute immensely to the existing body of knowledge on employee engagement and performance in the field of human resources by providing an insight into some of the factors associated with employee engagement in a setting that has another dimension to the normal office environment. For practice, human resource managers can apply findings from this study in dealing with situations relating to their expatriate staff and their other staff in terrains like UNAMID.

The factors that have been identified in this study could form the basis of management plans that could help ensure employee engagement and commitment to duties in order to achieve the organization's goals. However, the study had some limitations including; scantiness of literature to really measure the concept of the variable of interest which is employee engagement as a thorough search of literature databases showed that few studies have studied employee engagement especially in the context of this study. The limited understanding of English could not enable me to have in-depth engagement with most of the respondents during individual interviews. In addition, consolidating the findings in English was a major challenge since French is my official language. I addressed this challenge by recording the conversation for repeated reference to make sure that I did not lose the substance of the discussion. Another limitation was the fact that I was researching an organization with which I work and chances of being subjective were very high. I tried to minimize the influence of my opinion by remaining objective and being guided by the structured questionnaires throughout the study. Time was constrained considering the fact that I was at work at the same time I was engaged in data collection and analysis and putting it together. I had to do the study outside the office working hours to ensure that I met the deadline.

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Appendix 1

Table 1: Percentage Distribution of Respondents Characteristics and Responses to Question on the Questionnaire

Variables	Frequency	Percentage
Age		
35-44	49	45.4
45-54	49	45.4
55-64	10	9.2
Sex		
Female	27	32.1
Male	57	67.9
Continent of birth		
Africa	66	78.6
Asia	10	11.9
Europe	6	7.1
North America	2	2.4
Marital status		
Divorced	2	2.4
Married	67	79.8
Single	15	17.8

Do you have any children		
No	11	13.1
Yes	73	86.9
Level of Education		
3 years of college	4	4.9
Completed graduate school	25	30.5
Graduated from college	39	47.6
Graduated from high school	9	11.0
Some graduate school	5	6.1
Which division are you		
Military	2	2.5
Mission support	44	55.0
Police	8	10.0
Substantive	26	32.5
Years of experience		
4-5 years	6	7.1
Less than one year	5	6.0
Over 5 years	73	86.9