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Wasta and Non-Arab Training, Characteristics, Task, and Culture in Arab Markets

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ABSTRACT

Non-Arab global leaders face many cultural challenges when doing business in Arab markets. One such challenge is how to work with *wasta*, which is translated as networking and favoritism. The purpose of this study was to identify the relationships between *wasta* and a non-Arab managerial expatriates' training, personal and professional characteristics, task complexity, and cultural differences and the effect of such relationships on *wasta* performance of non-Arab managerial expatriates in Arab markets.

A quantitative non-experimental survey design was used to collect and statistically test data to answer the research questions. A simple random sample of 53208 non-Arab expatriates currently working in the U.A.E. were invited to participate in the study, resulting in final sample of 175 non-Arab expatriates who are holding managerial positions (.33%). Simple and multiple regression analyses were used to test the research questions and hypotheses. Coefficient alphas and factor analyses were conducted on all scales used in the study in order to examine their reliability and validity. For the multiple regression analyses, an F Value statistical test was used to identify the model's significant predictive capability. R Square (R2) identified the variances in the dependent variable explained by the independent variables.

Findings of this study indicated significant influence of Expatriates' Training on the Wasta Performance indicator of ability to build network with Arab managers; Expatriates' Characteristics on the Wasta Performance indicators of ability to build network and relationship with Arab managers, ability to understand Arab managers' decision making, and ability to integrate in the Arab business community; Task

Complexity on the Wasta Performance indicators of ability to build network and relationship with Arab managers, and ability to integrate in the Arab business community; Cross-Cultural Differences on the Wasta Performance indicators of ability to build network and strong relationship with Arab managers and understand Arab managers' decision making.

Future research may also include non-managerial expatriates in Arab markets, focus on the differences between *wasta* in the Arab culture and networking in other cultures, and assess non-Arab expatriates in other Arab countries.

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Chapter I: Introduction to the Study

Introduction and Background to the Problem

Networks have been identified as a significant factor of business success between different cultures (Mitchell, 1969). In Arab culture, networking, translated in Arabic to *wasta*, has different characteristics than in other cultures. *Wasta* is an Arabic word that stands for the power of connection and may mean either mediation or intercession (Cunningham & Sarayrah, 1994). It can be used as an adjective for the person who is highly connected or as a verb when using the power of connection to have something done. *Wasta* is a major force that drives significant decisions in every Arab's life (Hutchings & Weir, 2006). It is critical for expatriates' success in Arab markets to be familiar with Arab culture of *wasta*. Non-Arab expatriates working in Arab markets do not understand *wasta* characteristics and perform poorly when dealing with Arab managers in networks building.

The definition for an expatriate is an employee who works away from his/her home country for a multi-national company that has offices in different countries. In most cases, expatriates are given specific assignments in the foreign country to conduct business in the host country on behalf of the mother company. In the past few decades companies started to expand their businesses in other countries by sending some of their best employees to their overseas locations. For several reasons, many expatriates have been unsuccessful in performing well and in completing their assignment in the host countries. This especially is the case when there are major cultural differences between the home country and the host country of the expatriate, and this had led to a high percentage of failures (Conner, 2000; Forster, 2000; Lobel, 1990; Suutari, 2002).

Methods of conducting business in the Middle East are different compared to the rest of the world; therefore, they require a different style (Neal, Finlay & Tansey, 2005). A successful expatriate in a non-Arab market will not necessarily be successful in Arab markets because the traits of a successful manager may differ across cultures. The concepts of differences between Arab and non-Arab management styles presented in this study are also important as they confirm the importance of considering *wasta* characteristics when selecting and training non-Arab expatriates who are expected to work in Arab markets.

Expatriates' training has become an important practice by organizations to increase success of their global leaders. Therefore, educating and training non-Arab managers about cultural differences and expected difficulties is an important and culturally challenging assignment (Mendenhall, Dunbar & Oddou, 1987). Training expatriates before arriving in the host country may prevent improper actions or unsuccessful decisions caused by cultural and environmental differences that may place business success in the host country at risk. The awareness and acceptance of adaptation to the host culture can be successful if expatriates adapt to the society in general. Knowing how to deal with situations related to cultural differences before arrival would prevent making mistakes due to a lack of cultural understanding, as described previously, and prepare leaders for a successful relationship with their Arab partners (Jun, Gentry & Hyun, 2001).

Personal and professional characteristics of expatriates often are not considered by organizations when selecting an expatriate for international assignment. Expatriates should be selected carefully according to their characteristics because certain

characteristics cannot be changed or improved easily. According to Mendenhall, et al. (1987) the proper selection, relocation, repatriation, and prudent reintegration of an international employee provides a valuable means to "internationalize" senior management and executive decision-making, particularly in cases where organizations are committed to retaining an exclusively "domestic" executive staff (Mendenhall, Dunbar & Oddou, 1987).

Cross-Cultural differences between non-Arab managers and Arab managers are preventing many non-Arab expatriates from succeeding in Arab markets (Anwar & Chaker, 2003). It has been found that Arab business culture is not changing and most likely will retain its values. Anwar and Chaker state, "It is interesting to observe that although the business culture of the U.A.E. is in transition, the society still retains traditional Islamic and Arabian values" (2003, p. 54). Such values include the influence of the *wasta* system on Arab market (Hutchings & Weir, 2006). It is also important to identify the factors that may assist expatriates in being successful once they are in a different cultural market. Areas such as wages and career path planning are very critical to increasing expatriates comfort, success, and sustainability in a different cultural market (Townsend, Scott & Markham, 1990).

Task complexity level is another variable that must be investigated before training and assigning an expatriate in Arab markets. Training managerial expatriates must be conducted according to the level of task complexity (Lee & Croker, 2006). For some expatriates the difference between the complexity of their previous task and the current task can be greater than others. In this situation, selection and training expatriates may

become more efficient when more training is required for those who may experience dealing with *wasta* as more complex than their previous tasks.

The problem of failure among global leaders still exists and the percentage of failures when doing business across different cultures is still high (Conner, 2000; Forster, 2000; Lobel, 1990; Suutari, 2002). According to Suutari (2002), 85 percent of U.S. Fortune 500 companies think they do not have an adequate number of prepared global leaders. The Arab region represents an area with significant economic growth in several industrial sectors. Navigating non-Arab companies through Arab markets represents a great cultural challenge, with leadership style becoming a crucial success factor (Wright, 1981). This study explored empirical research problem and issues faced by non-Arab expatriates when dealing with *wasta* in Arab markets. Wasta and non-Arab training, characteristics, task, and culture in Arab markets were examined.

Purpose

The objectives of this quantitative non-experimental explanatory (Correlational) survey design were to:

1. Examine managerial expatriates' perceptions of their pre-departure training and the impact of training on their *wasta* performance in Arab markets.
2. Test the relationship between personal and professional characteristics of managerial expatriates and their *wasta* performance in Arab markets.
3. Test the level of non-Arab managerial expatriates' task complexity and the impact of such complexity on non-Arab managerial expatriates' *wasta* performance in Arab markets.

4. Examine cross-cultural differences between non-Arab managerial expatriates host culture and Arab culture and the impact of such differences on non-Arab expatriates' *wasta* performance in Arab markets.
5. Examine the relationship between *wasta* training, personal and professional characteristics, task complexity, and cross-cultural differences and *wasta* performance of non-Arab managerial expatriates in Arab markets.

Definition of Terms

Wasta performance.

Theoretical definition. *Wasta* is an Arabic word, which means the power of connection and may mean either mediation or intercession (Cunningham & Sarayrah, 1994). It can be used as an adjective for the person who is highly connected or as a verb when using the power of connection to have something done. *Wasta* is a major force that drives significant decisions in every Arab's life (Hutchings & Weir, 2006). In *wasta* no bribery or money exchange is involved. It is purely a favor-to-favor based practice such as "scratch my back and I will scratch yours".

Operational definition. *Wasta* performance is the ability of managerial expatriates to build networks among Arab managers. In this study expatriates ability to perform in *wasta* was measured through identifying the level of their relationship with Arab managers and understanding the process of an Arab manager's decision making.

Expatriates' training.

Theoretical definition. Expatriates are employees of multi-national organizations who work for the parent organization but located in a foreign market. Expatriates execute

their daily activities to represent their organization's interests and manage its affairs or part of it in the host market. Training managerial expatriates before arriving to the host market may prevent improper actions or unsuccessful decisions caused by cultural and environmental differences that may place business success at risk. The awareness and acceptance of adaptation to the host culture can be successful if leaders adapt to the society in general (Jun, Gentry & Hyun, 2001). Knowing how to deal with situations related to cultural differences before arrival would prevent making mistakes due to lack of cultural understanding as described previously and prepare expatriates for a successful relationship with their host-market partners.

Operational definition. In this study managerial expatriates' training indicates that training that was provided to non-Arab managerial expatriates before their arrival to an Arab market. This study measured the impact of previously offered cross-cultural training, networking training, family involvement in training, and leadership training on *wasta* performance in Arab markets (Black &Mendenhall, 1990).

Expatriates' characteristics.

Theoretical definition. Characteristics of expatriates may play a major role in their decision making and performance when they are in a different cultural market. Personal characteristics include the ability to adapt to the host culture, family adaptability, ability to learn host language, emotional stability, and openness to others (Gregersen, Morrison & Black, 1998). Professional characteristics include technical competency, human relationship, communication, confidence, and trust in others (Lee & Croker, 2006).

Operational definition. When selecting managerial expatriates for international assignments most organizations focus on technical competencies rather than characteristics. The contingency model developed by Lee and Croker (2006) has been tested and proven as an accurate model for testing expatriates' characteristics impact on performance. It has been argued in the literature that both personal and professional characteristics of expatriates have significant impact on the success of their international assignment (Mendenhall, Dunbar & Oddou, 1987). This study has identified non-Arab managerial expatriates' characteristics and related each of them to their *wasta* performance in Arab markets.

Task complexity.

Theoretical definition. Task complexity is the level of complexity of a managerial expatriates' assignment. Task complexity may vary from one expatriate to another depending on the expatriates' expertise and ability to learn and adapt to a certain situation. Task complexity plays a major role in daily business operations and influences the efficiency of decision making. It has been considered as a significant factor for designing training courses for expatriates who are expected to work in cross-cultural environment (Lee & Croker, 2006).

Operational definition. In this study task complexity for non-Arab managerial expatriates was measured by asking managerial expatriates to compare their current task to their previous tasks and determine the most complex one. Participants have been asked to relate their task complexity to the different job level, job content, and local manager's competencies and communication skills (Lee & Croker, 2006).

Cross-cultural differences.

Theoretical definition. Cross-Cultural differences are the differences faced by global leaders as a result of working in different cultural markets. There is agreement in the literature that cross-cultural differences are crucial in the success of global leaders and the wider the difference between the home culture and the host culture, the higher and more extensive cultural training is required to succeed in the cross-cultural assignment (Lobel, 1990).

Operational definition. This study measured the distance between expatriates' home culture and Arab culture. Hofstede's (1983) national cross-cultural dimensions, which included power distance, uncertainty avoidance, masculinity, individualism, and long-term orientation, were used to identify the differences. Participants' responses have identified the distance between their home culture and Arab culture. Once the distance was identified, it was compared to managerial expatriates' *wasta* performance to identify the impact of the difference between the home culture and Arab culture on *wasta* performance.

Arab markets.

Theoretical definition. Arab markets are the local markets of all Arab countries which are members in the League of Arab States. The Arab league consists of 22 Arab states, known also as the Arab World; they are Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestine Authority, Qatar, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, United Arab Emirates, and Yemen.

Operational definition. This study measured the impact of training, characteristics, task complexity, and cultural differences on networks performance of non-Arab managerial expatriates who currently are working in the market of the United Arab Emirates which is one of the Arab markets. Networks, known as *wasta* in Arab markets, have similar characteristics in all Arab markets (Hutchings & Weir, 2006).

Justification

The problem of failure among expatriates still exists and the percentage of failures when doing business across different cultures still is high (Conner, 2000; Forster, 2000; Lobel, 1990; Suutari, 2002). According to Suutari (2002), 85 percent of U.S. Fortune 500 companies think they do not have an adequate number of prepared expatriates. Arab region represents an area with significant economic growth in several industrial sectors. Navigating non-Arab companies through Arab markets represents a great cultural challenge, with leadership style becoming a crucial success factor (Wright, 1981). This study explored empirical research problems and issues faced by non-Arab expatriates when dealing with *wasta* in Arab markets.

This quantitative non-experimental explanatory (correlational) survey design was justified considering its significance in the area of *wasta* in Arab markets and non-Arab expatriates' cultural training, task complexity, characteristics, and cross-cultural differences. The study was further justified in that it was researchable and the design was feasible. The cost of conducting the online survey was reasonable and required minimal administrative personnel.

Identifying the relationship among *wasta* and non-Arab expatriates' training, task complexity, characteristics, and cross-cultural differences have assisted multi-national organizations and non-Arab expatriates in improving their performance in Arab markets. Additionally, since correlation is found, the study will lend itself to future experimental studies that may investigate other influences on non-Arab expatriates' performance in Arab markets. This study was significant because it may reduce the rate of failure among expatriates which may lead to reduced expenses related to such failure.

Delimitations and Scope

The participants for this online survey were non-Arab expatriates currently working only in the United Arab Emirates. Participants were those who are of English speaking, 18 years old and older, and holding a position of manager or assistant manager. The required criteria for participating in this study were limitations for this study.

Chapter I of the study presented an introduction to *wasta* and its networks perceptions in relation to non-Arab managerial expatriates' cross-cultural training, task complexity, characteristics, and cross-cultural differences. This chapter included an introduction and background to the study problem, purpose, definition of terms, assumptions, justification, and delimitations and scope.

Chapter II has four main parts including theoretical literature, theoretical framework, research questions, and research hypotheses. The review of the literature includes theoretical literature, empirical literature, instrumental literature, related studies, and synopsis of the literature related to *wasta*, expatriates training, cross-cultural differences, and task complexity. The theoretical literature leaded to the theoretical

framework that has guided this study. Based on the literature review gaps in the literature, research questions and hypotheses were identified and generated. Chapter II concludes with a hypothesized model which was tested in this study.

Chapter III of this study presents the research methods related to *wasta* and non-Arab managerial expatriates' training, task complexity, characteristics, and cross-cultural differences. The chapter includes research design, population and sampling plan, instruments, procedures, ethical considerations, data collection and analysis methods, and evaluation of the research methods. The findings of the study are presented in Chapter IV. Chapter V presented the results interpretation, conclusions, implications and limitations, and recommendations for future research.

Chapter II: Review of the Literature. The Theoretical Framework, Research Questions, and Hypotheses

Review of the Literature

Theoretical literature.

Networks. Mitchell (1969) developed a model of social networks in an urban situation. The author explained that previous writings about networks focused only on the characteristics of people's relationships not on the attributes of people in the network. The author explained the diversified thoughts of previous authors about networks and organized them into three main clearly defined themes, behaviors, characteristics, and activities. The themes are to be practiced by people but the author focused on networks as a social field. The purpose of the theory was to define networks and their effect on people that are part of territorial and industrial fields. Based on previous literature, the author identified three different clearly defined kinds of social relationships, ranked them, and then described characteristics and features of each social relationship. First is the structural order social relationship that connects people who are involved in actions based on their social positions. Second is the categorical order social relationship in which people involved in networking act according to their social stereotype. Third is the personal order social relationship in which people act according to their relationship to a network or group.

The author presented morphological characteristics of social networks. First, anchorage occurs when a total networking among groups can be anchored on a selected individual because of his or her responsibility in the relationship activity. Second, reachability is the extent to which a person can reach other persons in his or her network and, at the same time, the extent to which other persons can reach this particular person.

Third, density occurs when a person lacks a direct relationship with a person and communicates with this person through a third party who is closely related to this person. Fourth, range occurs when a person has direct contact with several other persons, and at the same time, all of his direct contacts have other direct contacts that can be utilized to build a wide network of contacts.

Mitchell (1969) also proposed that interactional characteristics of social networks should be identified based on the content, directedness, durability, intensity, and frequency. Content refers to the nature of the relationship between two persons, which reflects their network affiliation, for example, if the relation between two persons is religious then they are likely to be affiliated with a social religious network as well as receive benefits from this network. Directedness indicates the direction of a relationship where reciprocity acts as a measurement tool that directs the relationship. Durability occurs when a person uses another contact person for a specific occasion to resolve a major problem. Intensity occurs when a person honors his or her obligation to provide a service to another, distant person who due to the nature of a specific situation cannot find a closer contact. Frequency is a major factor in building and sustaining networks. The nature of the relationship and the timing required between meetings determine the frequency of contact. Mitchell was the first one to present required characteristics and proceedings of networking. His multiple propositions related to networking have been confirmed. The author stated that conducting empirical study on networking is difficult because of the difficulty in capturing accurate elements of relationship building, counting the actual number of persons involved as contacts in a network, and determining the frequency of communication needed between two in a network. The author also

explained the possibility of manipulating network data based on graph theory because networking is sociological in nature and operates under the assumption that not all sociological matrixes violate the mathematical assumptions underlying graph theory. Mitchell (1969) used mathematical graph theory to analyze social networking, creating a sociological framework of graph theory. Subsequently, he utilized graph theory to concentrate on the features of interpersonal organization and concluded that studying the accurate flow of networking between people is important for identifying the means of efficient communication. Another conclusion was that the use of personal networks results in achieving the desired outcome successfully, and the connection among several networks might result in a massively successful larger global network. Structural networks, which are related to building relationships among different groups, are considered difficult because of the cultural and behavioral differences, however, the author emphasized the importance of building such networks among different groups, towns, and countries because of the significant return, which may lead to "universal characteristics of social institutions in general" (p. 50).

Cultural dimensions. Hofstede (1983) emphasized the cultural dependency of management and organization and introduced four different criteria to describe culture that he called dimensions which are independent from each other. The theoretical reasoning behind the dimensions is that each dimension should be linkable to a fundamental problem in human societies where each problem has a different answer in each society. This means that the dimensions should be utilized as explanatory tools that describe problem reactions from one culture to another. The author empirically derived to the four dimensions, (a) power distance, which is related to the problem of inequality, (b)

uncertainty, based on the problem of dealing with the unknown and unfamiliar, (c) individualism, which is related to the problem of interpersonal ties, and (d) masculinity-femininity, which is related to the roles of gender emotionality. Franke, Hofstede, and Bond (1991) added the fifth dimension of long-versus short-term orientation, which is related to deference of gratification. Hofstede (2006b) re-analyzed the data from the GLOBE research program, expanding his five cultural dimensions into 18 dimensions. The author described the GLOBE study as an impressive effort to assist global leaders, which started as a leadership project and then expanded to other aspects of national organizational cultures to become one of the major cross-cultural projects. The author presented his five dimensions then explained the differences and similarities between his dimensions and the dimensions that emerged from the GLOBE study. The author also explained the connection of the GLOBE project to his 1983 study, which was within the framework of Hofstede's model. He then re-analyzed the GLOBE study to present the final differences and similarities between the two.

Cross-Cultural training. Black and Mendenhall (1990) reviewed the existing literature on training expatriates and increasing their effectiveness when on assignment in international markets and developed a model of cross-cultural training (CCT). When developing this model, the authors identified that the purpose of their study was to develop a theory-based model because none of the previous empirical literature was theoretically based. The authors reviewed related empirical studies and proposed a theoretical framework. According to the authors, the theory was needed because previous studies highlighted a high percentage of expatriates' failure in completing their assignment and the low performance and effectiveness of the remaining expatriates. The

"cost to U.S. firms of failed expatriate assignment is over $2 billion a year" (Black &Mendenhall, 1990, p. 114); therefore, appropriate theory needs to guide researchers in their future empirical studies. The authors identified the dependent variable as the effectiveness of CCT and the independent variables as, (a) cross-cultural skills development, (b) adjustment, and (c) performance. They discussed each dependent variable's relationship to the independent variable of training effectiveness.

