
Differences In Selection And Evaluation Criteria Between Arab Versus Western Expatriates Based On Saudi Hr Managers' Perception

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Abstract: Purpose The main purpose of this study is to evaluate the differences between selection and evaluation criteria among Arab and western expatriates. The employment opportunities are thus the main intention that is found from the perception of the Saudi Arabian HR managers.

Methodology

Deductive research approach has been chosen for the study and also qualitative as well as hermeneutic phenomenology has been applied for dealing with the perception of the HR managers. The interview process is preferred for gathering the perception and this is done with 21 HR managers of Saudi Arabian companies. The data has been analyzed with thematic coding analysis.

Findings

Based on the gathered data from the perception of the HR managers it was found that Western expatriates, they get the better job opportunities from the Arab expatriates as they have more creativity, innovative skills and higher education levels. The management of the Western expatriates is still better than the Arab expatriates. Western expats are getting higher salaries than the Arab expats. However, the small companies select the expats based on their skills and past performances and for the cultural influence, the Arab expats are preferred more.

Originality

Primary data has been gathered from the HR managers' interview process. Some statistics have been gathered from the internet sources and journals to analyze the difference between Arab and western expatriates.

Keywords: Expatriates, hermeneutic qualitative research, employment opportunities, equality, wages, HR managers' perception

INTRODUCTION

Expatriates are referred to as the persons who reside in a country other than their native country. Most of the expatriates reside in another country for their jobs or when the companies want skilled workers in another country. The expatriates get the benefit of increased salary, positional growth, relocation benefits, accommodation, family benefits and language training. The managers hire the expatriates or send them to other countries to set up new branches, develop the business process or manage long-term job assignments. According to 2017-2018 data, there was almost 30% of the population in Saudi Arabia that was filled with expats [11]. Most of the hiring of the expats is made with the agreement of the employment with the countries. The population of Saudi Arab in 2019 was 34.14 million and among these, the expats were 10.74 million [12]. In the first quarter of 2020, the employment rose to 11.1 million in Saudi Arab's private sector. Riyadh which is the capital of Saudi Arabia provides the highest number of employment opportunities to the expats. The unemployment rate in this country is only 5.92% [9]. The expats from different regions get an average of 46960 SR (Saudi Riyal) or \$12,518 from the public sectors and MNCs.

Besides the relocation benefits, these expats also get the family benefits like schooling, health insurance and accommodation benefits like free housing. It is projected to observe the growth of expats up to 1.97% from 2019 due to the vibrant economy of the country [14]. The country has 57.40% male and 42.60% female population and out of them 4.21 million people can be seen in Riyadh [6]. All the companies are now headquartered in Riyadh and expats mostly move for their jobs in Riyadh, Jeddah and Mecca. The expats in Saudi Arab are given free access to healthcare and education and encouraged with the jobs within the country. The westerners are 0.12 million in population out of the 10.74 million expats which represents 1% of them [11]. The Arab is the majority in the country which represents 70% of the employment rate. The biggest industries in which the expats are employed are oil and gas, real estate, mining, automotive, agriculture [8]. The country has also balanced the job opportunities to both male and female and thus the expats are highly motivated. The recruitment and selection is based on the skills the expats have and thus the country engages a skilled workforce.

However, the recruitment process is mostly the same rather than the skill test and background verification of the expats.

This study brings out the selection and evaluation criteria for the expats and differences between Arab and western expatriates. This requires the perception of the managers. Some different themes are going to be chosen in this study that represents literature review and HR managers' perception is going to be taken based on that. Thus, the results are going to be shown in this study that will represent the HR managers' perception of the difference in selection and evaluation of those Arab and western expatriates.

LITERATURE REVIEW

This chapter entails dealing with a plethora of information that converts the actual knowledge and wisdom that connects with different literature that connects to the discussion. The themes have been constructed that help to identify the way the evaluation criteria have been apprehended and the way the Saudi HR managers reflect the method to differentiate between western and Arab individuals. It wins over the knowledge that is passed on by existing kinds of literature that have connected themselves with the study and deals with a positive response.

Performance evaluation

The concept of performance evaluation has taken a positive impact on the overall result that is generated within the caricature of organizational operation. There lies a difference between the way this concept is calculated by different corporates dealing with expatriates leads to apprehend a new essence of knowledge [1]. The use of a performance management system has changed over the years and has impacted the overall performance results that are submerged within the premises. It deals with a real understanding of how different expatriates have been dealing with difficulties in performance and what steps are taken to make it a positive process within the organization. The organization must encase a new understanding of how to deal with the results within the Saudi Arab context.

Different subjective criteria impact the overall result that is connected with the expatriates and leads to acquiring a real knowledge concerning the way the performance criteria have been changing the overall effect that is related to the discussed concept [2]. The acquisition of different forms of evaluating the performance is essential and gauges the primary understanding of the ideas and how it leads to apprehend better knowledge of the expatriates.

