

Relationships of Intra Organizational Social Capital, Perceived Organizational Support and Expatriate Job Performance: Empirical Evidence

Abstract

Aim/Purpose:

In the competitive and globalized world, expatriation helps the organizations to sustain the international competition. Based on the Social Capital theory and Organizational Support Theory, the study aims to explore the impact of Intra Organizational Social Capital and Perceived Organizational Support on Expatriate Job Performance along the intervening role of Islamic Work Ethic.

Design/methodology/approach – Data were collected from the Expatriate employees working in UAE for at least 3 years among select knowledge-based industries. A total of 268 filled responses were received using the convenience sampling technique. Structural Equation Modeling was used to test the proposed hypotheses.

Findings – The results indicate that Perceived Organizational Support and Intra-Organizational Social Capital positively influences most of the Expatriate Job Performance dimensions except demonstrating effect dimension and Islamic Work Ethic acts as partial mediator.

Originality/value – Very few studies have explored the role of Islamic work ethic in relation to a second order expatriate job performance construct with the respondents from the Knowledge based industries of UAE

Keywords: Expatriate Performance, Intra-organizational Social Capital, Perceived Organizational Support, Islamic Work Ethic, United Arab Emirates

1. Introduction

Expats are people who join or get transferred to a country other than their country of origin as part of their ongoing work or to take upon a new job opportunity. With globalization and technological advancements, addition of expats has been an increasing trend across the borders in organizations to satisfy their immediate requirement. Companies look for local talent when the need arises and if not available immediately, they have the sophistication to get the resource from any location across borders as soon as possible in this era of globalization. Employees with international experience are considered as an asset by the international companies (Haslberger and Brewster, 2009) and having them on their payroll helps companies to face the competition in the international markets with confidence (Wu and Ang, 2011). There is a direct correlation between international experience and ability to handle expansion by an organization (Shay and Baack, 2004). When employees land in a new location, they face different types of challenges apart from the work-related pressures. Technical competence will not be enough for the expat to excel in their work. If a company needs to succeed in the global market, their employees should be able to adapt to global requirements, understand the other nationalities' culture and should have an open mindset to accept the changes arising out of the new location (Scullion and Collings, 2006).

Adaptability to local culture, having a know-how of getting simple tasks done, higher tolerance levels to accept the new changes, emotional intelligence and to be able to understand what is required and act accordingly are some of the traits that are expected from the expat to achieve the level of performance that they plan to deliver. In scenarios such as this where corporations are increasingly spreading across borders to increase their service base and adding more talent from across the globe, the need to evaluate the effectiveness of the expat population is mandatory to have the expected results. Companies with global presence are sending their employees to different branches across the world as a policy to train and develop their workforce for future leadership roles (Takeuchi, Shay, and Jiatao, 2008; Tarique and Schuler, 2010). Transfer of an employee from the head office to a new branch office in another country is done to implement standard operating procedures and accomplish organizational goals (Aycan and Kanungo, 1997; Caligiuri Tarique and Jacobs, 2009; Ones and Viswesvaran, 1997). Adjustment to new location and culture, flexibility to adapt, language barrier, multicultural people to interact with, missing comfort zone and unknown colleagues, pressure to perform in a new setup and absence of

emotional support from family and friends to are some of the major challenges. It is important to differentiate the performance of an expat on their jobs from other measures of expatriate effectiveness (Ones and Viswesvaran, 1997; Sinangil and Ones, 2001). Harrison and Shaffer (2005) shared the same ideology and suggested that expatriate effectiveness is characterized by job performance (more specifically task performance), and the development of relationships (i.e., contextual performance). The study defines expat performance as a measure of increased task performance, better management and administration of the job on hand, articulating teamwork and leadership, demonstrating the effects of work done across the workplace, increased levels of communication and achieving all this with a sense of discipline (campbell, 1990). Around 20 to 40 percent of employees sent to other countries do not perform properly in their given job role and often return early from their assignments (Baker and Ivancevich 1971; Tung 1981). A variety of factors have been empirically validated as predictors to Expatriate Job Performance. Some of them include but not limited to Learning Capabilities, Current Organization Support, Cultural distance, Language skills of the employee, adaptability to new cultures and Cross-Cultural Awareness, General Adjustment of the employee to the new atmosphere, Interaction Adjustment, Work Adjustment and Conscientiousness, effect of social capital, Cultural Intelligence and Emotional Intelligence. As stated by Hassan and Diallo (2013), Lii and Wong (2008), there is a positive association between the emotional intelligence of a person and the higher levels of achievement on their job overseas. Socio cultural aspects of the host country may influence the level of expatriate adjustment (Lee and Sukoco, 2010). In the current study, the influence of intra organizational social capital and perceived organizational support on the overall job performance of the expat is measured. Also, in order to capture the essence of the Arab regional context, the mediating role of Islamic Work Ethic is used.