For the cross-cultural skill development, the authors considered three dimensions of successful cross-cultural assignment. First, skills related to maintenance of self, such as mental health or stress reduction. Second, skills related to fostering relationship with locals. Third, skills related to promoting correct perceptions of the host environment. The authors examined the validity by comparing supportive articles and studies for each dimension. The authors reviewed ten related studies to support the first dimension. For the second dimension, the authors found that 19 out of 29 reviewed studies were in agreement regarding the relationship between cross-cultural training and skills that foster relationship. For the third dimension, the authors found that 16 out of 29 studies were in agreement regarding the relationship between CCT and development of correct perceptions of the host environment. The authors concluded that CCT has a positive influence on expatriate perceptions of other cultures.

For the adjustment variable, the authors reviewed nine studies, all of which supported the positive relationship between CCT and cultural adjustment. Eleven out of 15 studies addressed performance and supported the positive influence of CCT on expatriates' performance. Approximately half of the reviewed studies that used focus groups and six out of the reviewed 29 studies that used both control group and

longitudinal design supported the finding that CCT has a significant influence on the effectiveness of expatriate performance. This indicates that there is need for additional longitudinal studies and for theoretical framework that would explain the reason behind such positive impact. To provide reasoning for the need of CCT, the authors reviewed the literature on the effects of training on performance. Social Learning Theory (SLT) was discussed in terms of its four central elements of attention, retention, production, and incentives. The authors then connected SLT to the main variables of their study, which were skill development, adjustment, and performance. The identified significant effect of CCT on expatriate success and performance has guided training non-Arab expatriates in Arab markets and offered suggestions for designing longitudinal CCT study that will include CCT training that is designed for Arab markets.

Combining CCT with SLT seems to enhance expatriates' cultural training, strengthening their confidence in succeeding in a different cultural environment and guiding their behaviors when on international assignment. SLT also increases attention to training processes based on repeating exposure, having a positive effect on retention. This means that expatriates exposed to comprehensive training will adjust better than those who did not receive training. Understanding the SLT concepts of acquiring skills, imitating culturally appropriate behavior, and making a successful adjustment taught through CCT will facilitate increased performance. Since CCT in combination with SLT seems to enhance expatriate training and cultural adjustment, CCT may incorporate and modify important SLT variables.

Empirical literature.

Wasta and cultural influence evidence. Cunningham and Sarayrah (1994) defined *wasta* as "either mediation or intercession" (p. 29). The purpose of their study was to define *wasta* and its economic influence on society and to illustrate its practices, implications, and problems. They hypothesized that accepting *wasta* and working around it would lead one to achieve success in the Arab markets. The authors qualitatively analyzed actual stories and situations where *wasta* was practiced in Jordan. They collected data by monitoring actual incidents where *wasta* took place and was practiced. The outcome of each story was investigated and analyzed, leading to a discussion about the advantages and disadvantages of using *wasta*. The authors gave many examples of *wasta,* especially in Jordan, and discussed the ways it affects society and economy.

The authors divided their study into five main areas. First, they presented the effect of *wasta* on the economic environment, discussing *wasta*'s negative influence on an economy by reducing productivity and slowing economic growth. Second, they discussed the major role of *wasta*, family ties, and connections in obtaining acceptance to a university or a job. Third, attitude toward intercessory *wasta* was explained through four actual stories of people who benefitted from *wasta* in securing a job and in learning to communicate more effectively to secure a desired outcome. There were also those who were injured by using *wasta* inappropriately, which resulted in being fired from a job. In addition, not responding to *wasta* may destroy reputation and isolate leaders. Fourth, *wasta,* as a collective action problem, requires political and social leaders to come together to reduce the negative effects of *wasta*. Fifth, a *wasta* confrontation model was used to propose a quality control mechanism that does not ignore *wasta* but works around

it to achieve an agreement among involved parties. The authors concluded that *wasta* is not necessarily harmful to the economy but it may result in low work performance if it involves unqualified candidates taking advantage of *wasta*. A quality control system is required to resolve cultural conflicts related to *wasta* and that requires patience and persistence from the leaders. This study provides evidence for the importance of *wasta* in Arab markets. It also provides evidence for the possibility of working around *wasta* in several ways. This has guided the topic on training non-Arab expatriates on how to work around *wasta* when on assignment in Arab markets.

Makhoul and Harrison (2004) conducted a twelve months ethnographic study in two Lebanese villages with the purpose to measure the influence and practice of *wasta* on rural development projects. The interviews with the mayors of these two villages and other leaders were conducted and audio taped. The dependent variable was clearly identified as the role of *wasta* on decision making in the Arab culture. The independent variables were identified as networks, relationship, patronage, and politics. The authors identified the population as the residents of the two Lebanese villages and parties involved in the water-construction project. The authors used ethnographic study and recorded the observations of all participants. The authors provided sufficient information about the methodology of their study and stated the findings of their study appropriately, but they did not provide any future research recommendations. This study is related to the topic of non-Arab expatriates in Arab markets because it provides actual example of the role of w*asta* when doing business in Arab markets.

The strength of this ethnographic study is that it relies on facts where actual infrastructure construction contracts and biding was taking place during the time of the

authors' research. The researchers became involved in the scenarios, recorded them, then discussed the events and analyzed their consequences. The findings supported the power of *wasta* in the Arab culture and its influence on awarding contracts to people with better connections and knowledge source. These findings emphasized the importance of training non-Arab expatriates in *wasta* when doing business in an Arab market. The study concluded that more powerful and connected people have a greater chance to undertake development projects. People with fewer contacts, or *wasta*, have little chance to be selected for a project.

Weir and Hutchings (2005) investigated the effect of trust on sharing information in the Chinese and Arab cultures by surveying managers from Chinese and Arab companies. The authors sent trained surveyors to collect data from managers through interviews and questionnaires. The number and method of selecting the population was not presented in the article. The authors attempted to examine the knowledge management source model which explains social knowledge as created and expanded through social interactions between tacit knowledge and explicit knowledge. Their model considered trust and relations as organizational assets because of their contribution to securing sources of knowledge in the Arab and Chinese markets.

The proposition supports the importance of working with *wasta* since it is based on trust and relationship. Non-Arab expatriates who are expected to work in an Arab market need to look for sources of knowledge within their specific area. These sources of knowledge may provide them with information on how to achieve complicated tasks. They may work as *wasta* to resolve relationship complications and lead to successful assignments. Obtaining sources of knowledge requires expatriates to understand the

mechanism of *wasta* in order to obtain the maximum benefits. Certain training is required to enable expatriates to obtain the sources of knowledge, which is essentially *wasta*. The authors found that Arab managers tend to avoid sharing knowledge with outsiders unless the relationship is strong and trustful. The authors also described the necessity of socializing with Arab managers before conducting business with them. Verbal promises from Arab managers can be considered as binding contracts and agreements. Weir and Hutchings (2005) clarified the importance of trust and relationship on sharing of knowledge when doing business in Arab markets. These factors strongly influence the success of global managers. They also explained the effect of relationship in the presence of cultural differences and the effect of sharing information on knowledge management, showing that different cultures require different approaches to networking and employing knowledge management strategies. Their research on Arab markets provided excellent reference to the topic of *wasta* as it examined relationship and trust. Using a standard model of networking across all cultures cannot be accurate because of the importance of relationship on information exchange and knowledge management varies across cultures. The authors identified Arab culture as "pre-socialized" and supportive of social networks. The authors also described Arab culture as "hold tactic knowledge system," meaning that it has its own way of managing knowledge and communication and it sustains that way of managing it. This supports the importance of training non-Arab expatriates on Arab culture system, particularly knowledge and socialization.

This study is important to the topic on differences between Arab and non-Arab managers because it explains the influence of trust and relationship on finding the appropriate sources of knowledge through *wasta*. This study may also present some

characteristics that would be required of the non-Arab expatriates in order to increase their success in Arab markets.

Hutchings and Weir (2006) conducted research based on relevant literature, actual cases, their own experiences, company reports, and interviews with expatriates in some Arab countries and China. Their focus was on the traditional concepts of networking when doing business in China and the Arab region. The authors reviewed a sufficient amount of literature written between 1969 and 2006. The authors formed their theoretical framework on previous literature that utilized cross-cultural training theory (CCT) and examined cultural distance between expatriates and the host country. The authors emphasized the importance of their research because of the increased attraction of global organizations to expand in Arab markets and China. They also emphasized the importance of increasing CCT training for international managers. In the methodology section, the authors specified that they collected data from personal experience, analysis of company reports, formal and informal interviews with more than 100 Chinese, and interviews and surveys conducted throughout the Middle East and North Africa regions. The authors used surveyors who obtained access status inside the surveyed companies. The companies included large, medium, and owner-operated businesses selected at random to reduce bias. The authors used a neutral setting to reduce interviewer and interviewee bias by establishing trust and rapport by referral from business associations. Interviews ranged from 40 minutes to three hours and were either audio recorded or manually transcribed. Based on qualitative analysis of collected data and after verifying the findings through secondary data, the authors concluded that there is a need for human resource development (HRD) to assist international managers when dealing with *guanxi*

in China and *wasta* in Arab markets. This article is important to the topic on differences between Arab and non-Arab managers because it explains the importance of *wasta* in the Middle Eastern region and measures the impact of *wasta* training on the success of international managers.

The authors further investigated and analyzed networking in China and Arab markets in order to explore and understand the implications of networking and favoritism in China and Arab regions, in other words *guanxi* in China and *wasta* in Arab markets. *Wasta* was defined as an Arabic word that stands for connection, which is "seen as a force in every significant decision in Arab life" (Hutchings & Weir 2006, p. 237). To conduct this study, the authors utilized their knowledge that was based on the eight-year investigation of China and an over 25-year investigation of Arab markets. The data obtained from China and Arab markets was analyzed manually and independently. A different set of questions was used to collect the data from each market independently and at different times. The empirical study was based on previous studies, authors' own experiences, and analyses of official documentations collected from companies and official bodies. The researchers conducted approximately 100 interviews with Western expatriates working in China between the years 1998 and 2005. The research on the effect of *wasta* in Arab markets included company reports, interviews, and conversations conducted in states belonging to the Cooperation Council for the Arab States of the Gulf known as Gulf Cooperation Council (GCC), as well as in Algeria, Jordan, Libya, Palestine, and Yemen. The authors found that *wasta*'s influence on business practices remains powerful, and there is no sign of *wasta* adaptation to internationalization and modernization. It has also played a significant role in the Arab World for a long time.

They claim that Arab markets, along with the Chinese, have resisted western practices. As in other studies the authors concluded that Human Resource Development (HRD) must pay more attention to training non-Arab global leaders to become familiar and comfortable with *wasta* when doing business in Arab market. The authors noted the need for future empirical research that would examine the role of HRD in assisting expatriates and leaders who are expected to deal with *guanxi* and *wasta*.

Expatriates' training evidence. Katz and Seifer (1996) investigated the main factors that contribute to the success of expatriates on international assignment. The purpose of their study was to identify successful and unified selection process, pre-departure training, and on-site training. The author defined four major factors associated with cultural differences based on Hofstede's (1983) dimensions of power distance, uncertainty avoidance, individualism-collectivism, and masculinity-femininity. The authors classified countries into cultural clusters depending on their geographic distribution, language, and religion, which resulted in eight clusters (Anglo, Germanic, Nordic, Latin European, Latin American, Near Eastern, Far Eastern, and Arab). The Arab cluster included Saudi Arabia, Kuwait, Oman, Bahrain, and the United Arab Emirates. The author characterized the Arab country cluster as high on power distance, medium uncertainty avoidance, medium individualism, and medium masculinity with bureaucratic style and structure of local managers. To measure expatriate socialization, the author used factors associated with job nature, personality characteristics, and country of assignment. Table 2-1 summarizes Katz and Seifer (1996) findings of categorizing different countries into clusters based on cultural differences factors. The result of categorizing Arab

countries indicates that Arab managers practice high power distance, medium uncertainty avoidance, medium individuality, and medium masculinity.

Table 2-1.

A Unified Model of National Culture

A Unified Model of National Culture

COUNTRY CLUSTER	POWER DISTANCE	UNCERTAINTY AVOIDANCE	INDIVIDUALISM	MASCULINITY
Anglo	low to medium	medium	high	high
Germanic	low to medium	low to medium	medium to high	high
Nordic	low to medium	low to medium	medium to high	low
Latin European	medium to high	high	medium to high	medium to high
Latin American	medium to high	high	low	medium to high
Near Eastern	high	high	low	medium
Far Eastern	low to medium	low to medium	low	medium
Arab	high	medium	medium	medium

Note: Developed from Hofstede's National Cultural Dimensions by Katz and Seifer (1996, p. 36).

The suggested expatriate selection guidelines were developed based on self-orientation, others-orientation, perceptual dimension, cultural toughness, and involvement of expatriates' families. Because of cultural complexity, the authors find it important to conduct a pre-departure training and on-site socialization of the expatriates and their families that would assist them in succeeding and adapting to the host country's culture. According to the authors, human resource (HR) managers need to address six issues in assisting expatriates in the international assignment. The selection criteria should be modified to reflect these issues, which are management style, leadership style, motivation, organizational structure, performance appraisal, and compensation. They mentioned that increased globalization leads to increased challenges for expatriates. HR

managers must implement appropriate selection criteria and training programs to overcome such challenges. This study emphasized the importance of carefully selecting and training expatriates and their families as well as the importance of continuing such training after their arrival to the host country.

In a longitudinal research study that combined qualitative and quantitative methods to study the effect of expatriate managers' training on cultural differences when conducting business in different countries, Forster (2000) analyzed 36 multinational UK companies that employed numerous expatriate managers to manage their international operation. His longitudinal research was divided into two parts. First, he interviewed HR personnel involved in multinational operations. The interviews provided the opportunity to identify areas of concern for HR managers regarding expatriates. Second, a questionnaire was developed and distributed to managers and their partners four to six weeks prior to their departure and then another two questionnaires were sent to them four and eight months after their arrival. The 1630 questionnaires were distributed and collected between 1995 and 1996. The author used both measures from previous studies and measures specially developed for the purpose of his study.

The author explained the importance and need of selecting appropriate managers for international assignment by stating,

> Many companies have failed to pay sufficient attention to both the screening, selection and training of potential expatriate staff and non-technical skills that they should possess... one of the main reasons put forward for a purposed high failure rate among expatriate employees are the 'inadequate' selection criteria used by many multinational corporations (Forster 2000, p. 63).

Forster (2000) identified several personal traits to be considered when selecting expatriates such as empathy, openness, flexibility, tolerance, self-confidence, optimism,

independence, communication skills, initiative, and intelligence. The author then explained the effect of culture on managers' behavior and responses to business decisions. He emphasized the importance of selecting expatriates who can cope with different cultures through the willingness to change and learn about language, male/female relationship, morality, values, ethics, motivation style, and loyalty and the importance of proper training of employees and their families.

The main areas tested were training and support provided prior to the move, culture acclimatization, pre-departure training, and briefings provided to expatriates and their family members. The authors found that three quarters of the surveyed expatriates requested more training in the areas of cultural familiarization, induction programs, language, on the job mentoring, and job related training. Less than a quarter of family members were involved in the selection process because of their high numbers and the cost associated with training them. Concerning cultural acclimatization, the author found that most companies did not provide any training or briefing after the relocation and focused only on the pre-location process. Employees felt that they were given enough time to relocate but their partners requested more time.

Concerning training prior to relocation, 63 percent of expatriates thought that the provided information about new cultures was adequate but only 40 percent of partners agreed. The survey conducted after relocation showed that 63 percent of expatriates thought that language training was accurate, 57 percent thought cultural training was accurate, 49 percent felt content with introduction programs, and 44 percent felt content with selected mentors. Partners, on the other hand, had a different view. Only 5 percent of partners found language training useful; however, 93 percent of them did not have any

training, 21 percent found cultural training useful and 57 percent did not have training, 12 percent found introduction programs useful and 68 percent did not participate in an introduction program, and 32 percent found contact useful but 26 percent did not receive a contact. To support his findings, Forster (2000) conducted 20 additional interviews with HR staff and 40 interviews with expatriates and their families.

Forster (2000) found that training of expatriates' parents should be more adequate in terms of psychological reaction. The conclusion was that 20 years of previous research confirmed the effectiveness of cultural briefing prior to relocation and this efficacy depends on systematic analyses of expatriates and their families. The study also concluded that international assignments are processes rather than single events; therefore, longitudinal rather than cross-sectional methods are required to study cultural adjustments of expatriates and their families.

Expatriates' characteristics evidence. Mendenhall, Dunbar, and Oddou (1987) reviewed the literature related to expatriate selection and training. The authors expressed the need for fine-tuning the selection and training programs provided by human resource (HR) departments to include consideration of expatriates' characteristics because of the high rate of failure among U.S. expatriates in the multinational corporation (MNC). The purpose of this study is to delineate the failure of such programs and recommend improvements. Mendenhall et al. (1987) clearly specified independent and dependent variables in the title of their study, but not the location of the study, although they did specify the location in the abstract. The authors clearly stated the purpose of their paper , which was to delineate the failure of expatriates training programs in U.S. multinational corporations and to offer recommendations to improve these programs. Their literature

review emphasized the need for further research in the area of training expatriates because of the high percentage of failure and the high cost involved in relocating expatriates to foreign markets.

Their literature review indicated that many organizations use different processes for selecting expatriates, and the effectiveness varies among organizations. However, most organizations focus on technical competencies rather than characteristics. Based on the literature review, Mendenhall et al. (1987) concluded that there is an agreement among researchers about the lack of involving expatriates' families in the selection process, and the deficiency in cross-cultural training for reasons such as insufficient training, expatriate dissatisfaction with the training, lack of time between selection and relocation, the short overseas assignment, the trend of employing local leaders, and top management that is unsupportive of the cross-cultural training programs. The authors also investigated career paths of expatriates and found that most expatriates do not have a clear career path after their return from the international assignments.

The authors provided four recommendations for each of the dimensions investigated. For improving expatriate selection, the authors developed a model with four clearly defined themes: (a) retaining the technical competency and adding other requirements such as relationship, communication, respect, and empathy for others; (b) assessing candidates' expertise through psychological tests, stress tests, evaluations by candidates' superiors, subordinates, peers, and licensed psychologists; (c) evaluating family members through modifying the first two recommendation and including family stability, responsibility for aged parents, existence of learning usability, child associated

concerns and problems, emotional stability, and strengths of family ties to the community; and (d) planning manpower and succession for global positions.

To improve cross-cultural programs, Mendenhall et al. (1987) provided four recommendations. First, they suggested that HR managers should quantify the financial impact of cross-cultural training of expatriates to justify its importance to top management. Second, they proposed categorizing trainings into cognitive training, affective approach, and behavioral or experiential. Third, the authors believe that it is important to determine the degree of integration and the length of time required for expatriates assignment because some assignments may require a high level of cultural fluency (for example Japan and Saudi Arabia) and others may require a low level of such fluency (for example Canada or Australia). Fourth, training for accompanying families must be present and effective. The authors provided another four recommendations to improve career-pathing in MNCs, which are (a) developing a succession plan; (b) establishing a network between repatriates and expatriates; (c) monitoring and developing training programs; and (d) requiring an update from expatriates on their succession plans. The authors concluded that it is important not only to develop the process of expatriate selection, training, and career paths, but also to appropriately coordinate between home headquarters and internationally based subsidiaries.

In the conclusion section, the authors insisted on the importance of developing accurate selection and relocation programs. They also identified a future area of study that would identify the potential long-term benefits of international assignments. This paper was important for the topic of non-Arab expatriates in Arab markets because it provides several recommendations on improving expatriate selection process and training

for U.S. multinational corporations. This has added value to the section on selecting and training non-Arab expatriates in this research and assisted in identifying the areas of further development.