Expatriates commitment to international assignment

International assignments are the projects where expatriates are sent to foreign locations on work related purposes. A significant criterion for evaluation of these expatriates is performed by HR managers. Employees who are selected for foreign deputations in international assignments are evaluated for their performance and stay in the country. This is evident in case of Western and Arab expatriates as well. It is natural for organizations located in the Gulf to choose employees and evaluate their period of stay [3]. Once they sign up for such an international assignment, they are liable to perform their duties in the nation where they are allocated the task. HR managers often use this as benchmark evaluation criteria for employees for such projects. It is observed that, employees are evaluated based on their commitment as per their contracts and duties accepted while assignment of the task.

For instance, in the case of Saudi Arabia, HR managers evaluate expatriates on the basis of the organizational compliance and commitments towards the international assignments. While it is observed that western expatriates are more committed towards such projects, Arab expatriates function less in such cases [3]. However, location of the project being Saudi Arabia, there is a high chance that Arab expatriates from rest of the Arab countries will be more interested in Twitter towards international projects and assignments based in the gulf regions.

Family impact on expatriates' work performance

Family plays a crucial role in determining the way in which an expatriate will perform. Being away from family members and home is an obvious negative aspect for any employee. It is observed more when employees have to travel outside their countries on international assignments. Hence, the impact of family is large and significant in the work performance of expatriates. It is observed in cases of Western expatriates that they are more adaptive search scenarios [9]. The reason is simple because the western culture promotes freedom of independent living among teenagers. This allows them to learn to live alone without the support of family members from a very young age which is reflected in their international assignments. In the case of Arab expatriates, it is a different scenario as they are not adaptive to nuclear families.

Being a part of a large joint family and suddenly having to adapt living without them in a foreign country can be really challenging. This is why data managers of Saudi Arabia always prefer western expatriates over Arab expatriates while evaluating from the family point of view. It is also important to state that expatriate employees who have adapted to living in foreign countries may have to leave because of a paperwork issue or because of

family emergencies. This is the reason why it is not evident while assessing employees based on their family commitments during international projects [11]. Certain situations may come up that can compel a previously well-suited expatriate employee to leave the country. Hence, pinpointing the exact criteria for evaluation waste on family commitments is very challenging for HR managers due to the unforeseen circumstances in a climb a face during their stay in Saudi Arabia.

Employment equal opportunity

Equal opportunity in the workplace is always preferred by employees and managers alike. This is another critical evaluating factor for HR managers at Saudi Arabia to check and compare Western expatriates against Arab expatriates. It is simple to understand that employees who belong to a particular cultural, religious and lingual background are always preferred in the workplace [12]. In fact, they are able to adapt quickly as compared to someone who is of a foreign culture. Successive orientations also highlight the fact that Western expatriate employees find it hard to adapt in the girls Nations like Saudi Arabia. When compared to them, Arab expatriate employees have a fairly easy time while working in Saudi Arabia because of the similarity of culture, religion and language. This is important to understand because on the basis of an evaluating factor, Arab expatriates are favored over Western expectorants in the workplace of Saudi Arabia.

It might not be about sidelining a foreign culture but the better performance of Arab employees as they are more informed about the Sharia laws of the country [8]. Hence this is one evaluating factor where HR managers prefer Arab expatriate employees over Western expatriates. It is important to understand that organizations will play for employees who are able to perform well and familiar with the Sharia laws based on which organizations are controlled. This is the reason why expatriates may not be the most favored set of employees to promote equality in the workplace. This proves that employment equal opportunity is a credible evaluating factor for HR managers.

Leaders' influence on organizations

A leader has an unwavering influence over the organizations and their employees working in them. The same is true for the evaluation of Western and Arab expatriates in the workplace. While the assessment of leaders' performance is necessary and how they are able to manage multicultural teams, it is also important to consider their directive towards motivation or influence [9]. It is better to highlight the effects that managers at Saudi Arabia or any Gulf state always prefer leaders who are religious and at the same time open to discussion. This is the best combination to motivate a workforce as well as filter in the best ideas for organizational implementation.

It is identified that expatriates are more likely to adapt to situations where leaders engage them in the decision making practice. While motivation is important for workplace orientation, a leader's perspective towards the workforce and its development is also important. While Arab expatriates prefer a hierarchical approach where policies and compliance is followed strictly, Western expatriate employees prefer flexibility in the workplace. This is why HR managers evaluate them on the basis of the projects where they are allocated [10]. This proves that the way a leader influences the workplace determines whether an expatriate or an Arab expatriate will suit in the organization which makes it challenging for HR managers to assess them.

Work intelligence

Work intelligence refers to a lot of qualities in employees that help them to adapt to the working conditions in an office. While workplace politics are common across all industries and markets, employees are evaluated heavily by HR managers with the ability to cope with any situations using their work intelligence. It can be a project related work or it can be taking a difficult situation where employees have to find one way or the other when sure there is no problem in their productivity. Managers across Saudi Arabia prefer employees who are well aware of their culture and the Sharia laws that dictate their compliances of organizations [14]. A proper selection criterion also highlights that Western expatriates are more likely to adapt to various situations in the organizations using their work intelligence and skills.