2. Literature Review

2.1 Expatriate Job Performance

Performance measures attributed to an expatriate are different from the regular employee performance measures in terms of inclusivity and contextual factors (Kraimer and Wayne, 2004; Porter and Tansky, 1999). Past studies have defined expatriate performance as finishing the assignment, lack of adjustment to foreign country, lack to adjustment to foreign culture and failing to achieve a job outcome such as effectiveness (Caligiuri 1997; Tung 1982; Harrison and Shaffer 2005; Guzzo 1996). Mol, Born and van der Molen (2005) and Caligiuri and Day (2000) argued against the oversimplification and general conceptualization of the expatriate performance construct. They highlighted that, performance should be considered as multi-dimensional, and adjustment and commitment are more of antecedents to performance than consequences. Moreover, Motowidlo and Van Scotter (1994) has provided empirical evidence to performance taxonomy in the expatriate context. The contribution of performance theory did offset the lack of consensus and stated that performance is a multi-faceted construct (Mol et al. 2005; Campbell 1990). The theory helps across the various stages such as expatriate selection, management process and measurement outcomes. The key contribution on measuring performance is made by Campbell (1990), in terms of providing distinction between performance, efficiency and effectiveness, as well as providing precursors to performance such as declarative knowledge, procedural knowledge and motivation to act and persist (Campbell et al. 1993). Furthermore, campbell (1990) proposed a comprehensive list of eight dimensions which may or may not be relevant for every kind of job. Out of these, Borman and Motowidlo's (1993) emphasized on two dimensions such as task and contextual performance. Task performance is related to the formal and technical aspects of the job, whereas contextual performance is related to individual (psychological), group (social) and organizational factors that affect the expatriate.

2.2 Intra Organizational Social Capital

The way expats communicate and get help from their peers in an organization hugely determines the outcome of an expat's work and their corresponding performance. Social capital stresses the importance of the relationship between one expatriate to another. When an employee who has been recently promoted to a new location or who has accepted a job offer to work overseas, communicates, and utilizes as much information as possible from other expats at the destination. They are more likely to succeed faster than the other person who has less contacts/network of friends. Sharing common objectives and extending cooperation between colleagues (Fukuyama, 1995) helps in better communication between the expats and their coworkers. If an expat is not able to communicate and make connections in the new workplace, it will not help in adjusting the new circumstances and environment. Using the knowledge of peers who have already experienced such situations can help in overcoming the situations with ease. There is significant influence of social network and social capital over the performance of a person as an expat (Liu and Shaffer, 2005; Malek, Jaguli, and Palil, 2012). As per Fukuyama (1985), mutual objectives and cooperation between people in working locations help achieve results on the job. Higher levels of intra organizational social capital negatively impact the employee turnover to the company and a reduced number of absentees in the same period (Yang et al., 2011).

Adler and Kwon, (2002) explained how information and advice from close contacts of an expat help them in difficult situations. The help and support from these relationships provides the guidance for the expat in facing their problems and issues arising in their day-to-day life as an expat (Yang et al., 2011). One way is to have better interaction with local people to understand better the culture and workings. It is crucial the expat reaches out to the local population and interacts well to get the required guidance and knowledge (Adler and Kwon, 2002). When an expat tries to find bonds, common goals, bridges and linkages between them and the local community they have a higher degree of possibility to interact and gain more friends and network of people (Liu and Shaffer, 2005). Finding common ground is very important in communication when the other person is from a different culture and location, followed by building trust in order to maintain sustainable relationships.