Gregersen, Morrison, and Black (1998) emphasized the importance of carefully selecting and training global leaders. They conducted research with the purpose of answering the following questions, "What are the characteristics of leaders who can guide organizations that span diverse countries, culture, and customers?" and "How can companies effectively develop these leaders?" These researchers conducted a longitudinal, three-year study, interviewing executive global leaders in Europe, the Americas, and Asia. The authors identified two independent variables related to global leadership characteristics that affect global leaders' performance, (a) the ability to connect with people emotionally, and (b) unconditioned integrity. The authors also discussed other characteristics and suggested that the main characteristics of successful global leaders working in multi-cultural environment are inquisitiveness, curiosity, cultural interest, duality, and confidence. They argued that most companies are facing a shortage of qualified global leaders, which might result in the creation of a "free agent market" until more leaders can be trained and educated to handle global business. The authors proposed two ways to resolve the problem of lack of qualified global leaders. The first is by selecting internal leaders who have the potential to step up to the global level and the second is by hiring new leaders who have global leadership potential. In both cases, the authors recommended selecting global leaders according to their characteristics. Personal and professional characteristics include emotional connection, integrity, capacity for managing uncertainty, and ability to balance tension. The proposed

approach to developing global leaders consisted of assessing and developing their natural talents. The ideas presented in this paper have informed the topic on non-Arab expatriates selection based on the required characters and skills.

Instrumentation literature.

Lee and Croker (2006) examined the expatriates' reflection of training on their success and performance. They studied 200 expatriates working in Korea and another 200 expatriates working in China. The purpose of this study was to relate expatriates' characteristics to the success rate of their training for international assignments. The authors emphasized the relationship between expatriates' characteristics and training success because "the relationship between characteristics of expatriate assignments and the needs of expatriate training are a major concern in training literature" (2006, p. 1190).

From the perspective of cultural training, the authors presented several prior studies that examined the effect of cross-cultural training on the success rate of expatriates. Based on the literature review, the authors identified ten selection criteria, (a) ability to adapt, (b) technical competence, (c) spouse and family adaptation, (d) human relations skills, (e) desire to serve overseas, (f) previous overseas experience, (g) understanding of host country's culture, (h) academic qualification, (i) knowledge of language of host country, and (j) understanding of home country's culture.

The authors also identified the following five personality characteristics of successful expatriates, (a) extroversion, (b) agreeableness, (c) conscientiousness, (d) emotional stability, and (e) openness and intellect. The authors identified adequate training elements and investigated their effectiveness in two countries. The authors focused on expatriate characteristics, task complexity, cultural differences, training

effectiveness, and learning style and suggested that three major factors could influence expatriate training (expatriate characteristics, task assignment, and perceived cross-cultural differences between host country and home country). The sample consisted of 200 expatriates from foreign enterprises in Korea which were listed and published by Dunn and Bradstreet and another 200 expatriates from enterprises in China published by China Business Window (Lee & Croker, 2006). A systematic sampling method was used. The instrument used in this research was developed based on the above five criteria and assessed eight areas of research interest (characteristics of expatriates based on experience, skills, and adaptability; overseas assignment including job complexity and job position; expatriate cross-cultural, language, job-related, and management training; learning styles including reflective, active thinking, feeling, and learning preferences; experiential versus conceptual teaching mode; cross-cultural differences including power distance, uncertainty avoidance, masculinity, individualism, and Confucian dynamic; expatriate training effectiveness including communication skills, adaptation skills, interpersonal skills, satisfaction, commitment, and involvement, and finally, demographic information). The researchers developed several items that would assess the abovementioned areas of interest. Before distributing the items, the authors contacted HR managers via phone to collect contact information of expatriates. Selected participants were able to provide an answer to these items in three ways, online, airmail, or phone, based on their preference. The response rate was 49 percent. To develop the measure, the authors conducted principal component analysis of the collected data to select measurement items with factor coefficients of at least .50. They defined factor coefficients of ± .30 as minimal, ±.40 as important and ±.50 as practically significant.

The lower acceptable limit of Cronbach's alpha was 0.6. Cronbach's alpha reliability coefficients of retained items with factors loadings ranging from 0.5 to 0.91 ranged from 0.6 to 0.92 as valid by the researchers.

After validating the measure, Lee and Croker (2006) tested the proposed hypotheses. They found that the increase in competence or adaptability skills in the host country would decrease the need for training. In addition, they found that different characteristics of expatriates would require different levels of training and that a more complex position would require a higher level of training on cross-cultural differences, language, and management. The study concluded that the more cultural differences between host country and home country, the higher the need for extensive cross-cultural training. The authors also found it important to evaluate learning styles of expatriates in order to deliver appropriate training that would accommodate their learning style. The study may also assist in the process of selecting expatriates with high levels of cross-cultural adaptability because this characteristic would help them succeed when doing business in Arab markets.

Related studies.

Anwar and Chaker (2003) investigated the U.S. management and leadership style when doing business in Arab markets. The authors clearly specified four research questions. The authors conducted focus groups and a survey but did not provide details on data collection and analyses. They presented two tables that summarized the results. Without providing any future research suggestions, the authors concluded that western managers must modify western theory management style to the Arab one when doing business in Arab markets. This conclusion supports this research by emphasizing the

importance of empirically testing the areas in which non-Arab mangers must improve in order to succeed in Arab markets.

The study was divided into two sections. They first defined the relationship between national culture and corporate culture and the second described the cultural differences between U.S. and Arab management styles. To distinguish between management styles of Arab and U.S. companies operating in Arab world, the authors used two methods. First, they conducted focus group interviews with HR managers to brainstorm the differences between the two groups. The second involved distributing a survey to 100 employees working in the U.A.E. After the authors conducted several interviews and meetings with key decision makers in five Arab and five U.S companies operating in the United Arab Emirates, they identified major differences that needed to be included in the measurement. The authors then prepared questionnaires to measure those differences and distributed them to 100 Arab and 100 U.S. employees. Some of the findings indicated that Arab culture is highly dependent on a sense of community where relationship plays a major role in business. On the other hand, they described the U.S. culture as highly individualistic with a focus on decentralization.

Anwar and Chaker (2003) suggested that U.S. companies conducting business in Arab markets need to familiarize their managers with Arab culture and modify their managerial styles to Arab managerial styles because of the influence of such conversion on the success of the U.S. organizations in Arab markets. The findings confirmed that there are significant differences between the U.S. and Arab management styles and further imply that it is important to modify western managerial practices to *Wasta* management practices when doing business in an Arab country.

Noer, Leupold, and Valle (2007) compared the U.S. managers' coaching behavior to Saudi Arabian managers' coaching behavior and examined managerial coaching and cultural influence on these behaviors. The authors realized that literature on Arab management coaching in general and Saudi Arabian coaching in particular is insufficient. However, they found some literature on general Arab management styles but very little on the Saudi Arabian management style in particular. Available literature suggested that high power-distance, high uncertainty avoidance, low individualism, and low/medium masculinity characterize Saudi Arabian management style while low power-distance, low uncertainty avoidance, high individualism, and high/medium masculinity characterize styles of U.S. managers. The authors wanted to compare Saudi Arabian and U.S. leaders of assessing, challenging, and supporting behaviors. They presented three hypotheses. First, they proposed that Saudi Arabian managers would exhibit less variance within the supporting and challenging behavioral dimension while U.S. managers would exhibit significantly high variance. Second, they proposed that Saudi Arabian managers would exhibit more supportive and challenging behavior compared to the U.S. sample. Third, they also showed no significant differences between groups on assessing behavior. The study consisted of 71 U.S. managers and 80 Saudi Arabian managers who participated in a three-day coaching workshop conducted between 2003 and 2004. The Saudi Arabian managers' workshop was conducted in Saudi Arabia, and the U.S. managers workshop was conducted in the U.S. Participants in both samples had similar level and function and managed technically oriented businesses. All participants completed a coaching behaviors inventory consisting of thirty items, 10 for each dimension, measured on bipolar scale with anchors ranging from "I never use this behavior" to "I almost always

use this behavior." Dimension scores ranged from 10 to 50. The internal consistency reliability indicated that Cronbach's alphas were acceptable, .80 for assessing, .79 for challenging, and .67 for supporting. To test the first hypothesis, a separate standard deviation and variance for each dimension was examined. Levene's tests were performed for equality of variances. Significant differences were found between the two groups indicating that U.S. managers exhibit significantly more variance on challenging and supporting, and that Saudi Arabian leaders are different from U.S. leaders. Manny-Whitney U analyses was conducted to test the second hypothesis and the result indicated that Saudi Arabian leaders scored higher than U.S. leaders on both supportive and challenging behaviors. Saudi Arabian leaders scored higher on all but affirming behaviors. The study provides evidence of significant differences in coaching behaviors between Saudi Arabian and U.S. managers in that Saudi Arabian managers are more likely to use a supportive style of coaching behavior. There was no difference between the two groups on assessing behaviors. The authors stated that these findings should not be generalized to other Arab countries because of cultural differences and suggested that future research should examine these behaviors in other Arab countries.

Synopsis of the literature.

The purpose of the critical analysis of the literature review is to explore the relationship between *wasta* and non-Arab managerial expatriates' cross-cultural training, task complexity, characteristics, and cultural differences. From a theoretical perspective, the current literature asserts that the major differences between Arab and non-Arab leaders when dealing with networks and *wasta* is that, Arab managers are practicing *wasta* through building networks and relationships. They are securing *wasta* not only by

keeping the relationship as a business one but also by taking the relationship with business to the personal level. On the other hand, non-Arab managers keep their relationship strictly business related and do not attempt to take any business relation to the personal level. Non-Arab expatriates must manipulate their networks to achieve better results and improve their performance in Arab markets.

The theory of networking has evolved because empirical research lacked appropriate guiding theory. Researchers have not been discussing *wasta* thoroughly, and the best theory that may represent it is the theory of social networking presented by Mitchell (1969). The literature agrees that *wasta* is an Arabic word for networking, connection, relationship, and favoritism (Cunningham & Sarayrah, 1994; Hutchings & Weir, 2006).

The theoretical literature about networking has divided networking activities into three categories, acting according to a person's position, stereotype, or connection to a group. Mitchell (1969) presented characteristics of networking as anchorage, reachability, density, and range. Although accurate, these characteristics are incomplete within the Arab world. The author attempted to present a generic theory that might apply to all cultures but with such large cultural differences, the task of formulating a single one theory that would fit all cultures may prove challenging (Adler, 1997; Ali, Taqi & Krishnan 1997; Metcalfe, 2008; Neal, Finlay & Tansey, 2005). Only a limited number of studies, if any, compared the characteristics of social networking to the characteristics of *wasta*. Comparing these characteristics may help in reaching an agreement regarding the types of skills that non-Arab leaders need to possess when doing business in Arab markets.

Cross-cultural training (CCT) must include *wasta* training that would incorporate non-Arab expatriates' characteristics and instruct leaders on how to build relationships in the Arab world and how to take those relationships to the personal level (Gregersen, Morrison & Black, 1998).

It is clear that most multinational corporations are facing a difficult time when hiring the right person to work overseas. It costs organizations a significant amount of money and jeopardizes their global businesses (Conner, 2000; Forster 2000; Lobel, 1990; Suutari, 2002). It is also clear that the current expatriate selection process and training courses are not adequate because they do not address different management styles caused by cross-cultural challenges. Therefore, it is necessary to increase the support of senior managers and convince them of the importance of improving the selection process and increasing spending on training courses (Anwar & Chaker, 2003; Mendenhall, Dunbar & Oddou, 1987; Templer, Tay & Chandrasekar, 2006). The theoretical literature about expatriate training supports the necessity of expanding the current practices to other areas such as training expatriates' families, improving expatriates' career path, extending training to expatriates after arrival to the host country, and securing succession plans for all expatriates (Mendenhall, Dunbar & Oddou, 1987; Townsend, Scott & Markham, 1990).

Determining the required training and characteristics of candidates who are expected to work in an Arab market and integrate that in the selection process would fill an existing gap in the literature (Mendenhall, Dunbar & Oddou, 1987). The skills and characteristics of a leader who is expected to work in Canada, for example, are different from the skills and characteristics of another leader who is expected to work in Japan

(Mendenhall, Dunbar and Oddou, 1987). Therefore, to succeed in Arab markets, companies must design cross-cultural training specifically for Arab culture.

Non-Arabs who are expected to work in Arab markets must be trained in several areas and *wasta* is one of the most important. From a theoretical perspective, current literature asserts that CCT must be developed to include *wasta* training by adding training that focuses on network and relationship building. Previous literature discussed expatriate training and the impact of that on expatriates' performance (Black & Mendenhall, 1990). Several empirical studies confirmed the importance of *wasta* in the decision making of Arab leaders (Al-Rasheed & Al-Qwasmeh, 2003; Cunningham & Sarayrah, 1994; Hutchings & Weir, 2006; Makhoul & Harrison, 2004; Weir & Hutchings, 2005). To measure *wasta* influence on non-Arab expatriates' success in Arab markets, *wasta* dimensions can be included in social networking characteristics (Al-Rasheed & Al-Qwasmeh, 2003).

Weir and Hutchings (2005) concluded that *wasta* is widely practiced in Arab markets and non-Arab expatriates must have the skills for building networks and relationships to succeed in that region. The authors also confirmed the importance of training non-Arab expatriates on how to gain Arab leaders' trust and socialize with them in order to succeed in Arab markets. The reviewed empirical studies clearly confirm the relationship between *wasta* and non-Arab expatriates' success. However, none of the authors specified the exact characteristics of *wasta* and areas that non-Arab expatriates need to be trained in before and after their arrival to an Arab market. The limitation of social networking is the difficulty of identifying the nature of the relation between involved parties (Makhoul & Harrison, 2004; Mitchell, 1969).

The empirical review of the literature confirms the importance of providing cross-cultural training to expatriates before and after their departure to the host country and involving their families in the selection and training process (Forster, 2000; Katz & Seifer, 1996; Lee & Croker, 2006). Non-Arab companies need to include *wasta* and network building training into their CCT when sending an expatriate to an Arab market. Including such training in the CCT courses will increase expatriates performance in building *wasta* and, in return, create successful relationships with their Arab partners.

It was found that expatriates needed more training and briefing about the host country's culture (Forster, 2000). It was also noted that less than a quarter of the families were involved in the training process with evidence showing that involving families in the selection and training process has a direct positive effect on expatriates' success.

The literature review confirmed that the higher the differences between home culture and host country's culture, the more important the training is for expatriates (Lee & Croker, 2006).

The literature lacks the studies on the importance of social networking on expatriate selection and training. No empirical research that would test the effect of social networking training on the success of expatriates was found. Therefore, existing literature fails to provide a solid support on the implications of cross-cultural training of senior managers and it has been recommended to quantify the return on investing in such programs (Forster, 2000; Lee & Croker, 2006; Lobel, 1990; Suutari, 2000).

Lee and Croker's (2006) methods of investigating training effectiveness on expatriates' performance have been replicated. Some dimensions were modified in order

to measure the effectiveness of social networking skills of non-Arab expatriates on their success when dealing with *wasta*.

Because no research studies were found that explored the relationship between *wasta* and non-Arab managerial expatriates' cross-cultural training, task complexity, characteristics, and cross-cultural differences, it was recommended for this study. To address this recommendation a quantitative non-experimental explanatory (correlational) survey design was conducted to measure the impact of expatriates' training, personal and professional characteristics, task complexity, and cross-cultural differences on networking "*wasta*" performance of non-Arab managers and assistant managers who are currently working in the U.A.E. The theoretical framework which was used to guide this study is presented next.

Theoretical framework

Networks theory. Mitchell (1969) developed a model of social networks in an urban situation. The author explained that previous writings about networks focused only on the characteristics of people's relationship not on the attributes of people in the networks. The author explained the diversified thoughts of previous authors about networks and organized them into three main clearly defined themes, behaviors, characteristics, and activities. The purpose of the theory was to define networks and their effect on people that are part of territorial and industrial fields. Based on previous literature, the author identified three different kinds of social relationships. First is the structural order social relationship that connects people who are involved in actions based on their social positions. Second is the categorical order social relationship in which people who are involved in networking act according to their social stereotype. Third is

the personal order social relationship in which people act according to their relationship to a network or group.

The networks theory presents valuable concept for social networks. However, *wasta* has not been explored as part of the theory. This study added to the theory by investigating the themes of networks theory and its comparability with *wasta* in Arab markets.

Cultural dimensions theory. Hofstede (1983) emphasized the cultural dependency of management and organization and introduced four different criteria to describe culture that he called dimensions which are independent from each other. The theoretical reasoning behind the dimensions is that each dimension should be linkable to a fundamental problem in human societies where each problem has a different answer in each society. This means the dimensions should be utilized as explanatory tools that describe problems reactions from one culture to another. The author derived the four dimensions, (a) power distance, which is related to the problem of inequality, (b) uncertainty, based on the problem of dealing with the unknown and unfamiliar, (c) individualism, which is related to the problem of interpersonal ties, and (d) masculinity-femininity, which is related to the roles of gender emotionality. Franke, Hofstede, and Bond (1991) added the fifth dimension of long-versus short-term orientation, which is related to deference of gratification.

In this study the theory of national cultural dimensions was used to determine the distance between the non-Arab expatriates' home culture and Arab culture in the U.A.E. Once the distance was identified it was compared to each expatriates' *wasta* performance. The result presented a cross-cultural reasoning for good or bad *wasta* performance.

Cross-Cultural training theory. Black and Mendenhall (1990) reviewed the existing literature on training expatriates and increasing their effectiveness when on assignment in international markets. They developed a model of cross-cultural training (CCT). When developing this model, the authors identified that the purpose of their study was to develop a theory-based model because none of the previous empirical literature was theoretically based. According to the authors, the theory was needed because previous studies highlighted a high percentage of expatriates' failure in completing their assignment and the low performance and effectiveness of the remaining expatriates. The "cost to U.S. firms of failed expatriate assignment is over $2 billion a year" (Black & Mendenhall, 1990, p. 114). The authors identified the dependent variable as the effectiveness of CCT and the independent variables as, (a) cross-cultural skills development, (b) adjustment, and (c) performance. They discussed each dependent variable's relationship to the independent variable of training effectiveness. In this study the theory of CCT was expanded to determine to the effectiveness of *wasta* training on the performance of non-Arab managerial expatriates in the U.A.E. The theory provided the template for determining the importance of *wasta* training to non-Arab in Arab markets. Research questions and hypotheses will be presented next.

Research Questions

RQ_1. Does expatriates' training have significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets?

RQ_2. Do personal and professional characteristics of expatriates have significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets?

RQ_3. Does task complexity of expatriates have significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets?

RQ_4. Do cultural differences between non-Arab home culture and the Arab culture have significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets?

RQ_5. Do expatriates' training, personal and professional characteristics, task complexity, and cross-cultural differences have significant influence on non-Arab managerial expatriates' *wasta* "networking" performance in Arab markets?

Research Hypotheses

H_1. Expatriates' training has significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets.

H_2. Personal and professional characteristics of non-Arab managerial expatriates have significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets.

H_3. Task complexity has significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets.

H_4. Cross-Cultural differences between the non-Arab expatriates' home culture and the Arab culture have significant influence on non-Arab managerial expatriates' *wasta* "networking" performance in Arab markets.

H_5. Non-Arab expatriates' training, personal and professional characteristics, task complexity, and cross-cultural differences have significant influence on non-Arab managerial expatriates' *wasta* "networking" performance in Arab markets.

The following figure represents the hypotheses of this research. The hypothesized model was used to test the relationships between expatriates' training, personal and professional characteristics, task complexity, and cross-cultural differences and *wasta* performance.