A probable reason for this is the fact that they are exposed to multicultural teams and projects across their career. How was the case of Arab expatriates where access to multicultural teams are very limited and most projects are in-house based, Arabic expatriates have less work intelligence as compared to Western expatriates. This is a significant selection criterion for HR managers to assess and draw comparison between the two sets of employees [12]. It is ideal for HR managers to evaluate Western expatriate employees positively because of their ability to handle various situations using work intelligence in the projects.

Work ethics

The significance selection criteria for HR managers are the ability of employees to work within their ethical limits. This means that employees must work by following his ethics and by combining the organizational ethics together. When applied across the brackets of Western expatriates and Arab expatriates, both sets of employees

have unique ethical policies that relate to organizational frameworks [13]. For instance, Western expatriate employees are bound by the ethical code of conduct followed across America and Europe. Expatriate employees follow the ethical code of conduct determined by the Sharia laws. Both of them are equal in terms of representation and do justice to the organization.

However in order to draw a comparison, it is important to highlight Western and Arab countries as they have separate ethics charters. This means that the West follows a New World Order as determined under the United Nations Ethical guidelines. On the other hand, most Arab Nations follow Sharia laws and Islamic religious sentiments that highlight an ethical code of conduct for carrying out individual duties [13]. This is the reason why HR managers in Saudi Arabia will definitely prefer expatriate employees because their sets of ethics directly match. Hence selection of employees will be directly favored towards Arab expatriates because of their similarity with the Saudi Arabian work ethics and policies.

Equal pay

The selection of employees as compared to the case of Western expatriates against Arab expatriates in Saudi Arabia is a controversial matter when tallied against the equal pay process. Saudi Arabia is a country of Sunni Islamic background with Wahabism; the current administration is trying to explore the concepts of globalization [11]. In this regard pay equality might not be widely renowned across Saudi Arabia that is being implemented gradually. While HR managers will definitely Arab employees due to their cheap availability across the Arab Nations like Egypt, Syria and Iraq, the concept of performance is still being neglected.

It is because Western expatriate employees are extremely professional but come with higher paychecks. Herein lays the dilemma of HR managers to opt for performance over pay to benefit the organizations. This is where the Western expatriates and Arab expatriates critically analyze based on their individual experience and performance in their careers. If it is evident that Western expatriate employees have good experience across the relevant industries, HR managers will definitely provide equality of pay while he is being employed in Saudi Arabia [8]. However if the requirement is for basic office works where specialization is not needed, that manages resort to selective pay scale processes where cheap labors from neighboring Arab countries are infused into the Saudi Arabian economy. This helps the immigrant workers as well as provides scope of profitability for the organizations in the country.

METHODOLOGY

Research approach

The research approach is termed to be the concept, procedure and plan that helps the researcher to construct a path of knowledge that relates to the way the research can be conducted. It helps in the proper collection of the data and acquires actual expertise in connection to the topic of discussion. In conjunction with this particular research, the deductive research approach is included that helps in acquiring knowledge from existing theories and concepts that govern a specific topic [3]. The perception that is available with the HR manager differs from the one available with the expatriates. They have an understanding that is different for the Western individual and the Arab individuals. The use of the qualitative data inclusive of open-ended questionnaires has given a strong point to appreciate the collected concepts and data. It has crafted a mechanism to deal with in-depth analysis of the possibilities of the organization and entails a notion of constructive change.

The use of a qualitative research approach helps in defining the explicitly or the implicit primary purpose that is connected with the research. The perception that is confined within the managers is a significant aspect that has helped to define the difference available between Western and the Arab expatriate's performance within the organization [4]. The use of quantitative data has been omitted for the study as it deals with the selection of options and does not contribute towards the betterment of the information that is driven by the respondents. The interview leads to gather open data from the end of the managers and help in identifying their perception towards the process. The research hypothesis has been constructed to deal with the possibilities that help in acquiring real knowledge concerning the concepts brought into the research:

H1: Saudi Arabian Managers prefer to select Arab expatriates over Western ones due to sharing similar culture and language

H1₀: Saudi Arabian Managers prefer to select Western expatriates over Arab ones due to higher skills

H2: Salary and Family are primary reasons behind staying or leaving Saudi Arab as per Arab and Western Expatriates

H2₀: Salary and Family do not impact Arab and Western Expatriates' decision on staying or leaving Saudi Arab

Interview process

The interview process deals with the understanding that is connected with the way a positive conversation is plastered into the study. It helps to discuss the relevance of data that is connected with the help of the open-ended question leading to acquiring knowledge from the end of the respondent. The use of phenomenological research has been accepted for the study that leads to focus on the interviewee's multiple responses that connect

to their personal experience and connected memories [5]. The research has been linked with a Hermeneutic form of intervention that helps to work with an ongoing conversation between the respondent and the researcher. It entails a real understanding from the end of the researcher and converts the ideas and information that has been collected from the respondents. The use of the structured phenomenological interview has helped in the designing of multiple open-ended questionnaires that have received the experience that is available with the participants of the research.