2.3 Perceived Organizational Support

When an employee gets help and support from other co-workers, line managers, subordinates etc., they showcase a higher possibility of delivering their work with higher speed and accuracy. The support from their superiors or line managers is crucial to understand the needs clearly and to execute them on time (Dess and Shaw, 2001). Friends and family play a crucial role in supporting the expat, as they foster emotional stability and helps in concentrating on the task at hand. Based on study by Nahapiet and Ghoshal (1998), organizational support directly supports the well-being and eventually the better performance from the employee. The findings provided by El Akremi et al., (2013) and Vallone- Grant and Ensher (2001) help us understand the effects of Organizational support upon an expatriate in terms of decreased level of depression among the employees who receive support both from within and from the organization and reduced conflicts arising at the work place. Expatriate adjustment to the new environment is crucial to succeed in their work performance and completion of the job at hand. One of the important factors that influence the possibility of an expat to adjust is organizational social support (Waxin, 2004). Apart from having international experience and support from family and friends, the support rendered by an organization as part of the policies and corporate support has a huge impact on the expatriate adjustment and further leading to job performance factor (El Akremi et al., 2013; Aube, Rousseau, and Morin, 2007). Depression at workplace deters the achievement of perceived work performance from an expatriate. Conflicts between colleagues and work pressure given by the line managers will hinder the expat from concentrating well on the job on their hand and achieving the results expected (Vallone- Grant and Ensher, 2001). An expat cannot innovative if they are under constant stress at workplace and positive relationship across the hierarchy helps an expat psychologically and to perform better at the workplace.

2.4 Islamic Work Ethic

Islamic Work Ethic (IWE) is based on the distinction between right and wrong based on Islamic religious context (Beekun, 1997) as similar to Protestant Work Ethic (PWE), advocated by Max Weber (Rizk, 2008, Yousef, 2001). IWE emphasizes on the virtues of work through hard work, commitment, dedication, creativity, and cooperation (Yousef, 2001), while laziness and wasting time are not supported in Islamic culture. IWE support social cooperation in work and social

relations to foster help among people to achieve better life conditions and prosper in their endeavor. Fulfilment of life's objectives and completing the business objectives are highest priority in IWE (Ahmad, 1976). When an employee is transferred to United Arab Emirates, it is very basic requirement to understand the Islamic work ethics and follow up to be successful in the new environment. Even to get the organizational support in the new location, it is required to understand what is considered with high regard and which activity is looked upon. IWE prescribes the engagement of a person in economic activity as an obligation and preaches that life or a person without any work. Islamic Work Ethic is against social loafing and living off another person's work instead of doing (Abeng, 1997; Ali, 1988).

3. Theoretical Background and Hypotheses Development

Social capital theory (Adler and Kwon, 2002) analyses relationships between expatriates and their friends, colleagues, neighbors on the advice, information, and other psychological support that they receive through their communication. This support helps expatriates to manage the situations in their day-to-day life which are not foreseen as an expatriate and how they are able to solve these problems that they face. Social learning theory (Bandura, 1997) suggests that uncertainty can be reduced if expatriates interact with the host country nationals and sort their help in times of need to better manage and face these situations.

Social capital in an organization has become key aspect around 1980s due to the significant contributions made by Coleman (1990) and Bourdieu (1986). Intra-organizational social capital is based on the relational content and social ties of the employee within the organization Gabbay and Leenders, (1999). Majority of the studies underlined the positive outcomes of IOSC both at individual and organizational level (Zahra, 2010; Florin et al. 2003), with empirical studies on providing a negative association with performance (Lee et al. 2001). There are limited studies, which have tested for the intervening effects between Social Capital and Performance based outcomes (Oh, Chung, and Labianca, 2004). The current study aims to fill the void by testing the mediating role of Islamic Work Ethics between IOSC and Expatriate Job Performance.

Expatriates with previous work and non-work international experience may influence their development of knowledge, skills, and behaviors (Takeuchi et al., 2005). Employees with higher cultural intelligence can be expected to have better sensitivity and flexibility towards foreign cultures and the surroundings which will eventually help in different environments and shall result in higher cross-cultural adjustment leading to better performance in their job (Lubinski, 2004; Templer, Tay, Chandrasekar, 2006). Intra organizational social capital helps an expat understand the environment of work and get help from friends, family members and company colleagues. Social capital benefits largely support the individual to achieve better job performance and help in understanding how daily life of an employee improves based on the interactions (Mahajan and Benson, 2013; Hador (2016). Based on these learnings, we postulate that:

Hypothesis 1 *Intra organizational social capital has a significant positive influence on expatriate job performance*

Organizational Support theory states that employees develop a feeling that organization values their contribution and cares for their wellbeing to honor the social exchange relationship with economic exchange (Eisenberger and Stinglhamber, 2011; Shore et al., 2006). Employee with high levels of POS develop trust, feel greater obligation, and become more committed to achieve the organizational goals and objectives (Rousseau, Sitkin, Burt, and Camerer, 1998). One of the key factors that affect the expatriate is the level of adjustment to the new environment. The expat is faced with different challenges once they arrive at the new location and how well an expatriate performs well at work and is able to manage the stress levels is directly related to the levels of adjustment the expat is ready to accept and act upon. Multi-level organizational support program aims at assisting an expatriate employee in pre assignment preparation, as well as initial, medium term and long-term adjustment in a foreign country and at a new workplace (Naithani et al., (2009). This adjustment is from the levels of support that his/her organization provides. Various employee friendly policies, work group availability and subsequent participation from the employee, friendly atmosphere created by the organization for various groups to interact and communicate helps an expatriate gain more social capital in turn increasing the job performance of these expatriates in the organization. Based on this evidence, the following hypothesis is proposed:

Hypothesis 2 *Perceived Organizational Support has a positive influence on the expatriate job performance.*

The study focuses on the job performance of the expats with special reference to United Arab Emirates as the study context and the Islamic Work Ethics would play an active role. The expat is expected to have at least a basic understanding of the Islamic Work Ethics in terms of the way one should react to their peers and to be able to achieve more support and social capital in turn increasing their chances of achieving better job performance. Islam is the most influential force in the Arab world, molding and regulating individual and group behavior and outlooks (Abbas et al., 1999). IWE emphasizes on the key success factors such as hard work, meeting deadlines and persistence as some of the principles of Islamic work ethics, which positively impact the achievement of organizational goals by an expatriate. People working in an Arab centric organization tend to view their work environment as a place where all activities are handled rationally without forming any boundaries or groups within the organization (Kuroda and Suzuki, 1994). Based on this the following hypotheses are proposed:

Hypothesis 3 *Islamic work ethic mediates the relationship between Intra Organizational Social Capital and Expatriate Job Performance*

Hypothesis4: *Islamic work ethic mediates the relationship between Perceived Organizational Support and Expatriate Job Performance*

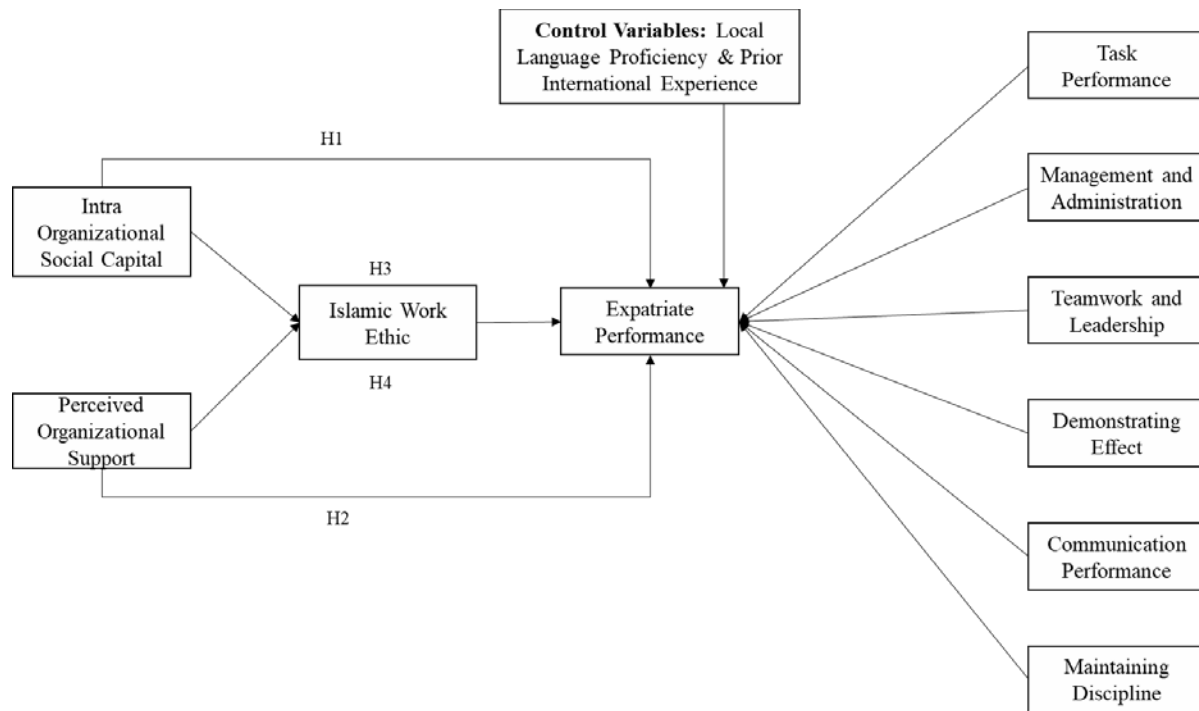


Fig1: Theoretical Framework

3. Methodology

The study used quantitative research techniques by administering a survey questionnaire to empirically validate the research framework. The perceptions of expatriate employees working in various knowledge-based industries of UAE are measured on a five-point liker scale. Very few studies focused on the perceptions of expatriate in the select knowledge-based industries and the current study makes it even more unique by using the innovative predictors such as Intra Organizational Social Capital and Perceived Organizational Support. The study has considered snowball sampling technique to identify the expatriate employees from each company (Trespacios et al., 2005). The snowball sampling technique was used because, the study has only included the expatriates with a minimum of three years' work experience in UAE and this was ensured using a classification question in the survey questionnaire. Field survey was conducted from December 2019 to February 2020 and out of 400 respondents, which the authors have sent the survey form, 268 valid responses were obtained.

3.1 Measurement Instrument

The five items for measuring Intra Organizational Social Capital (IOSC) were adapted from Carmeli et al. (2009). The Cronbach's alpha reliability of the IOSC scale is observed to be 0.75. The eight items for measuring Perceived Organizational Support (POS) were adapted from Celep (2000) with some of the sample items on whether the manager cares for the employee welfare, whether the manager pays any attention to the employee and whether they care for the job satisfaction of the employee or