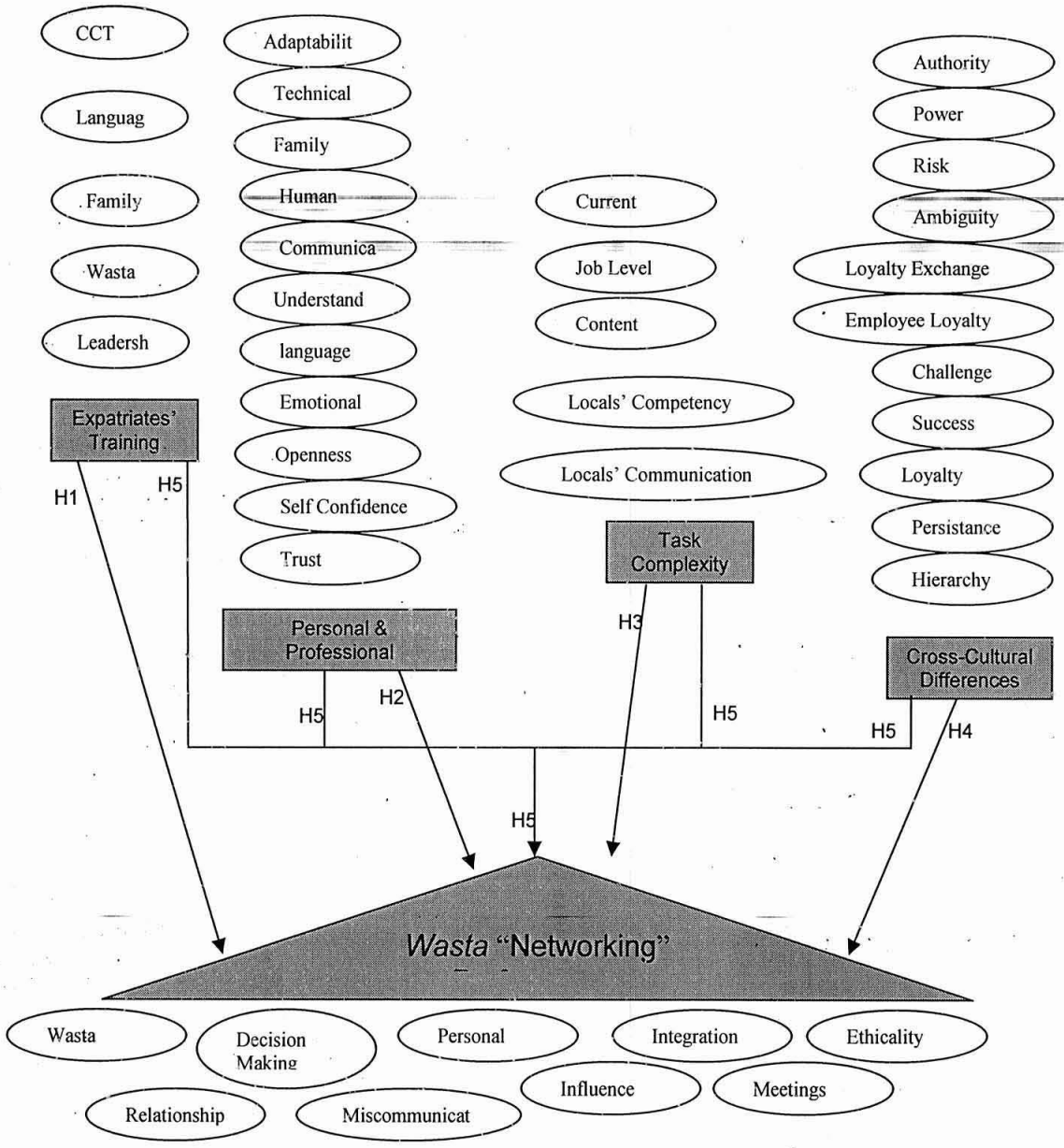

Figure 1. Hypothesized Model: The impact of expatriates' training, personal and professional characteristics, task complexity, and cross-cultural differences on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets.

Chapter II presented a review of the literature related to *wasta* and non-Arab expatriates' training, task complexity, characteristics, and cross-cultural differences. The analysis of the literature led to a recommendation for future inquiry through a quantitative non-experimental explanatory (correlational) survey design. Such a recommendation led to measuring the impact of expatriates' training, characteristics, task complexity, and cross-cultural differences on networking "*wasta*" performance of non-Arab managers and assistant managers who are currently working in the U.A.E. To guide this study, the theoretical framework presented networks theory, cross-cultural dimensions theory, and cross-cultural training theory. Based on the literature gaps, recommendations for future inquiry, and theoretical framework for this study, research questions and hypotheses were generated. Chapter II concluded with the hypothesized model which guided this study. Chapter III presents the research methods related to include research design, population and sampling plan, instruments, procedures, ethical considerations, data collection and analysis methods, and evaluation of the research methods.

Chapter III: Research Methods

This chapter addresses the research methods to be used to study the impact of expatriates' training, personal and professional characteristics, task complexity, and cross-cultural differences of non-Arab expatriates on *wasta* "networking" performance in Arab markets. This chapter presents the research design, surveyed population and sampling plan, the used instrument, ethical considerations and data collection procedures, data analysis methods, and methodology evaluation. The methods of data analysis found below were used to quantitatively answer the research questions and test the hypotheses. The final section of this chapter examines both the internal and external validity of the study.

Research Design

A quantitative, non-experimental explanatory (correlational) design was used to measure the impact of an expatriates' training, personal and professional characteristics, task complexity, and cross-cultural differences on networking "*wasta*" performance of non-Arab managers and assistant managers who are currently working in the U.A.E. The hypothesized model was used to test the relationships between expatriates' training, personal and professional characteristics, task complexity, and cross-cultural differences and *wasta* performance.

The study used an online survey using Survey Monkey to survey non-Arab expatriates currently working in the U.A.E. The researcher randomly selected the sample from Reach Gulf Business list and distributed the questionnaires to 53,208 non-Arab expatriates from the Lynn University email address. The survey questionnaire was made up of six sections. The first section (Demographic Information) was developed by Lee

and Croker (2006) but modified by the researcher to include variables related to non-Arab expatriates in Arab markets. It identified information about participants and the companies they work for by answering eight demographical questions. The demographic section was not analyzed by this study and will be kept for future studies. The second section was developed by the researcher and identified training completed prior to starting to work in an Arab country by answering six questions related to completing cross-cultural training, *wasta* training, language training, family training, leadership training, and any other related training. The third section is published by Lee and Croker (2006) and intended to identify respondents' personal and professional characteristics by answering 11 related questions. The fourth section which is published by Lee and Croker (2006) intended to identify the level of task complexity by answering five related questions. The fifth section which is published by Lee and Croker (2006) identified the level of difference between respondents' home culture and Arab culture by answering 11 related questions to measure Hofstede's (1983) five national cross-cultural differences. The sixth section which was developed by the researcher identified the respondents' level of *wasta* performance in Arab markets by answering nine related questions.

This study evaluated relevant factors related to expatriates' training, characteristics, task complexity, and cross-cultural differences influencing non-Arab managerial expatriates' *wasta* performance in Arab markets. To test the first four hypotheses, simple regression analysis was used while to test the fifth hypothesis multiple regression analysis was used.

Population, Sample, and Setting

Population. The target population of this study was all non-Arab managerial expatriates who are currently working in the United Arab Emirates (U.A.E.). Citizenship

of the population was from any of the following countries: Afghanistan, Albania , Andorra, Angola, Antigua and Barbuda , Argentina , Armenia , Australia, Austria, Azerbaijan, Bahamas, Bangladesh, Barbados, Belarus, Belgium, Belize, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Brunei , Bulgaria, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Canada, Cape Verde, Central African Republic, Chad, Chile, China, Colombia, Comoros, Congo (Brazzaville), Congo (Kinshasa) , Costa Rica, Cote d'Ivoire, Croatia, Cuba, Cyprus, Czech Republic, Denmark, Djibouti, Dominica, Dominican Republic, Ecuador, El Salvador, Equatorial Guinea, Eritrea, Estonia, Ethiopia, Fiji, Finland, France, Gabon, Gambia, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Guinea, Guinea-Bissau, Guyana, Haiti, Holy See, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iran, Ireland, Israel, Italy, Jamaica, Japan, Kazakhstan, Kenya, Kiribati, Kosovo, Kyrgyzstan, Laos ,Latvia, Lesotho, Liberia, Liechtenstein, Lithuania, Luxembourg, Macau, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Malta, Marshall Islands, Mauritius, Mexico, Micronesia, Moldova, Monaco, Mongolia, Montenegro, Mozambique, Namibia, Nauru, Nepal, Netherlands, Netherlands Antilles, New Zealand, Nicaragua, Niger, Nigeria, North Korea, Norway ,Pakistan, Palau, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Russia , Rwanda, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Samoa, San Marino, Sao Tome and Principe, Senegal, Serbia, Seychelles, Sierra Leone, Singapore, Slovakia, Slovenia, Solomon Islands, South Africa, South Korea, Spain, Sri Lanka, Suriname, Swaziland, Sweden, Switzerland, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Tonga, Trinidad an, Tobago, Turkey, Turkmenistan, Tuvalu, Uganda, Ukraine, United Kingdom, United States of America, Uruguay, Uzbekistan, Vanuatu, Venezuela, Vietnam, Zambia, and Zimbabwe.

Accessible population. The researcher purchased (E-mail Addresses Only) list of contacts in the U.A.E. from reachgulfbusiness.com for the price of $149. The researcher randomly selected e-mail addresses on the basis of the fifth address, tenth address, fifteenth address, twentieth address, until selecting a total of 53,208 email addresses which are in the public domain. This process attempted to continue if the responses

were not valid until collecting a minimum of 122 valid responses. The accessible population was non-Arab managerial expatriates working in the U.A.E. as reported in reachgulfbusiness.com contact list. Simple random selection was used by the researcher.

Sampling plan. The targeted population of non-Arab managerial expatriates working in the U.A.E. is large and no data was found to identify the total number of this population. The sampling plan considered 122 of this population with random selection. The survey was emailed to the randomly selected population and those who agreed to participate and complete the survey presented the final data producing sample.

Sample size. The sample size needed for the study is based on the formula published by Green (1991) of n> 50 +8m, where m = number of predictors (in this case, explanatory variables).

Number of Explanatory variables:

Expatriates' training = 1

Expatriates' characteristics = 2 (Personal and Professional Characteristics)

Task complexity = 1

Cross-Cultural differences = 5 (Cross-Cultural Dimensions)

The total number of independent variables is 1+2+1+5=9

The minimum required subjects are n = 50+8(9) =122

Therefore, the minimum required sample for this study is 122 valid responses.

Inclusion criteria.

A. Non-Arab expatriates who are currently working in the United Arab Emirates.

B. Non-Arab expatriates who are English speaking.

C. Non-Arab expatriates who are 18 years old and older.

D. Non-Arab expatriates holding a position of manager or assistant manager.

Exclusion criteria.

A. Non-Arab expatriates who are unable to read, write, and speak English language.

B. Expatriates who are holding a lower level position than assistant manager.

C. Arab nationals.

D. Arab expatriates who are holding non-Arab citizenship.

The strengths of the sampling plan are the attempt to collect data from participants who have professional experience related to the study. The sampling plan also eliminated participation from Arab expatriates who are holding non-Arab citizenship and allowed participants from other nations to participate. The weakness of the sampling plan is the elimination of expatriates who have worked in Arab countries and no longer located in the U.A.E. It also eliminates those who are currently working with Arab managers but not located in the U.A.E.

Instrumentation

A six part on-line survey was utilized in this study. Part 1, *Basic Information of the Firms and Respondents*; Part 2, *Expatriates' Training*; Part 3, *Expatriates' Characteristics*; Part 4, *Expatriates' Task Assignment*; Part 5, *Cross-Cultural Differences*; and Part 6, *Expatriate Wasta Performance,* (see Appendix A). A total of 50 items were presented to participants through an on-line survey and they were expected to answer them within 15 minutes. The following section will explain the survey parts in details.

Part 1: Basic information of the firm and respondent. Part 1 was divided into two sub-sections. The first sub-section was marked (1.) and included four questions

marked 1.1 for nationality, 1.2 for gender, 1.3 for age, and 1.4 for educational degree. For question 1.1 (Nationality) each response was coded with a number as the following: 0 for Any Arab state that is member of the Arab League, 1 for non-Arab citizen but of Arab origin, 2 for Afghanistan 3 for Albania , 4 for Andorra, 5 for Angola, 6 for Antigua, 7 for Barbuda , 8 for Argentina , 9 for Armenia , 10 for Australia, 11 for Austria, 12 for Azerbaijan, 13 for Bahamas, 14 for Bangladesh, 15 for Barbados, 16 for Belarus, 17 for Belgium, 18 for Belize, 19 for Benin, 20 for Bhutan, 21 for Bolivia, 22 for Bosnia, 23 for Herzegovina, 24 for Botswana, 25 for Brazil, 26 for Brunei , 27 for Bulgaria, 28 for Burkina Faso, 29 for Burma, 30 for Burundi, 31 for Cambodia, 32 for Cameroon, 33 for Canada, 34 for Cape Verde, 35 for Central African Republic, 36 for Chad, 37 for Chile, 38 for China, 39 for Colombia, 40 for Comoros, 41 for Congo (Brazzaville), 42 for Congo (Kinshasa) , 43 for Costa Rica, 44 for Cote d'Ivoire, 45 for Croatia, 46 for Cuba, 47 for Cyprus, 48 for Czech Republic, 49 for Denmark, 50 for Djibouti, 51 for Dominica, 52 for Dominican Republic, 53 for Ecuador, 54 for El Salvador, 55 for Equatorial Guinea, 56 for Eritrea, 57 for Estonia, 58 for Ethiopia, 59 for Fiji, 60 for Finland, 61 for France, 62 for Gabon, 63 for Gambia, 64 for Georgia, 65 for Germany, 66 for Ghana, 67 for Greece, 68 for Grenada, 69 for Guatemala, 70 for Guinea, 71 for Guinea-Bissau, 72 for Guyana, 73 for Haiti, 74 for Holy See, 75 for Honduras, 76 for Hong Kong, 77 for Hungary, 78 for Iceland, 79 for India, 80 for Indonesia, 81 for Iran, 82 for Ireland, 83 for Italy, 84 for Jamaica, 85 for Japan, 86 for Kazakhstan, 87 for Kenya, 88 for 89 for Kiribati, 90 for South Korea, 91 for North Korea, 92 for Kosovo, 93 for Kyrgyzstan, 94 for Laos, 95 for Latvia, 96 for Lesotho, 97 for Liberia, 98 for Liechtenstein, 99 for Lithuania, 100 for Luxembourg, 101 for Macau, 102 for Macedonia, 103 for Madagascar,

104 for Malawi, 105 for Malaysia, 106 for Maldives, 107 for Mali, 108 for Malta, 109 for Marshall Islands, 110 for Mauritius, 111 for Mexico, 112 for Micronesia, 113 for Moldova, 114 for Monaco, 115 for Mongolia, 116 for Montenegro, 117 for Mozambique, 118 for Namibia, 119 for Nauru, 120 for Nepal, 121 for Netherlands, 122 for Netherlands Antilles, 123 for New Zealand, 124 for Nicaragua, 125 for Niger, 126 for Nigeria, 184 for Norway, 183 for Pakistan, 127 for Palau, 128 for Panama, 129 for Papua New Guinea, 130 for Paraguay, 131 for Peru, 132 for Philippines, 133 for Poland, , 134 for Russia , 135 for Rwanda, 136 for Saint Kitts, 137 for Nevis, 138 for Saint Lucia, 139 for Saint Vincent, 140 for Grenadines, 141 for Samoa, 142 for San Marino, 143 for Sao Tome, 144 for Principe, 145 for Senegal, 146 for Serbia, 147 for Seychelles, 148 for Sierra Leone, 149 for Singapore, 15 for Slovakia, 151 for Slovenia, 152 for Solomon Islands, 153 for South Africa, 154 for Spain, 155 for Sri Lanka, 156 for Suriname, 157 for Swaziland, 158 for Sweden, 159 for Switzerland, 160 for Taiwan, 161 for Tajikistan, 162 for Tanzania, 163 for Thailand, 164 for Timor-Leste, 165 for Togo, 166 for Tonga, 167 for Trinidad, 168 for Tobago, 169 for Turkey, 170 for Turkmenistan, 171 for Tuvalu, 172 for Uganda, 173 for Ukraine, 174 for United Kingdom, 175 for United States of America, 176 for Uruguay, 177 for Uzbekistan, 178 for Vanuatu, 179 for Venezuela, 180 for Vietnam, 181 for Zambia, and 182 for Zimbabwe.

For question 1.2 (Gender) two variables were created. For the respondent who checked "Female", it was coded 0 and for the respondent who checked "Male", it was coded 1. For question 1.3 (Age) responses to the first option (Under 31) were coded 0, for the second option (31-40) it was coded 1, for the third option (41-50) it was coded 2, and for the fourth option (51-60) it was coded 3, and for the fifth option (61 or above) it was

coded 4. For question 1.4 (Highest Obtained Degree) respondents who answered (Less than High School Degree) it was coded 0, for those who answered (High School Degree) it was coded 1, for those who answered (Undergraduate Degree) it was coded 2, for those who answered (Master's Degree) it was coded 3, and for those who answered (Doctorate or Above Degree) it was coded 4.

The second sub-section was marked (2.) and included four questions related to work and expatriation experiences. Questions were marked 2.1 for expatriate's location, 2.2 for years of working experience, 2.3 for years of expatriation experience, and 2.4 for years of experience in the U.A.E. Answers to question 2.1 were coded with 1 for "Yes" and 0 for "No". Answers to the questions 2.2, 2.3, and 2.4 were coded with 0 for Less Than 5 Years, 1 for 5-10 Years, 2 for 11-15 Years, 3 for 16-20 Years and 4 for 21 Years or More

Part 2: Expatriates' training. This part included six questions marked with Arabic letters. For questions one, two, three, four, five, and six the answer "Yes" was coded 1 and the answer "No" was coded 0. Questions one, three, four, five, and six of section "II" was followed with type-in space to allow participants who may have answered "Yes" to specify the name(s) of training they received but those typed-in inputs were not analyzed in this study and will be kept for future studies.

Part 3: Expatriates' characteristics. This part included 11 questions marked with Arabic letters. Questions one to four were coded with 0 Very low", 1 = "Low", 2 = "High" and 3 = "Very High" as the response categories.

Part 4: Expatriates' task assignment. This part included five questions marked with Arabic letters. Five questions of section "IV" were coded as following: 0 = "Strongly Disagree", 1 = "Disagree", 2 = "Agree" and 3 = "Strongly Agree".

Part 5: Cross-Cultural differences. The fifth part included 11 questions and were coded with indicators of 0 = "No Difference", 1 = "Not So Noticeable Difference", 2 = "Noticeable Difference" and 3 = "Much Difference".

Part 6: Expatriates' *wasta* performance. The last part included nine questions that were coded with indicators of 0 = "Strongly Disagree", 1 = "Disagree", 2 = "Agree" and 3 = "Strongly Agree". Therefore, the score range for the 9 item scale was 9 to 36. High scores were associated with better *wasta* performance by a non-Arab expatriate.

Procedures: Ethical Considerations

1. Permission to adapt and modify the Contingency Model of Lee and Croker (2006) was obtained by using Lynn University email. An email was sent by the researcher to both Lee and Croker and a reply with their permission to use and adapt the model was obtained (See Appendix B).

2. The researcher investigated any research regulations in the U.A.E. and found no regulation related to research. The IRB process at Lynn University was followed as guideline for human subjects' protection.

3. Complete application was submitted to the Institutional Review Board (IRB) of Lynn University and approval was obtained (See Appendix C).After the IRB approval was obtained the survey was posted and accessible on Surveymonkey.com.

4. The researcher purchased (E-mail Addresses Only) list of contacts in the U.A.E. from reachgulfbusiness.com for the price of $149. The researcher randomly selected e-mail addresses on the bases of the fifth address, tenth address, fifteenth address, twentieth address, until selecting a total of 53,208 email addresses which were in the public domain. This process would be continued until collecting a minimum of 122 valid responses. As valid responses exceeded the minimum required number, the process was not continued.

5. The Survey Monkey website and email invitation had complete information about the study's possible risks and benefits, procedures, assurance of anonymity, instructions, and survey instruments (See Appendix D).Participants did not have any space to write any identifying information and no signature was required by participants.

6. Survey Monkey committed to not track or record any identifying information of participants such as IP addresses, e-mail addresses, or personal identification. Survey Monkey used SSL encryption during the transmission. All collected data was professionally stored by Survey Monkey on administered server in encrypted format.

7. The invitation sent by the researcher to all participants clearly stated the assurance of anonymity, voluntary participation, and instructions. The sample list was unknown to all recipients.

8. To assure security of the collected information Survey Monkey employed a third party to conduct auditing for its security system. This maintained anonymity but did not guarantee the third party has not intercepted any data.

9. All data will be held securely and will be not disclosed to any party.

10. When the data collection process was completed the researcher submitted the IRB Report of Termination of Project.

11. The researcher will keep all collected data in a password protected digital file and will be destroyed after five years from the collection date.