Data collection

The primary method of data collection is used in the research that has helped to acquire data that is new and has not been used previously. The use of primary research or data collection is gathered from the participants of the study via the use of interviews or surveys. The use of open-ended or closed-ended questionnaires is used to support the aspect, and this helps in gathering valuable information that is connected with the research question. The purpose of primary data collection has been compared to deal with a real understanding of what drives the result for the HR managers. It leads to apprehend their experience with the Arab and the expatriates [6]. The use of face to face interviews has been selected to drive positive data and the understanding of the language of the individuals. Each of the meetings has taken 30 to 60 minutes. The use of a voice recorder has been included to record the response, and then it has been Tran-scripted to text.

The interview has been a semi-structured one and has used ten open-ended questionnaires that have been constructed from previous research. Each of the questions was designed to deal with the available perspective of the Saudi Managers and deal with the selection and evaluation criteria presented to the western expatriates and the Arabs. The use of the statement of consent has been submitted to each of the respondents that talks about the confidentiality that is connected with the research. Permission to record the study was acquired, and the questions were presented to the participants. The participants were thanked after the completion of all the ten questions, and they were dismissed.

Participants

The participants selected for the study were Saudi nationals who are a part of different companies within the nation. The criteria that is pivotal to be chosen for the research is having a minimum of 2 years of experience in the field of Human Resource Management, know English and have to be a Saudi national. It led to the reliability of the gathered data that is connected with the years of experience that is available with the managers [3]. The first few participants for the research were selected using random sampling by using different websites like LinkedIn and Facebook databases. A request was forwarded to be a part of the interview process and help generate knowledge towards the topic. The use of non-probability sampling was introduced, and the referral sampling technique was used to deal with the other respondents for the study.

The sample size for the research came down to 23 individuals who are a part of the human resource team of different organizations. The average age that has been selected for the study has been 31 years and has helped to gather positive data that is connected to the topic of discussion. It has been a significant aspect that has converted the overall outcome that has been driven towards the study. It leads to appreciating the efforts that have been generated by each of the participants and helps to acquire immense knowledge that converts the generated results.

Data Analysis

The study has acquired qualitative data analysis to assess the collected data from the interview. It is accepted as a reliable data analysis technique, and the use of thematic coding has been apprehended within the study to gather the data. The use of five pivotal steps has been acquired to deal with the process of data analysis. In the first step, the data has been transcript from the audio format to text, and the exact words have been used. The answers to each question have been compiled to construct a list of explanations of each of the participants for the set questions. The responses were analyzed to build a thematic code that connects with the given answer from each of the respondents. The data has been dismantled according to the categories that have been set forth the study. The use of color coding has been done to define the key terms or the exact theme. The similar codes were merged to deal with the sample factor and contribute to constructing unified categories. It has been a substantial method that has been used within the study and has helped to reach positive outcomes for the conducted research.

Concerning the research, there have been ten significant questions that have made its way into the study, the answers of two problems are clubbed together to reach out to a similar response and churn out the perspective of the different countries. The manager's perception towards Arabs and the Western expatriates has been derived with the help of this particular method. The use of the Coding Hierarchical frame was constructed. Then the theme that connects to selection criteria and evaluation criteria were assessed, and the difference was noted, leading to gauge the perception of the managers. The significant items that have been a part of the study have

been capable of defining the way each of the individuals has a different understanding, and how the perception of the manager is essential.