not. The Cronbach's alpha reliability of the construct is 0.72. The 17 items for measuring Islamic Work Ethic are adapted from Ali (1988). The Cronbach's alpha reliability of the construct is 0.76. The 32 items for measuring expatriate performance along six dimensions was borrowed from Lee and Donohue (2012). It is a second order construct with six dimensions. The aggregated reliability of the latent construct using summated scale is around 0.79. Furthermore, the study has considered prior international work experience of the expatriates as the second control variable, as it may influence their current performance effects.

3.2. Method

All the latent constructs used in the current study are reflective in nature, which has tendency to minimize the residual variances in the measurement equations (Edwards and Bagozzi, 2000). Data analysis was carried out using the two-stage approach given by Hair et al., (2010), using Confirmatory Factor Analysis (CFA) and Covariance Based Structural Equation Modeling (CB-SEM) and SPSS 21 was used.

4. Analysis and Results

A total of 262 filled in responses were received with a response rate of 67%. Out of this, 186 (69.40%) were from medium scale organizations and 82 (30.60%) were from large scale organizations. Majority of the responses came from IT/ITES, followed by banking and pharmaceutical companies. The other details of the demographic characteristics are given in table1.

Table1: Demographic Information

Variable	Details	N	Percentage
Total Responses	Medium Scale Organization	186	69.40
	Large Scale Organization	82	30.60
Gender	Male	167	62.31
	Female	101	37.69
Industry Type	Banking	64	23.88
	IT/ITES	92	34.33
	Pharmaceutical	40	14.93
	Aviation	35	13.06
	Education	24	8.96
	Others	13	4.85
Job Position	Entry Level	192	71.64
	Middle Level	52	19.40
	Top Level	24	8.96

Table 2 shows the descriptive statistics of the variable under study. All the three first order constructs (IOSC, POS, IWE) and the second order latent construct (expat performance dimensions such as TPF, MAD, TWL, DME, CPF, MD) have significant and positive correlation with each other. The highest correlation was found to be between Islamic work ethics and POS and lowest correlation was between Intra Organizational Social Capital and Expatriate Job Performance.

Table2: Descriptive Statistics

Sno	Construct	Mean	SD	1	2	3	4	5	6	7	8	9
1	IOSC	3.64	0.879	0.75								
2	POS	3.87	1.025	0.32**	0.72							
3	IWE	3.92	0.71	0.24*	0.48**	0.76						
4	TPF	4.02	0.928	0.19*	0.37*	0.23**	0.72					
5	MAD	3.73	0.814	0.33*	0.22*	0.19**	0.41*	0.88				
6	TWL	3.84	0.629	0.26**	0.34**	0.16*	0.35**	0.25**	0.91			
7	DME	3.91	0.507	0.41**	0.47**	0.24*	0.27**	0.33**	0.14*	0.77		
8	CPF	3.66	0.982	0.48**	0.35**	0.37*	0.19*	0.18*	0.22**	0.23**	0.81	
9	MD	3.52	0.839	0.29**	0.31*	0.33*	0.23**	0.09**	0.39*	0.16*	0.15**	0.84

Note: IOSC: Intra organizational social capital, POS: Perceived Organizational Social Capital, IWE: Islamic Work Ethic, TPF: Task Performance, MAD: Management and Administration, TWL: Team work and leadership, DME: Demonstrating Effect, CPF: Communication Performance, MD: Maintaining Discipline, **p<0.001, *p<0.01.