Data Collection Methods

1. A monthly subscription was purchased for $19.95 from Survey Monkey to be able to establish the online survey. Data collection was through an online survey posted on SurveyMonkey.com. The researcher sent plain text format e-mails from a Lynn email address to the sample to include an invitation and link to the survey questionnaires. The link took participants to the survey page (See Appendix D). The email included a link for the online survey and participants were directed to click on the link.
2. As the participants entered the survey link they were directed to answer the survey questionnaires and click on "Done" when they answered all of the questions.
3. A Follow-up email from the researcher was supposed to be sent to all participants after one week to remind them and encourage them to participate in the survey but

the minimum required number of valid responses was achieved and there was no need to send the reminder email.

4. Survey Monkey data handling system gathered all participants' responses and organized them in MS Excel format.
5. The data collection process was within the time-frame of one week to a maximum of one month. After one week from the date of the first email, the researcher counted the number of valid responses and the total number of valid responses was more than 122; therefore, the data collection process was terminated after one week from the date of the first email invitation. The online survey was removed by 11:59 Eastern Time on the fourth of November, 2010.
6. The researcher recorded the number of participants, the number of emails sent, and the number of valid responses. When the researcher received the final data file from Survey Monkey it was stored in a secured electronic file with password access only and will be destroyed after five years.

Methods of Data Analysis

In this study, the dependent variable (*Wasta* "networking" Performance) was measured by the performance scale developed by the researcher. Four dimensions of performance based on the literature review including expatriates' training, personal and professional characteristics, task complexity, and cross-cultural differences were conducted. There were 9 items (performance indicators) organized within these four dimensions. Each performance indicator was rated on a four-point semantic differential scale with anchors of "low" (1) and "high" (4) as the response categories. Therefore, the

score range for the 9 item scale was 9 to 36. High scores were associated with better *wasta* performance by a non-Arab expatriate.

Research Question 1: To answer the first question simple regression with an acceptable .05 significant level was used to describe the relationship between previously taken expatriates training and *wasta* performance indicators which was identified in the sixth section of the survey. Expatriates' training included five variables which are cross-cultural training, language training, family involvement, *wasta* training, and leadership training.

Research Question 2: To answer the second question simple regression with an acceptable .05 significant level was used to describe the relationship between expatriates' personal and professional characteristics and *wasta* performance indicators, which was identified in the sixth section of the survey. Expatriates' characteristics included 11 variables which are the ability to adapt in the host country, technical competence, family adaptability in the host country, human relations, communication skills, understanding the culture in the host country, knowledge of host country language, emotional stability, openness to others, self-confidence, and trust in local employees.

Research Question 3: To answer the third question simple regression with an acceptable .05 significant level was used to describe the relationship between task complexity in Arab markets and *wasta* performance indicators which were identified in the sixth section of the survey. To identify task complexity five variables were identified to measure the complexity level of current task, level of job position, content of task, local employee technical competence, and local employee communication skills.

Research Question 4: To answer the fourth question simple regression with an acceptable .05 significant level was used to describe the relationship between cross-cultural differences of expatriates and the host country and *wasta* performance indicators which were identified in the sixth section of the survey. To identify cross-cultural differences between the expatriates' home country and Arab countries, 11 variables were used which are distribution of authority, distribution of power, risk avoidance, ambiguity, exchange of loyalty, emphasis of employee loyalty, emphasis of challenge, emphasis of success, emphasis of overall loyalty, thrift and persistence, and tradition and social hierarchy.

Research Question 5: To answer the fifth question multiple regression analysis with an acceptable .05 significant level was used to describe the relationship between previous expatriates' training, characteristics, task complexity, and cross-cultural differences and *wasta* performance indicators which were identified in the sixth section of the survey. Nine explanatory variables were used to identify the level of expatriates' *wasta* performance which are ability to build network with the Arab managers, relationship level with Arab managers, understanding of how Arab managers make decisions, frequency of miscommunication with Arab managers, ability to take relationship with Arab managers to the personal level, ability to influence Arab managers' decision making, ability of integration with Arab business community, meeting with Arab managers after work For non-work related matters, and influencing Arab managers' decision making is ethical. Multiple regression analysis in accordance for all of the five independent variables joined together to the success of expatriates in *wasta* was conducted.

Before answering the research questions and testing the hypotheses, coefficient alphas and factor analyses were conducted on all the scales used in the study in order to examine their reliability and validity. The study measured Cronbach's α for (1) expatriate training, (2) task complexity, (3) expatriate characteristics (personal and professional characteristics), (4) cross-cultural differences, and (5) *wasta* performance. Simple regression analysis was used to test hypotheses 1-4. Multiple regression analyses were used to depict how the explanatory variables explain the variation of the dependent variables at a significant level. The multiple regressions followed the Babbie (2001) model below:

$$y=b_1x_1+b_2x_2+b_3x_3+\ldots+b_nx_n+c_m$$

c_m is intercept.

b_1 is the slope for x_1

x_1 is the first explanatory variable that explains the variance in y.

b_2 is the slope for x_2

x_2 is the second explanatory variable that explains the variance in y.

b_n is the slope for x_n.

Before conducting the multiple regression analyses, Pearson *r* and eta correlations were used to identify the significance of the relationships between explanatory and dependent variables. For the multiple regression analyses, an F Value statistical test was used to identify the model's significant predictive capability. The dependent variable variances were explained by the independent variables through R Square (R^2). Adjusted R^2 did not reject or accept a hypothesis but explained the percentage of variation in the dependent variable that can be explained by the explanatory variables (Babbie, 2001).

Simple regression analyses were used to test hypotheses one to four. The analyses were used to test the relationship between independent variables and the dependent variable of *wasta* performance. Hypotheses were tested for each measure of the dependent variable which was identified in the sixth section of the survey. Multiple regression analyses were used to depict how a set of variables explains the variance in the dependent variables at a significant level. Multiple regressions were used to test the relationship between the independent variables and the dependent variable of *wasta* performance. It also tested the relative predictive importance of the variables. Multiple regression analyses in accordance for all of the independent variables joined together to measure the success of expatriates in *wasta* was conducted to answer the fifth question.

Evaluation of Research Methods

To verify the variability and validity of constructs of this study, principle component factor analysis and coefficient α analysis were conducted. According to Hair, Black, Babin, Anderson, and Tatham (2006), factor loading greater than .30 is considered to meet the minimal level, factor loading of .40 or more is considered more important, and factor loading of .50 or more is considered significant. Thus, this study adapted Hair et al. (2006) measures by considering .50 as cut-off for principal component factor analysis. Coefficient α was used to measure the internal consistency of each identified factor. According to Lee and Croker (2006) the reliability will be valid if the result of the factor analysis and reliability test indicate a factor loading from .50 to .91 and Cronbach's α ranging from .60 to .92. The Cronbach's α of .60 used as the lower acceptable limit.

Internal validity.

Strengths.

1. Internal consistency reliability was tested for all scales by using a component factor analysis of .50 as the *cut-off point* and a coefficient α of .60 as the lower acceptable limit.
2. Data collection procedures were conducted by Survey Monkey which followed standard surveying procedure approved by the Lynn University IRB to include proper data collections and data reporting processes. All collected data were handled by the researcher in soft copy, as it was received from the participants. Even though this may be considered as a weakness but, at the same time, following standard surveying procedures approved by Lynn University IRB presented accurate data collection and handling.
3. Sample size fulfilled the minimum required sample size which was efficient for the used explanatory design.
4. The research methodology used has been tested previously by Lee and Croker (2006) and internal validity has been proven.

Weaknesses.

1. Non-experimental design has been considered as weaker than using experimental design; and thus using non-experimental design in this study was a weakness.
2. Items developed by the researcher have not been tested previously which represented a weakness for this study.

External Validity.

Strengths.

1. Even though the population of non-Arab expatriates in the U.A.E. is not known, the sampled population of 122 non-Arab managerial expatriates who are currently working in the U.A.E. represented a population that can produce generalized results for the U.A.E. market.
2. Random selection of participants in this data base reduced bias and increased the accuracy of the result.
3. Since the literature indicated similar cultures and *wasta* practices in most Arab countries, the result of this study can apply to *wasta* practices in any Arab country. Conducting the study in the U.A.E. did not present a generalized result to all Arab countries but presented a result that can be considered as an indicator and guide by multinational organizations that have non-Arab expatriates working in any Arab country.

Weaknesses.

1. As participants are located only in the United Arab Emirates, it does not allow for generalizing the results to all Arab countries.
2. Conducting an online survey reduced the assurance of responses from the targeted population and there was the possibility of receiving responses from participants who may not been non-Arab managerial expatriates.
3. This study was focusing on *wasta* performance of non-Arab managerial expatriates only and did not include non-managerial expatriates.

4. This study focused only on *wasta* and did not cover other challenges faced by non-Arab expatriates in Arab markets.

Chapter III provided a complete description of the research methods used to answer the research questions and test the hypotheses, which are related to the impact of expatriates' training, characteristics, task complexity, and cross-cultural differences of non-Arab expatriates' *wasta* "networking" performance in Arab markets. This chapter presented research design, population and sampling plan, setting, instrumentation, data analysis methods, and procedures and ethical considerations. In the last part of this chapter a complete evaluation for the research methodology was presented.

Chapter IV: Results

Chapter IV presents the findings of the study on *Wasta Performance* and Non-Arab *Expatriate's Training, Expatriate's Characteristics, Task Complexity,* and *Cross-Cultural Differences* in Arab markets. The data collected from the online survey were analyzed using the Statistical Program for the Social Sciences (SPSS) version 19. The reliability and validity of scales used in this study were examined and reported. Simple regression analysis and multiple regression analysis were used to answer the research questions and conduct the hypotheses testing.

Final Data Producing Sample

The target population for the study comprised all non-Arab managerial expatriates working currently in the United Arab Emirates (U.A.E.). No sufficient information was found about the exact number of non-Arab managerial expatriates currently working in the U.A.E.

Reach Gulf Businesses sent out surveys via e-mail to 53208 non-Arab expatriates working in the U.A.E. One week after distributing the survey, 297 expatriates completed the survey. After filtering the answers using questions 1.2 for the participants' nationalities, 2.1 for the participants' current location, and 2.5 for the level of current position, only 175 out of the 297 responses were usable, reflecting the response rate of .33%. The 175 respondents were from 33 different nationalities, 1.14% were from Afghanistan, .57% were from Angola, 1.14% were from Armenia, 1.72% were from Australia, .57% were from Bangladesh, .57% were from Brazil, 1.14% were from Bulgaria, 4% were from Canada, .57% were from France, 1.72% were from Germany, .57% were from Hong Kong, .57% were from Hungary, 42.86% were from India,

2.29%were from Iran, 1.72% were from Ireland, .57% were from Italy, .57% were from Japan, .57% were from Kazakhstan, 1.14% were from New Zealand, .57% were from Nigeria,.57 were from North Korea, .57% were from Norway, 3.43% were from Pakistan, 1.72% were from Philippines, .57% were from Russia, 2.29% were from South Africa, 1.72% were from Sri Lanka, .57% were from Trinidad, .57% were from Ukraine, 13.14% were from United Kingdom, 9.14% were from United States of America, .57% were from Venezuela, and .57% were from Vietnam.

Concerning gender of the participants, 18% were females and 82% were males. Regarding age, 14% of the participants were under 31 years old, 31% were between 31 and 40 years old, 32% were between 41 and 50 years old, 22% were between 51 and 60 years old, and 1% was 61 years old or older. Of all participants, 1% had less than a high school degree, 7% had a high school degree, 41% had an undergraduate degree, 47% had a master's degree, and 4% had a doctoral degree or higher. All 175 respondents are working currently as assistant managers (27%) or managers and above (73%) in the U.A.E., and 9% of them have less than 5 years of experience, 18% have 5 to 10 years of experience, 19% have 11 to 15 years of experience, 16% have 16 to 20 years of experience, and 38% have 21 years or more of experience. Overall, 18% of the participants had less than 5 years of expatriate experience, 26% had 5 to 10 years of expatriate experience, 22% had 11 to 15 years of expatriate experience, 14% had 16 to 20 years of expatriate experience, and 20% had 21 years or more of expatriate experience. Specifically, 26% of the participants had less than 5 years of expatriate experience in the U.A.E., 32% had 5 to 10 years of expatriate experience in the U.A.E., 22% had 11 to 15 years of expatriate experience in the U.A.E., 9% had 16 to 20 years of expatriate

experience in the U.A.E., and 11% had 21 years or more of expatriate experience in the U.A.E. The sample size was not sufficient to generalize findings but exceeded the minimum required sample size for this study. A demographic analysis of the sample is presented in Table 4-1.

Table 4-1

Demographic Analysis of the Sample

Expatriate Characteristic	Sample Population
Gender	
Female	18%
Male	82%
Age	
Under 31	14%
31-40	31%
41-50	32%
51-60	22%
61 or above	1%
Educational Degree	
Less than High School Degree	1%
High School Degree	7%
Undergraduate Degree	41%
Master's Degree	47%
Doctoral or Above Degree	4%
Work Experience	
Less than 5 Years	9%
5-10 Years	18%
11-15 Years	19%
16-20 Years	16%
21 Years or More	38%
Expatriation Experience	
Less than 5 Years	18%
5-10 Years	26%
11-15 Years	22%
16-20 Years	14%
21 Years or More	20%
U.A.E. Experience	
Less than 5 Years	26%
5-10 Years	32%
11-15 Years	22%
16-20 Years	9%
21 Years or More	11%

Validity and Reliability of Measurement Scales

This study utilized a six part on-line survey. Part 1, *Basic Information of the Firms and Respondents,* was used to filter responses and to describe the sample. Part 2, *Expatriates' Training,* was used to identify previously taken training by non-Arab managerial expatriates and to measure the effect of such training on *wasta* performance. Part 3, *Expatriates' Characteristics,* was used to identify respondents' personal and professional characteristics and their influence on *wasta* performance. Part 4, *Task Assignment,* was used to identify respondents' beliefs about the level of difference between their current assignment and their previous assignment and their effect on *wasta* performance. Part 5, *Cross-Cultural Differences,* was used to identify cross-cultural differences between participants' home culture and participants' host culture and their influence on *wasta* performance. Part 6, *Expatriate Wasta Performance,* was used to measure the level of participants' *wasta* performance.

Coefficient alpha and factor analysis of Part 2: The effect of expatriates' training to *wasta* performance. *Part 2* was used to identify the independent variable of *Expatriates' Training*. In this part, participants responded Yes or No to six questions. The six questions identified whether non-Arab managerial expatriates have previously participated in the training before their placement in the U.A.E. Six questions were used to identify previously taken cross-cultural training, Arabic language training, *wasta* training, family members training, leadership training, and any other training. Questions one, three, four, five, and six of *Part 2* were followed with typed-in space to allow participants who answered "Yes" to specify the name(s) of training they received;

however, the typed-in responses were not analyzed in this study and will be kept for future studies.

Simple regression analysis, with acceptable .05 significant level, was used to describe the relationship between previously taken expatriates training and the nine *wasta* performance scales identified in the sixth section of the survey. Coefficient alpha and factor analyses were conducted on all nine scales and six dimensions in order to examine their reliability and validity. This study has considered Hair, Tatham, and Black's (1998) measures, specifying a value of .50 as a cut-off for principal component factor analysis. Since this study was exploratory, it has adopted Cronbach's α of .60 as the lower acceptable limit.

Before conducting factor analysis on the effects of *Expatriates' Training on Wasta Performance*, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was conducted. The result of Kaiser testing was at .733. Outcomes between .7 and .8 are considered good, indicating that factor analysis is appropriate. The Bartlett Test of Sphericity was also conducted, resulting in a significant value of .000, which is highly significant and indicates appropriate scale factor analysis (Field, 2005). Table 4-2 presents the Kaiser-Meyer-Olkin measure of sampling adequacy for *Part 2: Expatriates' Training to Wasta Performance.*

Table 4-2

Kaiser-Meyer-Olkin Measure of Sampling Adequacy for Part 2: Expatriates' Training to Wasta Performance.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.733
Bartlett's Test of Sphericity	Approx. Chi-Square	772.251
	df	105
	Sig.	.000

The 15-items of the scale formed four factors as indicated by exploratory factor analysis. Items with eigenvalues greater than 1.00 were used to extract factors. The total of eigenvalues ranged from .701 to 4.407 and the total variance explained was 62.370%. That created a problem for Factor 4, which was below the minimum accepted level of 1.00. The factor loadings and names of factors were as follows: Factor 1 (Wasta Ability) loadings ranged from .624 to .823 and consisted of six items, which are *wasta* ability, relationship ability, personal level relationship, integration with Arab managers, no miscommunication problems with Arab managers, and meeting with Arab managers after work for non-work related matter. Factor 2 (Expatriates' Training) loadings ranged from .644 to .874 and consisted of four items of Wasta Training, Family Involvement in Training, Cross-Cultural Training, and Arabic Training. Factor 3 (Decision Making) loading was .776 and consisted of one item, i.e., Decision Making Influence is Ethical, while factor 4 (Other Training) consisted of one item, i.e., Leadership Training, with factor loading of .701. Table 4-3 presents the initial factor item loadings for Part 2, *Expatriates' Training to Wasta Performance,* before factor extraction.

Table 4-3

The Initial Factor Item Loading for Part 2: Expatriates' Training to Improve Wasta Performance before Factor Extraction

	Factor 1 (Wasta Ability)	Factor 2 (Expatriates' Training)	Factor 3 (Decision Making)	Factor 4 (Other Training)
Wasta Ability	.823			
Relationship Ability	.815			
Personal Level Relationship	.759			
Integration With Arab	.751			
No Miscommunication	.635			
Meeting After Work	.624			
Understanding Arab Decision Making				
Wasta Training		.874		
Family Training		.850		
Cross-Cultural Differences		.683		
Arabic Training		.644		
Decision Making Influence Is Ethical			.776	
Decision Making Influence				
Leadership Training				.701
Other Training				

Extraction Method: Principal Component Analysis.
4 components extracted.

Factor and principal component analysis using varimax rotation were used to establish construct validity of the 15-item *Expatriate's' Training* to *Wasta Performance* scale. Factor analysis extracted four factors. Eigenvalues ranged from 1.629 to 4.486. For factor loading, a cut-off .5 was established (Hair et al., 1998). Factor 1 (Wasta Ability) with loadings ranging from .604 to .825 consisted of six items, which are Relationship

Ability, Wasta Ability, Integration with Arab, Personal Level Relationship, Meeting After Work, and No Miscommunication problem with Arab Managers. Factor 2 (Expatriate's Training) with loadings ranging from .675 to .885 consisted of four items, which are Family Training, Wasta Training, Cross-Cultural Training, and Arabic Training. Factor 3 (Decision Making) with loadings ranging from .664 to .753 consisted of three items, which are Decision Making Influence is Ethical, Understanding Arab Decision Making, and Decision Making Influence. Factor 4 (Other Training) with loadings ranging from .780 to .849 consisted of two items, which are Leadership Training and Other Training. Table 4-4 presents the extracted factor item loadings for *Part 2: Expatriates' Training to Wasta Performance,* after factor extraction.

Table 4-4

Extracted Factor Item Loading for Part 2: Expatriates' Training to Wasta Performance after Factor Extraction

	Factor 1 (Wasta Ability)	Factor 2 (Expatriates' Training)	Factor 3 (Decision Making)	Factor 4 (Other Training)
Relationship Ability	.825			
Wasta Ability	.815			
Integration With Arab	.806			
Personal Level Relationship	.791			
Meeting After Work	.645			
No Miscommunication	.604			
Family Training		.885		
Wasta Training		.881		
Cross-Cultural Training		.710		
Arabic Training		.675		
Decision Making Influence Is Ethical			.753	
Understanding Arab Decision Making			.724	
Decision Making Influence			.664	
Leadership Training				.849
Other Training				.780

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Rotation converged in 5 iterations.

The internal consistency reliability was calculated for *Expatriates' Training to Improve Wasta Performance* using Cronbach's Alpha. The Cronbach's Alpha was .763, which is considered acceptable since it is above the suggested .6 cut-off value, indicating that all scale items were measuring the same construct. Table 4-5 shows the Cronbach's

Alpha and the Cronbach's Alpha Based on Standardized Items for the 15-item scale for Part 2: *Expatriates' Training* to *Wasta Performance*.