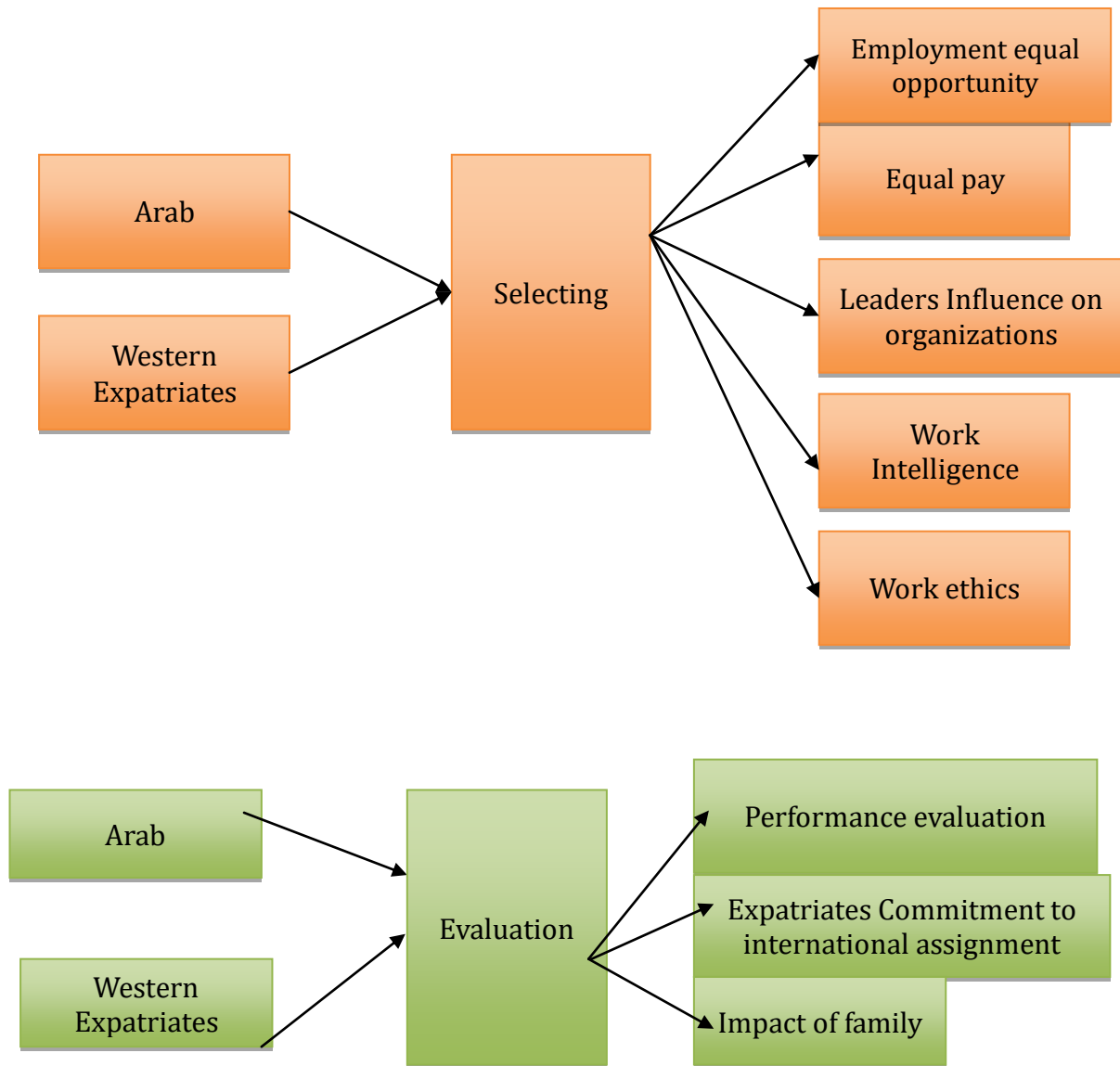


Figure 1: Research Code

(Source: created by author)

Ethical consideration

Ethical consideration is an essential part of the research and contains to make the research process much successful and helps in accepting a safe procedure. It is connected with the gathering of any form of data that connects to the following of ethical rules and considerations that connects to the legislative aspect. The researcher has led to ensure that no unethical practice has been presented within the research and has assured that research has been working on an ethical path. The aim of the study was acknowledged by the respondents leading to giving a flag to the data collection process. In lieu to deal with a positive security outcome, the names of the respondents were kept private [7]. The answers were recorded so that no alterations were no made and the names were kept anonymous. The use of password protection process was accepted so that no other individual except the research gains access to the data that is presented to the research, the measures to deal with the confidentiality of the data has been maintained and has helped the respondents to gain trust towards the interviewer. The data thus gathered has been authentic and has helped the researcher to pave a path of success to engage with immense knowledge that is connected with the area of discussion. It is an essential element that is associated with any form of research and helps in leading to positive growth.

RESULTS

Saudi HR managers' perception when selecting Arab Vs Western expatriates

Employment Equal opportunity

From the results, it can be suggested that most of the managers are choosing the Arab expatriates based on their regional knowledge and cultural similarities there most managers are choosing the western expatriates for the expectation of higher skills and greater diversities in the workplace. According to the managers, the Arab expatriates have a better understanding of the national policies and environmental understanding which helps them in having better effectiveness and efficiencies in the workplace. However, on the other hand managers are choosing the western expatriates because they have better skills and a greater educational background which provides the organization with innovation opportunities. Although a significant number of managers are staying with the ethical consideration, as they have stated that it doesn't matter what the background of the participant is, they will select the candidates according to their CV, education and job history. Although choosing based on the race is also ethical considerations for the manager as well as they think choosing the person according to their significance and deliverance to the organization matters the most. According to the major significance for both expatriates, Arab expatriates can handle the obstacle with much more ease where the western employee can only provide high skills to the organization.

Theme	Quotations
<p>Employment Equal opportunity</p>	<p>“I will choose the western expatriate. I trust his education. I trust his behaviours. I know he will have the same values. I also know what demands he wants in life and I can afford him a good work environment” (Participant 8)”</p> <p>“I would definitely choose an Arab due to their vast understanding of the work environment and national policies. They can also easily communicate with our clients.” (Participant 1)</p>

Influence on organization

According to the results market understanding of the Arab expatriates is far greater than Westerner expatriates who are more likely to deliver in a better manner for understanding the work environment of the nation. However, some of the managers suggested that competency levels of both expatriates will have similar types of influences in the organization. All though most of the managers have stated that for being from different backgrounds and educational systems both expatriates will have their different influences in an organization. However, Arab expatriates can have more expatriates in a Saudi organization because of the effective communication in their organization. There a western expatriate can provide different points of view, diversity, innovation ideas, and different values to the organization which will help an organization in having a better future development process. Some of the managers have depicted the personalities of the expatriates are the main influencing factor for an organization not their origin as well. However, based on the position, the powerful influence of the expatriates will be similar according to a lot of managers as well. Although according to the major numbers of manager influences of the Arab expatriates will be better in an organization for their understanding of the work culture and rapport with the employees in the organization. There, western expatriates can provide influence in value and culture which is not that relatable to the work success for an organization in Saudi Arabia.