The first and second order dimensional nature of Expatriate Performance was tested using maximum robust likelihood estimation procedure. Furthermore, the goodness of fit of the model was tested with four major fit indices such as CFI, GFI, NFI and RMSEA (Hair et al., 2010). Finally, the results of second order CFA revealed that all the six dimensions of Expat Job Performance were significant at 95% confidence level and maintain their loadings above 0.5. The goodness of fit indices such as CFI, GFI and NFI are greater than the acceptable limit of 0.9 and RMSEA is around 0.08 (Steenkamp and van Trijp, 1991). It can be concluded that the second order factor model of expat job performance provides a good fit and accurately represent the underlying concept. The results were more supportive towards the uni-dimensional measures of expatriate performance and the previous studies have called for multi-dimensional level of the same. All the values are mentioned in Table 3.

Table 3: Reliability and Validity

Construct	Items	Factor Loading Ratings	Composite Reliability	AVE
Intra Organizational Social Capital	5	0.72-0.86	0.82	0.59
Perceived Organizational Support	8	0.75-0.92	0.85	0.62
Islamic Work Ethic	17	0.77-0.88	0.83	0.57
Task Performance	7	0.69-0.84	0.79	0.63

Management and Administration	6	0.71-0.91	0.84	0.58
Teamwork and Leadership	8	0.78-0.90	0.86	0.57
Demonstrating Effect	2	0.82-0.92	0.89	0.63
Communication Performance	4	0.72-0.85	0.78	0.67
Maintaining Discipline	5	0.70-0.89	0.81	0.65

Reliability measures of all the constructs were assessed using both Cronbach's alpha coefficient and composite reliability (Cronbach, 1951; Anderson and Gerbing, 1998) and validity measures for all the constructs were measured using Average Variance Extracted (Hair et al., 2010). It is observed that both the reliability and validity measures of the all the latent constructs exceed the minimum acceptable limits of 0.7 and 0.5 respectively (Hair et al., 2010). The standardized coefficients of all the study constructs were found to be more than 0.5, thus achieving convergent validity. The values can be seen in Table 3 dedicated to reliability and validity.

Fornell and Larcker (1981) criteria was used to test for the discriminant validity by comparing the square root of AVE values with the inter-construct correlations. The table 4 indicates that AVE square root values are greater than the inter-construct correlations, thus ensuring the evidence of discriminant validity. In view of the above-mentioned results, it is observed that Intra organizational Social Capital and Perceived Organizational Support act as significant predictors of Expatriate Job Performance. Further, the goodness of fit indices was computed to determine the fit of the measurement model. The model fit indices are as follows: the Kaiser-Meyer-Olkin (KMO) test and showed a value of 0.872 (Kaiser and Rice, 1974), R^2 showed a value of 0.792. The variance inflation factor (VIF) indicated a value of 2.655 (Hair et al., 2010). CMV for single factor influence indicated a value of 17.84% (Podsakoff et al., 2012) signifies the non-existence of CMV in the data. Cronbach's alpha value is 0.868 (Peterson, 1994). The c^2/df value of the model is 1.146 (Byrne, 1989). Additionally, the values for the other fit indices, such as NFI= 0.885, GFI = 0.881, AGFI= 0.862, CFI= 0.981, and TLI = 0.979 (Bagozzi and Yi, 1988). The analysis of the structural model showed a good fit from the collected primary data. All the values are mentioned in Table 5.

Table 4: Discriminant Validity

Construct	IOSC	POS	IWE	TPF	MAD	TWL	DME	CPF	MD
IOSC	0.76								
POS	0.36	0.78							
IWE	0.41	0.48	0.75						
TPF	0.28	0.52	0.21	0.79					
MAD	0.34	0.41	0.18	0.21	0.76				
TWL	0.49	0.38	0.31	0.54	0.33	0.75			
DME	0.24	0.25	0.37	0.46	0.19	0.27	0.79		
CPF	0.35	0.35	0.52	0.38	0.14	0.31	0.39	0.82	
MD	0.29	0.24	0.36	0.27	0.38	0.42	0.56	0.22	0.81

Table 5: Model fit measures

Goodness of fit measures	CMIN/DF	NFI	GFI	CFI	RMSEA	SRMR
Recommended Values	<=3	>=0.9	>=0.9	>=0.9	<=0.08	<=0.08
Measurement Model	2.11	0.93	0.92	0.91	0.05	0.04
Structural Model	2.28	0.94	0.93	0.94	0.07	0.03