Table 4-5

Cronbach's Alpha and the Cronbach's Alpha Based on Standardized Items for the 15-item Scale of Part 2: Expatriates' Training to Wasta Performance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.763	.754	15

By eliminating item Decision Making Influence is Ethical, the alpha would increase to .774. However, the item Decision Making Influence is Ethical was retained because it measures the same constructs and deleting it does not increase alpha significantly (Garson, 2008). Table 4-6 presents the correlated items total correlation and the Cronbach's alpha if items were deleted.

Table 4-6

Correlated Items Total Correlation and the Cronbach's Alpha if Items Were Deleted for Part 2: Expatriates' Training to Wasta Performance

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Cross-Cultural Training	.208	.762
Arabic Training	.124	.766
Wasta Training	.135	.765
Family Training	.135	.765
Leadership Training	.193	.764
Other Training	.204	.763
Decision Making Influence Is Ethical	.146	.774
Meeting After Work	.479	.739
Integration With Arab	.515	.735
Decision Making Influence	.676	.715
Personal Level Relationship	.630	.719
No Miscommunication	.406	.747
Understanding Arab Decision Making	.441	.743
Relationship Ability	.553	.730
Wasta Ability	.362	.752

Coefficient alpha and factor analysis for Part 3: Expatriates' characteristics to *wasta* performance. *Part 3* was used to identify the independent variable of *Expatriate's' Characteristics.* In this part, participants responded to 11 questions, each measured on a four-point scale with response categories of "Very Low", "Low", "High", and "Very High". The 11-items examined the beliefs of non-Arab managerial expatriates' personal and professional characteristics related to ability to adapt in the host country, technical competence, family adaptability in the host country, human relations, communication skills, understanding the culture in the host country, knowledge of host country language, emotional stability, openness to others, self-confidence, and trust in local employees.

Simple regression analysis, with acceptable a .05 significant level, was used to describe the relationship between expatriates' personal and professional characteristics and *wasta* performance indicators, which were identified in the sixth section of the survey. Coefficient alphas and factor analyses were conducted on all scales in order to examine their reliability and validity.

Before conducting factor analysis on *Expatriates' Characteristics to Wasta Performance*, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was conducted, resulting in the value of .871. The values between .8 and .9 are considered very good indicating that factor analysis is appropriate. The Bartlett Test of Sphericity was also conducted, and the result was highly significant, supporting the appropriateness of factor analysis (Field, 2005). Table 4-7 presents the Kaiser-Meyer-Olkin measure of sampling adequacy for *Part 3: Expatriates' Characteristics to Improve Wasta Performance.*

Table 4-7

Kaiser-Meyer-Olkin Measure of Sampling Adequacy for *Part 3: Expatriates' Characteristics to Wasta Performance.*

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.871
Bartlett's Test of Sphericity	Approx. Chi-Square	1616.878
	df	171
	Sig.	.000

The 20-items of the scale loaded on four factors, as indicated by the exploratory factor analysis. Items with eigenvalues greater than 1.00 were used to extract factors. The total of eigenvalues ranged from .681 to 8.312, and the total variance explained was 63.173%. That created a problem for Factor 4, which was below the minimum accepted level of 1.00. The factor loadings and names of factors were as follows. Factor 1

(Personal) with loadings ranging from .533 to .802 consisted of 12 items, which are Emotional Stability, Openness, Self Confidence, Understanding U.A.E. Culture, Human Relations, Self Adaptability, Family Adaptability, Communication Skills, Technical Competency, Relationship Ability, Integration with Arab Managers, No Miscommunication is faced with Arab Managers, and Wasta Ability. Factor 2 (Professional) with loadings ranging from .521 to .606 consisted of four items, which are of Wasta Ability, Meeting with Arab Managers After Work for non-Work Related Matters, Personal Level Relationship, and Ability to Influence Arab Decision Making. Factor 3 (Decision Making) with loadings ranging from .574 to .758 consisted of Influencing Arab Decision Making is Ethical and Understanding Arab Decision Making. Factor 4 (Other Characteristics) consisted of one item of Knowledge of U.A.E. Culture with factor loading of .681. Table 4-8 presents the initial factor item loadings for Part 3, *Expatriate's' Characteristics* to *Wasta Performance,* before factor extraction.

Table 4-8

The Initial Factor Item Loadings for Part 3: Expatriates' Characteristics to Wasta Performance before Factor Extraction

	Factor 1 (Personal)	Factor 2 (Professional)	Factor 3 (Decision making)	Factor 4 (Other Characteristics)
Emotional Stability	.802			
Openness	.772			
Self Confidence	.753			
Understand U.A.E. Culture	.750			
Human Relation	.738			
Self-Adaptability	.732			
Family Adapt	.717			
Communication Skills	.686			
Tech. Competency	.655			
Relationship Ability	.636			
Integration With Arab No Miscommunication	.538			
Wasta Ability	.533	.606		
Meeting After Work		.586		
Personal Level Relationship		.583		
Decision Making Influence		.521		
Decision Making Influence Is Ethical			.758	
Understanding Arab Decision Making			.574	
U.A.E. Culture. Knowledge				.681

Extraction Method: Principal Component Analysis.
4 components extracted.

Factors and principal component analysis using varimax rotation were used to establish construct validity of the 20-item Expatriates' Characteristics to Wasta

Performance scale. Factor analysis was conducted and the researcher extracted four factors. Eigenvalues ranged from 1.335 to 6.912. For factor loading, a cut-off value of .5 was established (Hair et al., 1998). Factor 1 (Personal) with factor loadings ranging from .604 to .825 consisted of nine items, which are Human Relation, Communication Skills, Openness, Emotional Stability, Understanding the U.A.E. Culture, Self-Adaptability, Family Adaptability, Technical Competency, and Self-Confidence. Factor 2 (Professional) with factor loadings ranging from .560 to .796 consisted of five items, which are Relationship Ability Integration with Arab Managers, Wasta Ability, Personal Level Relationship, and No-Miscommunication with Arab Managers. Item Meeting for Non-Work Related Matters loaded on both Factor 2 and Factor 4. However, it was analyzed as part of Factor 4 (Other Characteristics). Factor 3 (Decision Making) with loadings ranging from .558 to .808 consisted of three items, which are Influencing Arab Decision Making is Ethical, Understanding Arab Decision Making, and Ability to Influence Arab Decision Making. Factor 4 (Other Characteristics) with loadings ranging from .611 to .724 consisted of two items, which are Knowledge of U.A.E. Culture and Meeting with Arab after Work for Non-Work Related Matters. Table 4-9 presents the extracted factor item loading for *Part 3, Expatriates' Characteristics* to *Wasta Performance,* after factor extraction.

Table 4-9

Extracted Factor Item Loading for Part 3: Expatriates' Characteristics to Wasta Performance after Factor Extraction

	Factor 1 (Personal)	Factor 2 (Professional)	Factor 3 (Decision making)	Factor 4 (Other Skills)
Human Relation	.833			
Communication Skills	.807			
Openness	.801			
Emotional Stability	.789			
Understand U.A.E. Culture	.755			
Adaptability	.749			
Family Adapt	.734			
Tech. Competency	.728			
Self Confidence	.716			
Relationship Ability		.796		
Integration With Arab		.779		
Wasta Ability		.773		
Personal Level Relationship		.708		
No Miscommunication		.560		
Decision Making Influence Is Ethical			.808	
Understanding Arab Decision Making			.670	
Decision Making Influence			.558	
U.A.E. C. Knowledge				.724
Meeting After Work		.565		.611

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Rotation converged in 7 iterations.

The internal consistency reliability was calculated for *Expatriates' Characteristics* to *Wasta Performance* using Cronbach's Alpha. The Cronbach's Alpha

was .883, which is considered acceptable since it is above the recommended .6 value. Internal consistency greater than .6 indicates that all scale items are measuring the same construct. Table 4-10 presents the Cronbach's Alpha and the Cronbach's Alpha Based on Standardized Items for the 20-item scale of Part 3: *Expatriates' Characteristics to Wasta Performance*.

Table 4-10

Cronbach's Alpha and the Cronbach's Alpha Based on Standardized Items for the 20-Item scale of Part 2: Expatriates' Characteristics to Wasta Performance.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.883	.882	20

By eliminating item Decision Making Influence is Ethical, the alpha would increase to .890. However, the item Decision Making Influence is Ethical was retained because it measures the same constructs in other items and deleting it does not increase alpha significantly (Garson, 2008). Table 4-11 presents the correlations among items and the Cronbach's alphas if the items were deleted.

Table 4-11

Correlations among Items and the Cronbach's Alpha if Items Were Deleted for Part 3: Expatriate's Characteristics to Wasta Performance

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Adaptability	.613	.873
Technical Competency	.533	.876
Family Adapt	.622	.873
Human Relation	.616	.873
Communication Skills	.541	.875
Understand U.A.E. Culture	.649	.872
U.A.E. Culture Knowledge	.350	.884
Emotional Stability	.704	.870
Openness	.677	.871
Self Confidence	.674	.872
Trust Locals	.358	.882
Decision Making Influence Is Ethical	.033	.890
Meeting After Work	.322	.882
Integration With Arab	.512	.877
Decision Making Influence	.214	.885
Personal Level Relationship	.486	.877
No Miscommunication	.420	.879
Wasta Ability	.526	.876
Relationship Ability	.610	.873
Understanding Arab Decision Making	.371	.881

Coefficient alpha and factor analysis for Part 4: Expatriates' task complexity to improve *wasta* performance. Part 4 was used to identify the independent variable of *Task Complexity.* In this part, participants responded to five questions on a scale consisting of four responses, "Strongly Disagree," "Disagree," "Agree," and "Strongly Agree". The five items identified non-Arab managerial expatriates' beliefs about the complexity level of their current task by asking them to measure the difference in

complexity level of their previous and current task, level of job position, content of task, local employees' technical competence, and local employees' communication skills.

Simple regression analysis, with acceptable .05 significant level, was used to describe the relationship between *Task Complexity* in Arab markets and *wasta* performance indicators identified in the sixth section of the survey. Coefficient alphas and factor analyses were conducted on all the scales used in the study in order to examine their reliability and validity.

Before conducting factor analysis on *Task Complexity to Wasta Performance*, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was conducted. The result of Kaiser testing outcome was .714. Outcomes between .7 and .8 are considered good, indicating that factor analysis is appropriate. The Bartlett Test of Sphericity was also conducted and the result was significant at .000 level, which is highly significant and supports the appropriateness of factor analysis (Field, 2005). Table 4-12 presents Kaiser-Meyer-Olkin measure of sampling adequacy for *Part 4: Expatriates' Task Complexity to Wasta Performance.*

Table 4-12

Kaiser-Meyer-Olkin Measure of Sampling Adequacy for *Part 4: Expatriate's Task Complexity to Wasta Performance.*

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.714
Bartlett's Test of Sphericity	Approx. Chi-Square	789.547
	df	91
	Sig.	.000

Exploratory factor analysis revealed that the 14-items of the scale loaded on four different factors. Items with eigenvalues greater than 1.00 were used to extract factors.

The eigenvalue totals ranged from .706 to 4.266. The total variance explained was 61.651%. That created a problem for Factor 4 with an eigenvalue smaller than 1.00. Factor 1 (Wasta Complexity) with loadings ranging from .590 to .802 consisted of six items, which are Relationship Ability, Wasta Ability, Personal Level Relationship, Integration with Arab Managers, Meeting with Arab Managers After Work for Non-Work Related Matters, and No Miscommunication Problems with Arab Managers. Factor 2 (Local Managers' Competency) with loadings ranging from .513 to .621 consisted of four items of Current Content Difference, Local Managers have Less Communication Skills, Current Assignment is More Complex, and Local Managers are Less Competent. Factor 3 (Decision Making Complexity) with loadings ranging from -.630 to .565 and consisted of four items of Current Content Difference, Local Managers have Less Communication Skills, Current Position is Higher, and Local Managers are Less Competent. Factor 4 (Expatriates' Task Assignment) consisted of one item of Ethicality of Influencing Arab Decision Making with factor loading of .703. The items measuring the Ability to Influence Arab Decision Making and Understanding Arab Decision Making were not considered. Table 4-13 shows the initial factor item loadings for Part 4, *Expatriates' Task Complexity* to *Wasta Performance,* before factor extraction.

Table 4-13

The Initial Factor Item Loading for Part 4: Expatriates' Task Complexity to Wasta Performance before Factor Extraction

	Factor 1 (Wasta Complexity)	Factor 2 (Local Managers' Competency)	Factor 3 (Decision Making Complexity)	Factor 4 (Expatriates' Task Assignment)
Relationship Ability	.802			
Wasta Ability	.799			
Personal Level Relationship	.740			
Integration With Arab	.730			
Meeting After Work	.605			
No Miscommunication	.590			
Decision Making Influence Current Content Different		.621	-.516	
Local Managers Less Comm. Skills		.591	.545	
Current Assign. More Complex		.513		
Current Position Higher			-.630	
Local Managers Less Tech. Competent		.541	.565	
Decision Making Influence Is Ethical				.706
Understanding Arab Decision Making				

Extraction Method: Principal Component Analysis.
4 components extracted.

Factors and principal component analysis using varimax rotation were used to establish construct validity of the 14-item *Task Complexity* to *Wasta Performance* scale. Factor analysis was conducted and the researcher extracted four factors. Eigenvalues ranged from 2.184 to 4.351. For factor loading, a cut-off of .5 was established (Hair et al.,

1998). Factor 1 (Wasta Complexity) with loadings ranging from .599 to .807 consisted of six items, which are Relationship Ability, Personal Level Relationship, Wasta Ability, Integration with Arab Managers, Meeting with Arab Managers After Work for Non-Work Related Matters, and No Miscommunication Problem With Arab Managers. Factor 2 (Local Managers' Competency) with loadings ranging from .870 to .912 consisted of two items, which are Local Managers Have Less Communication Skills and Local Managers have Less Technical Competency. Factor 3 (Decision Making Complexity) with loadings ranging from .614 to .734 consisted of three items, which are Decision Making Influence is Ethical, Understanding Arab Decision Making, and Ability to Influence Arab Decision Making. Factor 4 (Expatriates' Task Assignment) with loadings ranging from .641 to .819 consisted of three items, which are Current Position is Higher, Current Content is Different, and Current Assignment is more Complex. Table 4-14 presents the extracted factor item loadings: *Expatriates' Task Complexity to Wasta Performance* after factor extraction.

Table 4-14

Extracted Factor Item Loading for Part 4: Expatriate's' Task Complexity to Wasta Performance after Factor Extraction

	Factor 1 (Wasta Complexity)	Factor 2 (Local Managers' Competency)	Factor 3 (Decision Making Complexity)	Factor 4 (Expatriates' Task Assignment)
Relationship Ability	.807			
Personal Level Relationship	.784			
Wasta Ability	.771			
Integration With Arab	.760			
Meeting After Work	.630			
No Miscommunication	.599			
Local Managers Less Comm. Skills		.912		
Local Managers Less Tech. Competent		.870		
Decision Making Influence Is Ethical			.734	
Understanding Arab Decision Making			.693	
Decision Making Influence			.614	
Current Position Higher				.819
Current Content Different				.724
Current Assign. More Complex				.641

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Rotation converged in 5 iterations.

The internal consistency reliability for *Task Complexity to Wasta Performance* was calculated using Cronbach's Alpha. The Cronbach's Alpha was .678, which is considered acceptable since it is above the recommended .6 value. Internal consistency above the required .6 indicates that all scale items are measuring the same construct.

Table 4-15 presents the Cronbach's Alpha and the Cronbach's Alpha Based on Standardized Items for the 14-item scale for Part 4: *Expatriates' Task Complexity to Wasta Performance*.

Table 4-15

Cronbach's Alpha and the Cronbach's Alpha Based on Standardized Items for the 15-Item Scale for Part 4: Expatriates' Task Complexity to Wasta Performance.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.678	.682	14

By eliminating the item Local Managers Have Less Technical Competency, the alpha would increase to .721. However, the item was retained because it measures the same constructs and deleting it does not increase alpha significantly (Garson, 2008). Table 4-16 shows the correlations among items and the Cronbach's alphas if items were deleted.

Table 4-16

Correlated Items Total Correlation and the Cronbach's Alpha if Items Were Deleted for Part 4: Expatriates' Task Complexity to Improve Wasta Performance

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Current Assign. More Complex	.283	.663
Current Position Higher	.208	.675
Current Content Different	.177	.677
Local Managers Less Tech. Competent	-.137	.721
Local Managers Less Comm. Skills	-.078	.715
Decision Making Influence Is Ethical	.092	.687
Meeting After Work	.424	.644
Integration With Arab	.447	.640
Decision Making Influence	.375	.651
Personal Level Relationship	.518	.628
No Miscommunication	.424	.643
Understanding Arab Decision Making	.404	.648
Relationship Ability	.562	.618
Wasta Ability	.574	.620

Coefficient alpha and factor analysis for Part 5: Cross-Cultural differences to *wasta* performance. *Part 5* was used to identify the independent variable of *Cross-Cultural Differences.* In this part, participants responded to 11 questions measured on a four response scale of No Difference," "Not So Noticeable Difference," "Noticeable Difference," and "Much Difference." The 11 items identified differences between respondents' home culture and the U.A.E. culture related to distribution of authority, distribution of power, risk avoidance, ambiguity, exchange of loyalty, emphasis of employee loyalty, emphasis of challenge, emphasis of success, emphasis of overall loyalty, thrift and persistence, and tradition and social hierarchy.

Simple regression, with acceptable an .05 significant level, was used to describe the relationship between cross-cultural differences of expatriates and the host country and

wasta performance indicators identified in the sixth section of the survey. Coefficient alphas and factor analyses were conducted on all scales in the study in order to examine their reliability and validity. This study considered Hair, Black, Babin, Anderson, and Tatham's (2006) measures by considering .50 as cut-off for principal component factor analysis. Since this study is exploratory, it adapted Cronbach's α of .60 as the lower acceptable limit.

Before conducting factor analysis on *Cross-Cultural Differences* to *Wasta Performance*, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was conducted. The result of the Kaiser testing outcome was .836. Outcomes between .8 and .9 are considered very good, indicating that factor analysis is appropriate. The Bartlett Test of Sphericity was also conducted, and the result was significant at .000 level, which is highly significant and supports the appropriateness of factor analysis (Field, 2005). Table 4-17 presents Kaiser-Meyer-Olkin measure of sampling adequacy for *Part 5: Cross-Cultural Differences* to *Wasta Performance.*

Table 4-17

Kaiser-Meyer-Olkin Measure of Sampling Adequacy for Part 5: Expatriates' Cross-Cultural Differences to Wasta Performance

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.836
Bartlett's Test of Sphericity	Approx. Chi-Square	1637.215
	df	190
	Sig.	.000

Exploratory factor analysis revealed that the 20-items loaded on four different factors. Items with eigenvalues greater than 1.00 were used to extract factors. The eigenvalue totals ranged from .003 to 7.094. The total variance explained was 65.731%.

That created a problem for Factors 3, 4, and 5 because they were below the minimum accepted eigenvalue level of 1.00. Factor 1 (Power Distance) with loadings ranging from .609 to .820 consisted of 11 items, which are Loyalty, Power Distribution, Success Emphasis, Persistence, Loyalty Exchange, Recognition Emphasis, Social Hierarchy, Employee Loyalty, Centralization, Ambiguity, and Risk Avoidance. Factor 2 (Uncertainty Avoidance) with loadings ranging from .531 to .770 consisted of eight items of Relationship Ability, Wasta Ability, Personal Level Relationship, Integration with Arab Managers, No Miscommunication Problem with Arab Managers, Understanding Arab Decision Making, Influencing Arab Decision Making, Ethicality of Influencing Arab Decision Making, and Meeting with Arab Managers After Work for Non-Work Related Matters. Factor 3 (Masculinity) with a loading of .780 consisted of one item of Ethicality of influencing Arab decision-making. Factor 4 (Individualism) did not contain any items. Factor 5 (Long-Term Orientation) with loadings ranging from -.531 to .534 consisted of two items, which are Understanding Arab Decision Making and Meeting with Arab Managers After Work for Non-Work Related Matters. Table 4-18 presents the initial factor item loading for Part 5, *Cross-Cultural Differences* to *Wasta Performance,* before factor extraction.