Theme	Quotations

	<p>“Yes, the understanding of the business market is crucial in the performance of an employee. Arab expatriates are more likely to deliver, considering that they fully understand the work environment in Saudi Arabia” (Participant 1)</p> <p>“Surely, if they have the same capabilities and skills, then both expatriates can fill the same position. As for how they could influence the company, it depends on the individual.” (Participant 18)</p>
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Work intelligence

According to the managers of Saudi Arabia, intelligence areas in expatriates vary from interpersonal, logical areas to the mathematical areas. According to the manager, western expatriates are more effective in problem-solving as well as in naturalism than the Arab expatriates. However, the Arab expatriates can have better social relationships, where the western expatriates need to put their educational ethical considerations for dealing with the social environment which is a greater factor for the Arab expatriates. Some managers also stated that intelligence of both expatriates can be same however; the educational background can be a significant factor in the differences. Although, suggestions for the western expatriates also been said that western expatriate intelligence will be more developed as their educational system helps them in thinking the problem more critically. Moreover, it was also suggested that general intelligence and applicability of the Arab expatriates will be far better than the western expatriates because they can deliver genius ideas as well as they also can work with low economies as they can from a lower economic background. For that reason, the intelligence of the Arab expatriates will have an upper hand than the expatriates of the western countries. Moreover, some of the managers also suggested that naturally, Arab have a better business mind. There Western poses more systematic ways of understanding the situation.

Theme	Quotations
Work intelligence	<p>“The western expatriates are more focused on problem solving and naturalists compared to their Arab counterparts. This is mainly attributed to the quality of education each party obtains” (Participant 2)</p> <p>“The Arab expatriate is naturally better in intelligence. He naturally has the power to think and generate genius solutions. He can use the least capabilities in his poor environment to give strong solutions” (Participant 9)</p>

Work Ethics

According to the manager of Saudi Arabia, western expatriates show full ethical commitment in an Arab world that is because they found the organization as a source of income they do give a more understanding about the development of the organization. Arab expatriates are more likely to follow the code of conduct as they are more understanding about the workplace culture and environment. They are more committed to the development of the organization in any way possible. However, a lot of managers also suggested that most of the western and Arab expatriates follow the ethical considerations made in an organization. However, western people think work as their main priority in the organization; their Arab expatriates do not follow the ethical consideration with that much determination. According to the results, most of the managers think that the western expatriates are more punctual, serious and propose better communication ethics in the organization to improve their identity and gain respect from the organization. There, Arab expatriates do not follow those credible points as they think they are more natural in the work environment.

Theme	Quotations
Work Ethics	<p>“I think the western do not have full commitment to work ethics in Arab world. They find workplaces as a source of income, but they do not care about success and progress of the workplace” (Participant 1)</p> <p>“Unfortunately, in the field of work, we find that western expatriates are more conservative concerning work ethics identity than Arab expatriates are. The western expatriate is very keen to follow code of conduct rules and regulations at work, while Arab expatriates do not. The western expatriate deals with his employees and co-workers ethically, but the Arab expatriate sometimes tries to take his benefits at the expenses of others” (Participant 4)</p>

Equal pay

From the results, it can be suggested that compensation gained by the western expatriates is usually more because of their benefits and staying away from home. However, some managers have suggested that based on the experiences of the expatriates the compensation level depends. Moreover, some of them also suggested the factors of money regulation in the foreign country, based on that the wages of the western expatriates are much higher than the Arab expatriates. Some of them also discussed the policies of the organization as well where they have stated that if policies for both expatriates are the same as well as if both expatriates are in the similar position it is more likely that both expatriates will gain similar wages. However, according to most of the managers, western expatriates tend to gain more compensation than the Arab expatriates. Thus null hypothesis rejected and alternate is accepted.

Theme	Quotations
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Equal pay	<p>“No, the western expatriates are compensated higher than the Arab expatriates, mainly due to the various benefits that come about as a result of them working away from home” (Participant 1)</p> <p>“Yes, is compensated equally, because this is the police in the company” (Participant 4)</p>
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Saudi HR managers' perception when evaluating Arab vs Western expatriates

Performance Evaluation

According to the managers of Saudi Arabia in the choosing process of Western expatriates, gender plays a great role, where managers think western males are more reliable than female expatriates there they can choose male and female both expatriates with equal reliability. As the sharia law is the basis of Arabic education, western expatriates are more competitive for their high-quality education system. Moreover, educational certificates of the western expatriates are more reliable which helps them in providing a better understanding of their expertise. Although significant numbers of the manager have suggested that most of the expatriates provide similar performance from a similar level and posts in Saudi Arabia's organization. Some of the managers also criticise that most of the experts play a character of stereotyping and based on that they say that Arab expatriates are less performers than the western expatriates. Moreover, it also suggested that western expats are looked at by their performance in a project development only wherein the case of Arab expatriates they are judged on the basis of attendance, overtime working hours, and punctuality.