H1 to H4 are based upon testing the causal relationship between various variables under study. While testing the hypothesis, two variables namely prior international experience and local language proficiency were controlled. H1 was to test impact of Intra Organizational Social Capital on Expatriate Job Performance. The direct relation was found to be significant and positive ($B=0.27$, $p<0.05$). Also, all the six factors of Expatriate Job Performance (EJP) were found to be positively and significantly impacted by EJP. H2 tested impact of Perceived Organizational Support (POS) on EJP. The H2 was supported with significant and positive result ($B=0.31$, $p<0.001$). along with this, POS was found to have positive and significant impact on all the six dimensions of EJP. H3 and H4 were to test mediation by Islamic Work Ethics (IWE) between IOSC and EJP relationship, and POS and EJP relationship, respectively. For H3, all the paths i.e. IOSC→EJP ($B=0.13$, $p<0.01$), IOSC→IWE ($B=0.16$, $p<0.01$) and IWE→EJP ($B=0.12$, $p<0.01$). Hence, supporting mediation and therefore, H3 is supported. For H4, all the paths i.e. POS→EJP ($B=0.21$, $p<0.05$), POS→IWE ($B=0.26$, $p<0.05$) and IWE→EJP ($B=0.17$, $p<0.05$). Hence, supporting mediation and therefore, H4 is supported.

Table 6: Hypothesis results

Hypothesis	Constructs	Beta Coefficient	Critical Ratio	p-value	Final Decision
H1	IOSC --> EJP	0.27	2.26	0.03	Supported
H1a	IOSC --> TPF	0.18	3.11	0.01	Supported
H1b	IOSC --> MAD	0.14	1.98	0.04	Supported
H1c	IOSC --> TWL	0.26	2.14	0.01	Supported
H1d	IOSC --> DME	0.28	2.67	0.02	Supported
H1e	IOSC --> CPF	0.13	2.13	0.01	Supported
H1f	IOSC --> MD	0.17	2.75	0.01	Supported
H2	POS --> EJP	0.31	3.19	0.01	Supported
H2a	POS --> TPF	0.15	2.06	0.03	Supported
H2b	POS --> MAD	0.09	3.92	0.01	Supported
H2c	POS --> TWL	0.11	2.65	0.02	Supported
H2d	POS --> DME	0.25	1.99	0.04	Supported
H2e	POS --> CPF	0.12	2.03	0.01	Supported
H2f	POS --> MD	0.08	2.89	0.01	Supported
Mediation					
H3	IOSC --> EJP	0.13	2.31	0.01	Supported
	IOSC --> IWE	0.16	2.64	0.01	Supported
	IWE --> EJP	0.12	2.58	0.01	Supported
H4	POS --> EJP	0.21	2.09	0.02	Supported
	POS --> IWE	0.26	2.23	0.01	Supported
	IWE --> EJP	0.17	2.67	0.03	Supported
Control Variables					
Prior International Experience					
	PIF --> TPF	0.08	2.66	0.15	Unsupported
	PIF --> MAD	0.16	2.31	0.01	Supported
	PIF --> TWL	0.05	1.98	0.01	Supported
	PIF --> DME	0.12	2.08	0.07	Unsupported
	PIF --> CPF	0.17	2.61	0.03	Supported
	PIF --> MD	0.19	2.57	0.12	Unsupported
Local Language Proficiency					
	FS --> TPF	0.07	2.23	0.01	Supported
	FS --> MAD	0.13	2.51	0.23	Unsupported
	FS --> TWL	0.03	2.04	0.14	Unsupported
	FS --> DME	0.05	1.98	0.09	Unsupported
	FS --> CPF	0.09	2.39	0.01	Supported
	FS --> MD	0.16	2.22	0.01	Supported

5. Discussion and Conclusion

The present study is based on work environment and his/her performance in UAE as background. It also considered the guiding philosophy of Islamic Work Ethics which is followed quite religiously in daily working of businesses in UAE. The study's outcome has lot to offer in understanding and improving the working of expats and comes with many implications as well.