Table 4-18

The Initial Factor Item Loadings for Part 5: Expatriates' Cross-Cultural Differences to Wasta Performance before Factor Extraction

	Factor 1 (Power Distance)	Factor 2 (Uncertainty Avoidance)	Factor 3 (Masculinity)	Factor 4 (Individualism)	Factor 5 (Long-Term Orientation)
Loyalty	.820				
Power Distribution	.792				
Success Emphasis	.743				
Persistence.	.743				
Loyalty Exchange	.705				
Recognition Emphasis	.704				
Social Hierarchy	.697				
Employee Loyalty	.674				
Centralization	.641				
Ambiguity	.640				
Risk Avoidance	.609				
Relationship Ability		.770			
Wasta Ability		.743			
Personal Level Relationship		.709			
Integration With Arab		.667			
No Miscommunication		.594			
Understanding Arab		.550			-.531
Decision Making					
Decision Making Influence		.533			
Decision Making Influence Is Ethical			.780		
Meeting After Work		.531			.534

Extraction Method: Principal Component Analysis.
5 components extracted.

Factors and principal component analysis using varimax rotation were used to establish construct validity of the 20-item *Cross-Cultural Differences* to *Wasta*

Performance scale. Based on factor analysis, the researcher extracted five factors with eigenvalues ranging from .771 to 3.706. For factor loadings, a cut-off .5 was established (Hair, Tatham & Black (1998). Factor 1 (Power Distance) with loadings ranging from .669 to .828 consisted of five items, which are Loyalty, Persistence, Success Emphasis, Recognition Emphasis, and Social Hierarchy. Factor 2 (Uncertainty Avoidance) with loadings ranging from .707 to .805 consisted of five items, which are Personal Level Relationship, Wasta Ability, Integration with Arab Managers, Relationship Ability, and Meeting with Arab Managers After Work for Non-Work Related Matters. Factor 3 (Masculinity) with loadings ranging from .558 to .747 consisted of six items, which are Ambiguity, Power Distance, Loyalty Exchange, Employee Loyalty, Risk Avoidance, and Centralization. Factor 4 (Individualism) with loadings ranging from .525 to .864 consisted of two items, which are Ethicality of Influencing Arab Decision Making and Influence of Arab Decision Making. Factor 5 (Long-Term Orientation) with loading of .771 contained one item of Understanding Arab Decision Making. Item No Miscommunication Problems with Arab Managers was eliminated from the analysis because of low loading. Table 4-19 presents the extracted factor item loadings for *Part 5: Cross-Cultural Differences* to *Wasta Performance* after factor extraction.

Table 4-19

Extracted Factor Item Loading for Part 5: Cross-Cultural Differences to Wasta Performance after Factor Extraction

	Factor 1 (Power Distance)	Factor 2 (Uncertainty Avoidance)	Factor 3 (Masculinity)	Factor 4 (Individualism)	Factor 5 (Long-Term Orientation)
Loyalty	.828				
Persistence.	.777				
Success Emphasis	.748				
Recognition Emphasis	.684				
Social Hierarchy	.669				
Personal Level Relationship		.805			
Wasta Ability		.789			
Integration With Arab		.755			
Relationship Ability		.751			
Meeting After Work		.707			
Ambiguity			.747		
Power Distribution			.738		
Loyalty Exchange			.709		
Employee Loyalty			.614		
Risk Avoidance			.614		
Centralization			.558		
Decision Making Influence Is Ethical				.864	
Decision Making Influence				.525	
Understanding Arab Decision Making No Miscommunication					.771

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Rotation converged in 8 iterations.

The internal consistency reliability for *Cross-Cultural Differences* to *Wasta Performance* was calculated using Cronbach's Alpha. The Cronbach's Alpha was .883,

which is considered acceptable since it is above the recommended .6 value. Internal consistency above the required .6 indicates that all scale items are measuring the same construct. Table 4-20 presents the Cronbach's Alpha and the Cronbach's Alpha Based on Standardized Items for the 20-item scale for Part 5: *Cross-Cultural Differences* to *Wasta Performance*.

Table 4-20

Cronbach's Alpha and the Cronbach's Alpha Based on Standardized Items for the 20-Item Scale for Part 5: Expatriates' Cross-Cultural Differences to Wasta Performance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.883	.882	20

By eliminating item Decision Making Influence is Ethical, the alpha would increase to .774. However, the item Decision Making Influence is Ethical was retained because it measures the same constructs as other items and deleting it does not increase alpha significantly (Garson, 2008). Table 4-21 presents the correlations among items and the Cronbach's alphas if items were deleted.

Table 4-21

Correlated Items Total Correlation and the Cronbach's Alpha if Items Were Deleted for Part 5: Cross-Cultural Differences to Wasta Performance

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Adaptability	.613	.873
Technical Competency	.533	.876
Family Adapt	.622	.873
Human Relation	.616	.873
Communication Skills	.541	.875
Understand U.A.E. Culture	.649	.872
U.A.E. Culture Knowledge	.350	.884
Emotional Stability	.704	.870
Openness	.677	.871
Self Confidence	.674	.872
Trust Locals	.358	.882
Decision Making Influence Is Ethical	.033	.890
Meeting After Work	.322	.882
Integration With Arab	.512	.877
Decision Making Influence	.214	.885
Personal Level Relationship	.486	.877
No Miscommunication	.420	.879
Wasta Ability	.526	.876
Relationship Ability	.610	.873
Understanding Arab Decision Making	.371	.881

Coefficient alpha and factor analysis for Part 6: Expatriates' *wasta* performance. *Part 6* was used to identify the dependent variable of *Wasta Performance.* In this part, participants responded to nine questions measured on a four-response scale of "Strongly Disagree," "Disagree," "Agree," and "Strongly Agree." The total score for the

nine-item scale ranged from zero to 27. High scores were associated with better *wasta* performance by a non-Arab expatriate. The nine items identified *wasta* performance of participants who determined their *wasta* performance in the U.A.E. by answering questions indicating their Ability to Build Network with the Arab Managers, their Relationship Level with Arab Managers, Understanding of How Arab Managers Make Decisions, Frequency of Miscommunication with Arab Managers, Ability to Take Relationship with Arab Managers to the Personal Level, Ability to Influence Arab Managers' Decision Making, Ability of Integration with Arab Business Community, Meeting with Arab Managers After Work For Non-Work Related Matters, and Influencing Arab Managers' Decision Making is Ethical.

Simple regression, with acceptable .05 significant level, was used to describe the relationship among the nine items to specify *Wasta Performance*. Coefficient alphas and factor analyses were conducted on all scales used in the study in order to examine their reliability and validity. This study considered Hair et al.'s (2006) measures by considering .50 as a cut-off point for principal component factor analysis. Since this study is exploratory, it adapted Cronbach's α of .60 as the lower acceptable limit.

Before conducting factor analysis on *Wasta Performance*, Kaiser-Meyer-Olkin Measure of Sampling Adequacy was conducted. The result of the Kaiser testing outcome was .770. Outcomes between .7 and .8 are considered good, indicating that factor analysis is appropriate. The Bartlett Test of Sphericity was also conducted and the result was significant at .000 level, which is highly significant and supports the appropriateness of factor analysis (Field, 2005). Table 4-22 presents Kaiser-Meyer-Olkin measure of sampling adequacy for *Part 6: Wasta Performance.*

Table 4-22

Kaiser-Meyer-Olkin Measure of Sampling Adequacy for *Part 6: Expatriates' Wasta Performance*

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.770
Bartlett's Test of Sphericity	Approx. Chi-Square	537.401
	df	36
	Sig.	.000

Exploratory factor analysis revealed that 9-items loaded on two different factors. Items with eigenvalues greater than 1.00 were used to extract factors. The eigenvalue totals ranged from 1.347 to 4.351 and total variance explained was 56.127%. Factor 1 (Relationship Ability) with loadings ranging from .617 to .814 consisted of six items, which are Relationship Ability, Wasta Ability, Personal Level Relationship, Integration With Arab Managers, No Miscommunication Problem with Arab Managers, and Meeting with Arab Managers After Work for Non-Work Related Matters. Factor 2 (Decision Making Ability) with loadings ranging from .552 to .795 consisted of two items of Ethicality of Influencing Arab Managers' Decision Making and Understanding Arab Managers' Decision Making. The item of the Ability to Influence Arab Managers' Decision Making was not considered due to low factor loading. Table 4-23 presents the initial factor item loading for Part 6, *Wasta Performance,* before factor extraction.

Table 4-23

The Initial Factor Item Loading for Part 6: Expatriates' Wasta Performance before Factor Extraction

	Factor 1 (Relationship Ability)	Factor 2 (Decision Making Ability)
Relationship Ability	.814	
Wasta Ability	.811	
Personal Level Relationship	.758	
Integration With Arab	.731	
No Miscommunication	.620	
Meeting After Work	.617	
Decision Making Influence		
Decision Making Influence Is Ethical		.795
Understanding Arab Decision Making		.552

Extraction Method: Principal Component Analysis.
2 components extracted.

Factors and principal component analysis using varimax rotation were used to establish construct validity of the 9-item *Wasta Performance* scale. Based on the results of factor analysis, the researcher extracted two factors. Eigenvalues ranged from 2.101 to 4.351. For factor loadings, a cut-off point of .5 was used (Hair, Tatham & Black 1998). Factor 1 (Relationship Ability) with loadings ranging from .551 to .814 consisted of six items, which are Relationship Ability, Integration With Arab Managers, Wasta Ability, Personal Level Relationship, Meeting with Arab Managers After Work for Non-Work Related Matters, and no Miscommunication Problems with Arab Managers. Factor 2 (Decision Making Ability) with loadings ranging from .616 to .789 consisted of three items, which are Ethicality of Influencing Arab Managers' Decision Making, Understanding Arab Managers' Decision Making, and Ability to Influence Arab

Managers' Decision Making. Table 4-24 presents the extracted factor item loadings for *Part 6, Expatriates' Wasta Performance,* after factor extraction.

Table 4-24

Extracted Factor Item Loading for Part 6: Expatriates' Wasta Performance after Factor Extraction

	Factor 1 (Relationship Ability)	Factor 2 (Decision Making Ability)
Relationship Ability	.814	
Integration With Arab	.792	
Wasta Ability	.785	
Personal Level Relationship	.774	
Meeting After Work	.635	
No Miscommunication	.551	
Decision Making influence Is Ethical		.789
Understanding Arab Decision Making		.696
Decision Making Influence		.616

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Rotation converged in 3 iterations.

The internal consistency reliability for *Wasta Performance* was calculated using Cronbach's Alpha. The Cronbach's Alpha was .805, which is considered acceptable since it is above the recommended .6 value. Internal consistency above the required .6 indicates that all scale items are measuring the same construct. Table 4-25 presents the Cronbach's Alpha and the Cronbach's Alpha Based on Standardized Items for the 9-item scale for Part 6: *Wasta Performance*.

Table 4-25

Cronbach's Alpha and the Cronbach's Alpha Based on Standardized Items for the 9-item scale for Part 6: Expatriates' Wasta Performance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.805	.799	9

By eliminating item Decision Making Influence is Ethical, the alpha would increase to .829. However, the item was retained because it measures the same constructs and deleting it does not increase alpha significantly (Garson, 2008). Table 4-26 presents the correlations among items and the Cronbach's alpha if items were deleted.

Table 4-26

Correlated Items Total Correlation and the Cronbach's Alpha if Items Were Deleted for Part 6: Wasta Performance

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Decision Making Influence Is Ethical	.116	.829
Meeting After Work	.482	.787
Integration With Arab	.562	.777
Decision Making Influence	.413	.796
Personal Level Relationship	.619	.769
No Miscommunication	.496	.785
Understanding Arab-Decision Making	.425	.794
Relationship Ability	.666	.761
Wasta Ability	.695	.758

Research Questions

Research question 1. Does expatriates' training have significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets?

To answer the first question, simple regression, with acceptable .05 significant level, was used to describe the relationship between previously taken expatriate training and *wasta* performance indicators, which are identified in the sixth section of the survey. Part 2 of the survey was designed to identify training previously taken by non-Arab managerial expatriates prior to their placement in the U.A.E. Part 2 consisted of six items marked with Arabic letters. For item one, two, three, four, five, and six, the answer "No" was coded 0 and the answer "Yes" was coded 1. Items one, three, four, five, and six of Part 2 were followed with typed-in space to allow participants who may answer "Yes" to specify the name(s) of training they received. These typed-in inputs were not analyzed in this study. They will be kept for the follow up studies. Item 1 (TR1) was designed to identify previously taken expatriates' training related to cross-cultural Training. Item 2 (TR2) was designed to identify previously taken expatriates' training related to Arabic language training. Item 3 (TR3) was designed to identify previously taken expatriates' training related to family involvement. Item 4 (TR4) was designed to identify previously taken expatriates' training related to *wasta* training. Item 5 (TR5) was designed to identify previously taken expatriates' training related to leadership. Item 6 (TR6) was designed to identify previously taken expatriate's training related to other training.

Descriptive analysis of training taken by non-Arab expatriates previously. Table 4-27 presents the responses of the 175 non-Arab managerial expatriates related to training taken prior to their departure to the U.A.E. Among the 175 non-Arab expatriates, only

6.3% have taken TR1 (Cross-Cultural Training) while the remaining 93.7% of participants did not take any training prior to their assignment in the U.A.E. Among the 175 non-Arab expatriates, only 10.3% have taken TR2 (Arabic Language Training) while the remaining 89.7% of participants did not take any training prior to their assignment in the U.A.E. Among the 175 non-Arab expatriates, only 1.7% has taken TR3 (Wasta Training) while the remaining 98.3% of participants did not take any training prior to their assignment in the U.A.E. Only 2.9% have taken TR4 (Family Training) while 97.1% of participants' family members did not take any training prior to their assignment in the U.A.E. Among the 175 non-Arab expatriates, only 22.9% have taken TR5 (Leadership Training) while 77.1% of participants did not take any training prior to their assignment in the U.A.E. Among the 175 non-Arab expatriates, only 24% have taken TR6 (Other Training) while the remaining 76% of participants did not take any training prior to their assignment in the U.A.E. Among the 175 non-Arab expatriates, only 136 participants had their family member relocated with them to the U.A.E.

For *Part 2,* participants responded to six questions measured on a dichotomous scale with response options "No" coded 0 and "Yes" coded 1 (overall score for the six items ranging from 0 to 6). High scores were associated with higher number of non-Arab managerial expatriates who have taken cross-cultural training prior to their departure to the host country. From the responses of 175 participants, the mean score ranged from .02 for TR3 to .24 for TR6. The average score for all non-Arab expatriate in Arab markets who had previously taken cross-cultural training was .68 out of 6.

Table 4-27

Non-Arab Managerial Expatriates: Frequency of Training Taken Prior to Departure to the U.A.E (N=175)

			Frequency	Percent	Mean Range 0 to 1	Subscale Score
Subscale Range 0 to 6						.68
TR1	Valid 0		164	93.7		
	Valid 1		11	6.3		
		Total	175	100.0	.06	
TR2	Valid 0		157	89.7		
	Valid 1		18	10.3		
		Total	175	100.0	.10	
TR3	Valid 0		172	98.3		
	Valid 1		3	1.7		
		Total	175	100.0	.02	
TR4	Valid 0		136	77.7		
	Valid 1		4	2.3		
		Total	140	80.0	.03	
	Missing		35	20.0		
	Total		175	100.0		
TR5	Valid 0		135	77.1		
	Valid 1		40	22.9		
		Total	175	100.0	.23	
TR6	Valid 0		133	76.0		
	Valid 1		42	24.0		
		Total	175	100.0	.24	

Correlation analysis of non-Arab expatriates' training. Table 4-28 presents the results of correlation among the six items assessing expatriates' training. Pearson *r* correlation was performed to identify and report significant relationships and their trends among all independent variables. From the presented table it is clear that all variables significantly correlated with each other at .05 level or lower except for the correlation between TR2 and TR5, which was non-significant ($p = .088$). This means that the more

positive responses on TR2 were associated with less positive responses on TR5. The overall correlation among all variables was significant and supported the convergent validity between expatriates' training items.

Table 4-28

Correlation Analysis of Previously Taken Training by Non-Arab Expatriates

		TR1	TR2	TR3	TR4	TR5	TR6
TR1	Pearson Correlation	1	.377**	.510**	.452**	.195**	.240**
	Sig. (2-tailed)		.000	.000	.000	.010	.001
	N	175	175	175	140	175	175
TR2	Pearson Correlation	.377**	1	.390**	.428**	.129	.162*
	Sig. (2-tailed)	.000		.000	.000	.088	.032
	N	175	175	175	140	175	175
TR3	Pearson Correlation	.510**	.390**	1	.863**	.243**	.235**
	Sig. (2-tailed)	.000	.000		.000	.001	.002
	N	175	175	175	140	175	175
TR4	Pearson Correlation	.452**	.428**	.863**	1	.193*	.198*
	Sig. (2-tailed)	.000	.000	.000		.022	.019
	N	140	140	140	140	140	140
TR5	Pearson Correlation	.195**	.129	.243**	.193*	1	.395**
	Sig. (2-tailed)	.010	.088	.001	.022		.000
	N	175	175	175	140	175	175
TR6	Pearson Correlation	.240**	.162*	.235**	.198*	.395**	1
	Sig. (2-tailed)	.001	032	.002	.019	.000	
	N	175	175	175	140	175	175

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlation analysis between non-Arab expatriates' training and wasta performance. Table 4-29 presents the results of correlation among the six items of expatriate's training and the nine Wasta Performance Indicators. Pearson *r* correlation was performed to identify and report significant relationships between all independent variables and dependent variable of Wasta Performance and the trend of these

relationships. From the presented table, it is clear that only two correlations were significant at .05 level or lower, that is, the correlations between TR5 (Previously Taken Expatriates' Leadership Training) and WP3 (Ability to Understanding Arab Managers' Decision Making) and between TR6 (Previously Taken Expatriates' Other Training) and WP8 (Meeting with Arab Managers after Work for Non-Work Related Matters) while all other Expatriates' Training variables did not correlate with Wasta Performance indicators.

Table 4-29

Correlations among Previously Taken Training by Non-Arab Expatriates and Wasta Performance Indicators

		WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9
TR1	Pearson Correlation	.102	.039	.071	.047	.131	.033	-.038	.117	.090
	Sig. (2-tailed)	.179	.604	.350	.538	.084	.663	.615	.123	.236
	N	175	175	175	175	175	175	175	175	175
TR2	Pearson Correlation	-.029	.005	-.101	-.021	.074	-.008	-.054	.017	-.048
	Sig. (2-tailed)	.703	.951	.185	.784	.328	.916	.481	.825	.530
	N	175	175	175	175	175	175	175	175	175
TR3	Pearson Correlation	-.055	-.079	.036	-.019	-.059	.055	-.055	-.017	-.007
	Sig. (2-tailed)	.470	.301	.634	.798	.441	.470	.468	.825	.931
	N	175	175	175	175	175	175	175	175	175
TR4	Pearson Correlation	-.002	-.039	.044	-.038	-.008	.080	.012	-.020	-.053
	Sig. (2-tailed)	.982	.650	.605	.654	.929	.347	.889	.816	.531
	N	140	140	140	140	140	140	140	140	140
TR5	Pearson Correlation	.117	.124	.173*	.018	.023	.076	-.016	-.004	-.109
	Sig. (2-tailed)	.122	.103	.022	.812	.766	.320	.836	.955	.151
	N	175	175	175	175	175	175	175	175	175
TR6	Pearson Correlation	.064	.142	.039	.000	.110	.001	.077	.163*	-.072
	Sig. (2-tailed)	.397	.060	.604	1.000	.146	.991	.309	.031	.343
	N	175	175	175	175	175	175	175	175	175

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Research question 2. Do personal and professional characteristics of expatriates have significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets?