Theme	Quotations
Equal pay	<p>“Gender and competency play a significant role in the valuation process, especially when selecting western expatriates. The male employees tend to be more reliable than their female counterparts. In Arab expatriates, however, both males and females are dedicated thus stands an equal chance of employment.” (Participant 1)</p> <p>“In large companies (2000+ employees) the evaluation criteria are the same to everyone. However, in small companies, there are fewer criteria for western expats by looking only for performance and projects. For Arabs, attendance, punctuality, overtime working hours are to be considered” (Participant 4)</p>

Expatriates Commitment to international assignment

From the results, it can be seen that western expatriates are more likely to stay in a Saudi Arabia organization based on friendliness and better pay. Moreover, western expatriates can leave the organization if there are difficult and extremist cultural differences in the organization. However, as Saudi Expatriates are more

understanding of the environment for which they might stay in the organization. With high salary expectations and self-esteem, as well as homesickness play a great role for staying in a foreign country for the western expatriates. However, in the case of Arab expatriates, they expected a safe environment, good salary, benefits and family status for staying in a Saudi Arabia organization. However, gender discrimination for the Arab female expatriates is great problem in this nation which improves the leaves rate of the female expatriates in the Saudi Arabia organization.

Theme	Quotations
Equal pay	<p>“The degree of self-esteem, housing class, earning and entertainment are the main determinants for Western expatriates to leave or stay in KSA.” (Participant 12)</p> <p>“Gender discrimination is one of the main contributing factors to the departure of Saudi expatriates to other countries. This mostly affects females as most employment opportunities available in Saudi Arabia consider males than females” (Participant 2)</p>

Family Impact

As observed from the answers collected and highlighted above, family plays a very crucial role in determining whether an employee I will complete his contract in Saudi Arabia. In the case of Western expatriates, the cost of living might not be an issue but adjustment and adaptability e are the most critical ones. It is evident that Saudi Arabian laws and policies are vastly different rules and regulations that can cause issues for family members of expatriates to adapt to. If they are not able to adjust to life in Saudi Arabia, they might go back to their home country that can impact the expatriate employee where he will also want to go back with them.

In the case of the Arab expatriates where most of the immigrant workers come from Syria and Egypt, the cost of living is a very important issue. Not all Arab countries are rich like Saudi Arabia, Qatar and the UAE. Expatriates from countries like Egypt might find it difficult to bring their families onboard with him in Saudi Arabia because of the high cost of living. This might compel him to break the contract and return to his home country along with his family members. It is challenged further when the families of expatriates are not able to accompany him who makes adjustment of life in a new country all the more difficult. Thus null hypothesis rejected and alternate is accepted.

Theme	Quotations
Family impact on expatriates' work performance	<p>“Family is an essential aspect of the commitment of an employee. If an employee’s family can readily adjust and reside in Saudi Arabia with ease, then it is more likely that the expert would complete his or her contract.” (Participant 1)</p> <p>“Families have a huge impact on Arab expatriates. It is very common to see Arab expatriates leaving because they could not arrange for their families to come because for a number of reasons such as cost of living” (Participant 14)</p>

DISCUSSION

The perception of HR managers is taken by setting up some questions for them based on the key themes for this study. The main intention was to understand the differences in selection as well as evaluation criteria between the Arab and western expatriates. The first theme is selected as whether the Arab and western expatriates are evaluated equally. From the perception of the HR managers, it was understood that there is gender equality and both the male and females are getting the equal chance of employment. The western expatriates were found more competitive than the Arabians due to high quality education they receive. Religion is a factor that plays a crucial role and most of the companies are bound with Sharia laws. Some HR managers also apply the same recruitment process for evaluating the employees regardless of their nations. Most of the Arab expats are still paid lower than the average rate whereas the Western expatriates are highly paid. Western expatriates are mostly recruited for the technical jobs while Arab expatriates are recruited mostly for the craft jobs.

In the large companies the evaluation criteria remains the same for everyone but for the small companies list criteria can be seen for the western expats. Arab expats need to maintain the attendance punctuality performance as well as overtime. The second key theme was selected as cultural differences, living conditions and staying for money. The codes are also generated as living environment, money and cultural differences. It was found that inadequate employment opportunities and low wages are remaining the leading factors that drive away the Arab expats from the western expats. Western employees get a lot of benefits in Saudi Arab and high salaries in the companies including medical insurance. The financial factors, religion restrictions accommodation quality as well as legal terms violations keep the Western expats separate. With the living environment the Western expats are found to be more adjustable with the lifestyle and restrictions in Saudi Arab. On the other hand the main determinants for western expatriates which drive them to leave or stay in KSA are earning and entertainment, self-esteem jobs and housing class [3]. The major reason that Western expats leave their jobs in Saudi Arabia is that they cannot adapt to the culture.