The study tested four hypotheses based on direct causal relations as well as mediating impact. The first hypothesis found positive impact of intra organizational social capital in expatriate job performance. The social network is helpful for the expat to understand the demands of the work and the workplace (Mahajan and Benson, 2013; Hador (2016). The knowledge thus acquired from the local employee by virtue of being friends, colleagues etc becomes the part of working knowledge to deal with daily as well as strategic working. Social capital thus created will not only help in understanding the written but as cultural norms of working. Understanding the flow of communication and how to interpret it can only be known clearly with help of social capital. It will be quite handy in leading people, administering various policies, and maintaining discipline. It will have positive effect on all the aspects of job performance. H3 established that Islamic Work Ethics mediate the relation between IOSC and EJP. The guiding principles of Islamic work ethics (IWE) like trustworthiness, truthfulness, fair treatment, mutual consent etc are all based upon important relationship between co-workers. IOSC creates the environment in which IWE will flourish and in turn IWE leads to EJP. As most of the factors of EJP are based upon successful inter-personal effectiveness (Lubinski, 2004; Templer, Tay, Chandrasekar, 2006).

H2 established that Perceived Organizational Support (POS) positively impacts EJP. Organization creates that paths for employee success at work and also provides constant support to help realize the targets set. It can be intra or inter-organizational support as well. Especially when Expat is new in the role, this support becomes utmost important (Naithani et al., 2009). Otherwise, once employee start doubting himself/herself or the intent of organization (leaders, policies etc.), it usually does not go away easily leading to low performance in all aspects of job. Therefore, POS creates the positivity in the employee to achieve task targets. H4 established IWE mediates between POS and EJP. IWE requires supports from all the stakeholders to be successfully applicable in workplace. It also requires commitment from organization to support employees in their righteous actions which sometimes may face some hurdles. POS ensures that employees stick

to Islamic teaching of work no matter what the outcome may be. Here, Islamic work ethics are important as mediator because it helps in creating the feeling of trust on management, which helps employees give their best at work. Islamic work Ethics as mediator in both relationships under study is crucial for success as it helps in converting intentions into actions (Abbas et al., 1999).

6. Implications

This work is set out to identify the impact of Intra Organizational Social Capital and Perceived Organizational Support on the expatriate job performance with Islamic work ethic as a mediator. Based on the results achieved, the impact of the predictors on the dimensions of expatriate job performance is found to be positive and significant and the role of Islamic work ethic principles is found to be contributory. Islamic Work Ethic is ingrained in the organizational culture among the United Arab Emirates. The study results revealed that Islamic work ethic significantly explains the relationship between intra organizational social capital - job performance, perceived organizational support and job performance. Human resource managers need to formulate their company policies in such a way that a new recruit is given orientation and train the existing workforce on the benefits of IWE, as it can be seen as developing employee morale and ethical behavior. Onboarding an expat from different regions is an expensive initiative to the organization. The organization should take into consideration both tangible and intangible costs that go into the recruitment, selection, and onboarding of an expat. Once an expat is onboard, based on the study results it is found appropriate to invest on the expat in the form of organizational support and if required help the employee achieve more social capital. This will help the organization in turn to reap the benefits through the better job performance. As per the Organizational Support Theory, trust, felt obligations and commitment towards the organizations drive the Expatriate job performance outcomes through self enhancement and organizational identification (Shoss et al., 2013). Employees tend to leverage on their social capital within the organization to gain resources, confidence, and trust. The path from securing social capital to displaying performance is not very clear and doesn't have consistent evidence (Inkpen and Tsang, 2005; Van Wijk et al., 2008). Based on the nature of the social capital between broad approach and narrow approach, there is change in the level of performance (Haas and Hansen, 2007). The present study contributes to the literature of social capital theory by testing for the mediating role of Islamic work ethic for higher individual performance effects. Social capital is an asset to the employees. The employee has to initially invest time and effort to build those lasting social relationships. A consistent mobilization and assimilation of the resource within the network would

reap the potential value and provide the performance effects (Hansen, 1999). Social capital doesn't advocate the view that if an employee has too simple ties with few of his colleagues, may not guarantee the performance outcome without effective resource mobilization and assimilation.

7. Limitations and Future Research Scope

The study adopted cross sectional research design and the respondents are the white color expatriates working in the knowledge-based industries across the United Arab Emirates. Various other business sectors such as tourism, hospitality, manufacturing, oil and energy can be considered as the study context and longitudinal research designs can be adopted for more generalizability of the findings. Organizational support to the employee may or may not be favorable to the complete needs of the employees. The coping strategies involved to deal with the organizational stressors without taking undue advantage of employee vulnerabilities is an area which needs to be quantitatively probed further. The attributional heuristics involved in the organizational support could be further studied, in order demonstrate the predictive validity of job performance effects. Few more constructs as moral identity, employee commitment, intrinsic motivation can be included in the future study to find the effects on expatriate job performance. The study can be expanded to consider the expats across the Arab Peninsula.

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