Another theme was selected as cultural adjustment in leave for discrimination. Arab expatriates choose to leave Saudi Arabia due to their high desire for attaining better jobs in other countries. Gender discrimination is also another factor that drives them to leave the country as the Arab expats do not get high paying jobs and also safety benefits as same as the western expats, to leave the jobs. Gender discrimination is seen from many small companies in Saudi Arabia and they considered the employment opportunities are mostly for the males rather than females. The Saudi Arab government also imposes the taxation rules same for the Western and Arab expats and thus the ill treatment from the Saudi and low salaries make them feel to leave their jobs [5]. The low paid salary is the major factor that drives the employees to find better job opportunities in other countries. The salary expectations are not covered by the Saudi Arabian companies and a bad working environment steals their self-confidence.

Education of the children and family responsibility are the essential aspects of the commitment of expatriate employees. Adjustability levels are seen to be better of the Western expats than the Arab expats. The Western expatriates can also be found omitted for their family living lifestyles, health and wellbeing as well as education for their children. The small companies do not provide the same employment contracts the multinational companies do for both the Arab expats and western expats. Thus, another theme is chosen as the impact of employment contracts for Arab expatriates and western expatriates. Some expatriates want residence permit fees with the Saudi Arabian Government Law IQAMA. The Arab expatriates remain unable to afford the high taxes that are imposed on them whereas the western expatriates tend to adjust mode. This is just because their salaries are high and get economic benefits from the companies.

HR managers were also asked with an instance of two candidates having equal opportunity of getting selected. Thus, the theme has been chosen as cultural and language similarities. From the HR managers perception mostly the Arab expatriates will get the chance of getting selected as per the national policies and better understanding of the working environment. From managers' perspective, the experience, relevant skills, good education as well as past performance matters a lot while getting selected for the company. Some of the managers would like to choose the candidate having better efficiency level and can be recruited with an adequate budget. For this also the Arab expatriates can be found cheaper than the Western expats. However the motivational level of the Western expatriates is far better and they communicate more effectively. However the main fact is that there is a high requirement of communicating in Arabic for the mother tongue which is known by the Arab expatriates in a better way. Some HR managers also like to select the expatriates based on the financial capability is of the form and thus evaluate the total expenses with salary, lodging and many other privileges.

Arabian managers have different communication skills and maintain business ethics than western managers. The creativity level of the western employees however influences the Saudi Arabian companies which bring them certain positions within those companies. However it is obvious that Arab expatriates and western expatriates will influence the company in different manner with their different management styles and cultural dimensions. Western expatriates are found as more systematic, practical, innovative and emotional than the Arab expatriates. They also have better problem solving skills and integrate social intelligence while working together. The HR managers also mentioned that the Western expatriates are paid higher than the Arab expatriates due to high

living costs, insurance liability as well as labor cost charges. Better skills, education and management provide the western expatriates better job opportunities than Arab expatriates.

Limitation

The major challenges that are found in the study are related to acquiring the right themes and codes for gathering the perception of the HR managers. The managers were selected randomly and thus it was difficult to find their capabilities while selecting the Arab and western expatriates. It was also difficult to find the credible sources of information in Arabian company perspectives. The managers were asked several questions and they answered those. Thus, it can be obvious that they can hide valuable sources of information and bad management from the Saudi Arabian companies. The data of the HR managers were used only for the research purposes and not shared with any third parties. Thus, it follows the Data Protection Act. The future development of the study can be extended by acquiring the solution from different credible sources as well as the perspective of the HR managers.

CONCLUSION

From this study, the differences in selection as well as evaluation criteria between the Arab expatriates and western expatriates are understood. This is done with the help of HR managers' perception in Saudi Arabia. Literature review has been made on the different key themes as applied in the evaluation of HR managers' perceptions. It is understood that there is a lot of difference between the recruitment and selection of the Arab and western expatriates and most of the time Western expatriates get better job opportunities and high salaries. The Arab expatriates get selected due to their cultural influence and low wages for the budget companies. The large companies have similar job opportunities and recruitment processes for all expatriates. Some of the HR managers also believe in analyzing the skills, education level and past performance and thus select them for better talent management. Western expatriates also have creative and innovative skills and also have unique leadership skills and experiences. Thus, they tend to be getting selected more by the Saudi Arabian companies and also get higher salaries from the Arab expatriates.

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Appendix

1. What are the differences in evaluation criteria between Western and Arab expatriates?
2. What are the factors that may cause the Western expatriates to leave or stay in Saudi Arabia?
3. What are the factors that may cause the Arab expatriates to leave or stay in Saudi Arabia?
4. How can a family impact Western expatriates' commitment to complete the employment contract?
5. How can a family impact Arab expatriates' commitment to complete the employment contract?
6. If you have two candidates who have equal opportunity, one is Western, and the other is Arab, which one will you choose? And why?
7. Can both Western and Arab expatriate fill the same position but have a different influence on the company?
8. What are the different areas of intelligence between Western and Arab expatriates?
9. How Western view work ethic identity if compared to Arab?
10. Are Western expatriates compensated equally with Arab expatriates? And why?