To answer the second question, simple regression, with an acceptable .05 significant level, was used to describe the relationship among Personal and Professional Characteristics of Expatriates and *wasta* performance indicators identified in the sixth section of the survey. Part 3 of the survey was designed to identify non-Arab expatriate's personal and professional characteristics. Part 3 consisted of 11 items marked with Arabic letters. Answers were coded with 0 ="Very Low", 1 = "Low", 2 = "High" and 3 = "Very High" as the response categories.

Item 1 (CH1) was designed to identify non-Arab managerial expatriate's ability to adapt in the host country. Item 2 (CH2) was designed to identify non-Arab managerial expatriates' technical competence. Item 3 (CH3) was designed to identify non-Arab managerial expatriates' family adaptability in the host country. Item 4 (CH4) was designed to identify non-Arab managerial expatriates' human relations. Item 5 (CH5) was designed to identify non-Arab managerial expatriates' communication skills. Item 6 (CH6) was designed to identify non-Arab managerial expatriates' understanding the culture in the host country. Item 7 (CH7) was designed to identify non-Arab managerial expatriate's' knowledge of host country language. Item 8 (CH8) was designed to identify non-Arab managerial expatriates' emotional stability. Item 9 (CH9) was designed to identify non-Arab managerial expatriates' openness to others. Item 10 (CH10) was designed to identify non-Arab managerial expatriates' self-confidence. Finally, item 11

(CH11) was designed to identify non-Arab managerial expatriates' trust in local employees.

Descriptive analysis of non-Arab expatriates' characteristics. Table 4-30 presents the responses of the 175 non-Arab managerial expatriates related to their characteristics. Concerning CH1 (Ability to Adapt), .6% of 175 non-Arab expatriates reported "Very Low," 23.4% reported "Low," 50.9% reported "High," and 25.1% reported "Very High" ability to adapt. For CH2 (Technical Competency), .6% of 175 non-Arab expatriates reported "Very Low," 18.3% reported "Low," 56% reported "High," and 25.1% reported "Very High" technical competency. For CH3 (Family Adaptability), .6% of 175 non-Arab expatriates reported "Very Low," 32.6% reported "Low," 52.5% reported "High," and 14.3% reported "Very High" family adaptability. For CH4 (Human Relations), no participants reported "Very Low," 21.7% reported "Low," 52% reported "High," and 26.3% reported "Very High" human relations. For CH5 (Communication Skills), .6% of 175 non-Arab expatriates reported "Very Low," 20.6% reported "Low," 48.5% reported "High," and 30.3% reported "Very High" communication skills. For CH6 (Understanding the U.A.E. Culture), 1.7% of 175 non-Arab expatriates reported "Very Low," 24.6% reported "Low," 55.4% reported "High," and 18.3% reported "Very High" understanding the U.A.E. culture. For CH7 (Knowledge of Arabic Language), 20.6% of 175 non-Arab expatriates reported "Very Low," 48% reported "Low," 20% reported "High," and 11.4% reported "Very High" knowledge of Arabic language. For CH8 (Emotional Stability), 1.7% of 175 non-Arab expatriates reported "Very Low," 25.2% reported "Low," 53.1% reported "High," and 20% reported "Very High" emotional stability. For CH9 (Openness to Others), 2.9% of 175

non-Arab expatriates reported "Very Low," 21.7% reported "Low," 53.1% reported "High," and 22.3% reported "Very High" openness to others. For CH10 (Self-Confidence), .6% of 175 non-Arab expatriates reported "Very Low," 17.7% reported "Low," 60.6% reported "High," and 21.1% reported "Very High" self-confidence. For CH11 (Trust in Local Employee), 10.9% of 175 non-Arab expatriates reported "Very Low," 45.7% reported "Low," 35.4% reported "High," and 8% reported "Very High" trust in local employee.

For *Part 3*, participants responded to 11 questions measured on a four point scale of "Very Low" coded 0, "Low" coded 1, "High" coded 2, and "Very High" coded 3 (overall score for 11 items ranging from 0 to 33). High scores were associated with better personal and professional characteristics of non-Arab managerial expatriates. From the responses of 175 participants, the mean score ranged from 1.22 for CH7 and 2.09 for CH5. The average score on personal and professional characteristics was 19.43 out of 33 for non-Arab expatriate in Arab markets.

Table 4-30

Non-Arab Managerial Expatriates: Frequency of Their Characteristics (N=175)

		Frequency	Percent	Mean Range 0-3	Subscale Score
Subscale Range 0 to 33					**19.43**
CH1	Valid 0	1	.6		
	Valid 1	41	23.4		
	Valid 2	89	50.9		
	Valid 3	44	25.1		
	Total	175	100.0	**2.01**	
CH2	Valid 0	1	.6		
	Valid 1	32	18.3		
	Valid 2	98	56.0		
	Valid 3	44	25.1		
	Total	175	100.0	**2.06**	
CH3	Valid 0	1	.6		
	Valid 1	57	32.6		
	Valid 2	92	52.5		
	Valid 3	25	14.3		
	Total	175	100.0	**1.81**	
CH4	Valid 0	0	0		
	Valid 1	38	21.7		
	Valid 2	91	52.0		
	Valid 3	46	26.3		
	Total	175	100.0	**2.05**	
CH5	Valid 0	1	.6		
	Valid 1	36	20.6		
	Valid 2	85	48.5		
	Valid 3	53	30.3		
	Total	175	100.0	**2.09**	
CH6	Valid 0	3	1.7		
	Valid 1	43	24.6		
	Valid 2	97	55.4		
	Valid 3	32	18.3		
	Total	175	100.0	**1.9**	
CH7	Valid 0	36	20.6		
	Valid 1	84	48.0		
	Valid 2	35	20.0		
	Valid 3	20	11.4		

Table 4-30 Continued

		Frequency	Percent	Mean Range 0-3	Subscale Score
	Total	175	100.0	**1.22**	
CH8	Valid 0	3	1.7		
	Valid 1	44	25.2		
	Valid 2	93	53.1		
	Valid 3	35	20.0		
	Total	175	100.0	**1.91**	
CH9	Valid 0	5	2.9		
	Valid 1	38	21.7		
	Valid 2	93	53.1		
	Valid 3	39	22.3		
	Total	175	100.0	**1.95**	
	Total	175	100.0		
CH10	Valid 0	1	.6		
	Valid 1	31	17.7		
	Valid 2	106	60.6		
	Valid 3	37	21.1		
	Total	175	100.0	**2.02**	
CH11	Valid 0	19	10.9		
	Valid 1	80	45.7		
	Valid 2	62	35.4		
	Valid 3	14	8.0		
	Total	175	100.0	**1.41**	

Correlation analysis of non-Arab characteristics. Table 4-31 presents the correlations among 11 items of expatriates' characteristics. Pearson *r* correlation was performed to identify and report significant and trend relationship among all independent variables. From the presented table, it is clear that all variables correlate with each other at a significant .05 level or lower. The overall correlation among all variables was significant, establishing convergent validity of *expatriates' characteristics* items.

Table 4-31

Correlations among Non-Arab Expatriates' Characteristics

		CH1	CH2	CH3	CH4	CH5	CH6	CH7	CH8	CH9	CH10	CH11
CH1	Pearson Correlation	1	.535**	.621**	.544**	.497**	.609**	.273**	.583**	.587**	.525**	.210**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.005
	N	175	175	175	175	175	175	175	175	174	175	175
CH2	Pearson Correlation	.535**	1	.503**	.534**	.529**	.461**	.252**	.555**	.513**	.539**	.161*
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.001	.000	.000	.000	.033
	N	175	175	175	175	175	175	175	175	174	175	175
CH3	Pearson Correlation	.621**	.503**	1	.608**	.491**	.579**	.297**	.570**	.497**	.447**	.203**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.007
	N	175	175	175	175	175	175	175	175	174	175	175
CH4	Pearson Correlation	.544**	.534**	.608**	1	.689**	.589**	.222**	.574**	.689**	.565**	.260**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.003	.000	.000	.000	.001
	N	175	175	175	175	175	175	175	175	174	175	175
CH5	Pearson Correlation	.497**	.529**	.491**	.689**	1	.627**	.216**	.554**	.597**	.525**	.170*
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.004	.000	.000	.000	.025
	N	175	175	175	175	175	175	175	175	174	175	175
CH6	Pearson Correlation	.609**	.461**	.579**	.589**	.627**	1	.352**	.566**	.589**	.528**	.268**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	175	175	175	175	175	175	175	175	174	175	175
CH7	Pearson Correlation	.273**	.252**	.297**	.222**	.216**	.352**	1	.295**	.299**	.219**	.074
	Sig. (2-tailed)	.000	.001	.000	.003	.004	.000		.000	.000	.004	.331
	N	175	175	175	175	175	175	175	175	174	175	175

Table 4-31 Continued

		CH1	CH2	CH3	CH4	CH5	CH6	CH7	CH8	CH9	CH10	CH11
CH8	Pearson Correlation	.583**	.555**	.570**	.574**	.554**	.566**	.295**	1	.716**	.689**	.275**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	175	175	175	175	175	175	175	175	174	175	175
CH9	Pearson Correlation	.587**	.513**	.497**	.689**	.597**	.589**	.299**	.716**	1	.596**	.330**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	174	174	174	174	174	174	174	174	174	174	174
CH10	Pearson Correlation	.525**	.539**	.447**	.565**	.525**	.528**	.219**	.689**	.596**	1	.424**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.004	.000	.000		.000
	N	175	175	175	175	175	175	175	175	174	175	175
	N	175	175	175	175	175	175	175	175	174	175	175
CH11	Pearson Correlation	.210**	.161*	.203**	.260**	.170*	.269**	.074	.275**	.330**	.424**	1
	Sig. (2-tailed)	.005	.033	.007	.001	.025	.000	.331	.000	.000	.000	
	N	175	175	175	175	175	175	175	175	174	175	175

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations between non-Arab expatriates' characteristics and wasta performance. Table 4-32 presents the correlations between 11 items of expatriates' characteristics and 9 *Wasta Performance* Indicators. Pearson *r* correlation was performed to identify and report significant and trend relationships among all independent and dependent variables. From the presented table it is clear that all independent variables related to Non-Arab *Expatriates' Characteristics* do not correlate at a significant level

with both dependent variables of WP6 (Ability to Influence Arab Managers' Decision Making) and WP9 (Influencing Arab Managers' Decision Making is Ethical). Independent variables did not correlate with CH6 and CH9 *Wasta Performance* indicators at a significant level. It is also clear that all independent variables correlated significantly with WP1 (Wasta Ability). However, CH1 correlated significantly with WP1, WP2, WP4, WP5, and WP7 but not with WP3, WP6, WP8, and WP9. CH2 correlates significantly with WP1, WP2, WP4, and WP7, which did not correlate significantly with WP3, WP5, WP6, WP8, and WP9. CH3 correlated significantly with WP1, WP2, WP3, WP4, WP5, and WP7 but did not correlate significantly with WP6, WP8, and WP9. CH4 correlated significantly with WP1, WP2, WP3, WP4, and WP7 but not with WP5, WP6, WP8, and WP9. CH5 correlated significantly with WP1, WP2, WP3, WP4, and WP7 but not with WP5, WP6, WP8, and WP9. CH6 correlated significantly with WP1, WP2, WP3, WP4, WP5, WP7, and WP8 but not with WP6 and WP9. CH7 correlated significantly with WP1, WP5, WP7, and WP8 but not with WP2, WP3, WP4, WP6, and WP9. CH8 correlated significantly with WP1, WP2, WP3, WP4, WP5, and WP7 but not with WP6, WP8, and WP9. CH9 correlated significantly with WP1, WP2, WP5, and WP7 but not with WP3, WP6, WP8, and WP9. CH10 correlated significantly with WP1, WP2, WP3, WP4, WP5, WP7, and WP8 but not with WP6 and WP9. Finally, CH11 correlated significantly with WP1, WP2, WP3, WP4, WP5, WP7, and WP8 but not with WP6 and WP9.

Table 4-32

Correlations among Non-Arab Expatriates' Characteristics and Wasta Performance Indicator

		WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9
CH1	Pearson Correlation	.270**	.314**	.071	.193*	.212**	-.022	.308**	.088	-.035
	Sig. (2-tailed)	.000	.000	.351	.010	.005	.772	.000	.245	.641
	N	175	175	175	175	175	175	175	175	175
CH2	Pearson Correlation	.154*	.264**	.111	.167*	.140	-.005	.162*	.030	-.014
	Sig. (2-tailed)	.042	.000	.145	.027	.065	.948	.032	.696	.859
	N	175	175	175	175	175	175	175	175	175
CH3	Pearson Correlation	.259**	.358**	.226**	.218**	.166*	.014	.239**	.091	.093
	Sig. (2-tailed)	.001	.000	.003	.004	.028	.851	.001	.232	.219
	N	175	175	175	175	175	175	175	175	175
CH4	Pearson Correlation	.194*	.323**	.160*	.161*	.143	-.025	.178*	-.008	-.008
	Sig. (2-tailed)	.010	.000	.035	.033	.058	.744	.018	.912	.918
	N	175	175	175	175	175	175	175	175	175
CH5	Pearson Correlation	.068	.243**	.195**	.166*	.101	-.026	.208**	-.053	-.123
	Sig. (2-tailed)	.371	.001	.010	.028	.185	.736	.006	.487	.106
	N	175	175	175	175	175	175	175	175	175
	N	175	175	175	175	175	175	175	174	175
CH6	Pearson Correlation	.216**	.274**	.186*	.207**	.257**	.007	.313**	.174*	-.090
	Sig. (2-tailed)	.004	.000	.014	.006	.001	.928	.000	.021	.236
	N	175	175	175	175	175	175	175	175	175
CH7	Pearson Correlation	.161*	.148	.111	.081	.240**	.053	.173*	.241**	.050
	Sig. (2-tailed)	.034	.050	.143	.284	.001	.489	.022	.001	.511
	N	175	175	175	175	175	175	175	175	175
CH8	Pearson Correlation	.358**	.422**	.213**	.191*	.232**	.076	.311**	.104	-.007
	Sig. (2-tailed)	.000	.000	.005	.011	.002	.314	.000	.170	.926
	N	175	175	175	175	175	175	175	175	175

Table 4-32 Continued

		WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	WP1	WP2
CH9	Pearson		.223**	.327**	.139	.237**	.261**		.056	.233**	.082	-
	Correlation											.009
	Sig. (2-tailed)		.003	.000	.067	.002	.001		.461	.002	.279	.902
	N		174	174	174	174	174		174	174	174	174
CH10	Pearson		.277**	.358**	.224**	.253**	.277**		.099	.332**	.194**	-
	Correlation											.070
	Sig. (2-tailed)		.000	.000	.003	.001	.000		.190	.000	.010	.357
	N		175	175	175	175	175		175	175	175	175
CH11	Pearson		.174*	.271**	.204**	.243**	.194*		.054	.270**	.154*	-
	Correlation											.064
	Sig. (2-tailed)		.021	.000	.007	.001	.010		.481	.000	.041	.401
	N		175	175	175	175	175		175	175	175	175

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Research question 3. Does task complexity of expatriates have significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets?

To answer the third question, simple regression, with an acceptable .05 significant level, was used to describe the relationship between expatriates *Task Complexity* and *Wasta Performance* indicators identified in the sixth section of the survey. Part 4 of the survey was designed to identify the level of current task complexity of non-Arab managerial expatriates in comparison to their previous task complexity level. This part included five questions marked with Arabic letters. Five questions of Part 5 were coded as 0 = "Strongly Disagree," 1 = "Disagree," 2 = "Agree," and 3 = "Strongly Agree".

The five items identified non-Arab managerial expatriates' beliefs about the complexity level of their current task. Item 1 (TS1) was designed to measure the

complexity level of current task when compared to the previous task. Item 2 (TS2) was designed to identify the difference between the current level of job position and the previous one. Item 3 (TS3) was designed to measure the content complexity of the current task when compared to the content complexity of the previous task. Item 4 (TS4) was designed to identify current local employees' technical competence level when compared to the previous local employees' level of technical competence. Item 5 (TS5) was designed to measure the difference between current local employees' communication skills and the communication skills of local employees in the previous task.

Descriptive analysis of non-Arab expatriates' task complexity. Table 4-33 presents the responses of the 175 non-Arab managerial expatriates related to their task complexity. As for TS1 (Current Assignment is more Complex), 5.7% of 175 non-Arab expatriates reported "Strongly Disagree," 68% reported "Disagree," 24.6% reported "Agree," and 1.7% reported "Strongly Agree" that the current assignment is more complex compared to the previous one. For item TS2 (Current Job Position is Higher), 1.1% of all participants reported "Strongly Disagree," 46.9% reported "Disagree," 40% reported "Agree," and 12% reported "Strongly Agree" that their current job position or higher. For item TS3 (Current Content is Highly Different), 1.7% of all participants reported "Strongly Disagree," 33.1% reported "Disagree," 57.8% reported "Agree," and 7.4% reported "Strongly Agree" that their current position is significantly different. For item TS4 (Current Local Employee Technical Competence is Lower), 4% of all participants reported "Strongly Disagree," 32% reported "Disagree," 54.9% reported "Agree," and 9.1% reported "Strongly Agree" that the current local employees' technical competence is lower. For item TS5 (Current Local Employee Communication Skills are

Lower), 3.4% of all participants reported "Strongly Disagree," 36.6% reported "Disagree," 49.1% reported "Agree," and 10.9% reported "Strongly Agree" that the current local employees' communication skills are lower.

In *Part 4,* participants responded to five questions measured on a four point scale of "Strongly Disagree" coded 0, "Disagree" coded 1, "Agree" coded 2, and "Strongly Agree" coded 3 (overall score for five items ranged from 0 to 15). High scores were associated with higher task complexity of expatriates' current task compared to their previous task. From the responses of 175 participants, the mean scores ranged from 1.22 for TS1 to 1.71 for TS3. The average score for all participants in *Task Complexity* was 7.92 out of 15 for non-Arab expatriate in Arab markets.

Table 4-33

Non-Arab Managerial Expatriates Frequency Related to Their Task Complexity (N=175)

		Frequency	Percent	Mean Range 0-3	Subscale Score
Subscale Range 0 to 15					**7.92**
TS1	Valid 0	10	5.7		
	Valid 1	119	68.0		
	Valid 2	43	24.6		
	Valid 3	3	1.7		
	Total	175	100.0	**1.22**	
TS2	Valid 0	2	1.1		
	Valid 1	82	46.9		
	Valid 2	70	40.0		
	Valid 3	21	12.0		
	Total	175	100.0	**1.63**	
TS3	Valid 0	3	1.7		
	Valid 1	58	33.1		
	Valid 2	101	57.8		
	Valid 3	13	7.4		
	Total	175	100.0	**1.71**	
TS4	Valid 0	7	4.0		
	Valid 1	56	32.0		
	Valid 2	96	54.9		
	Valid 3	16	9.1		
	Total	175	100.0	**1.69**	
TS5	Valid 0	6	3.4		
	Valid 1	64	36.6		
	Valid 2	86	49.1		
	Valid 3	19	10.9		
	Total	175	100.0	**1.67**	

Correlations among different non-Arab task complexities. Table 4-34 presents the results of correlations among five items of expatriates' *Task Complexity*. Pearson *r* correlation was performed to identify and report significant and trend relationship among all independent variables. From the presented table it is clear that TS1, TS2, and TS3

correlated with each other at a significant .05 level or lower. TS2, TS3, and TS4 correlated with each other at a significant .05 level or lower. TS4 and TS5 correlate with each other at a significant .05 level or lower. The correlations support the convergent validity between the mentioned expatriates' *Task Complexity* items. However, the correlations among TS1, TS4, and TS5 and among TS3, TS4, and TS5 were not significant. The correlation between TS2 and TS5 was also not significant.

Table 4-34

Correlation Analysis of Non-Arab Task Complexity

		TS1	TS2	TS3	TS4	TS5
TS1	Pearson Correlation	1	.350**	.183*	.015	.123
	Sig. (2-tailed)		.000	.015	.843	.104
	N	175	175	175	175	175
TS2	Pearson Correlation	.350**	1	.417**	-.153*	-.116
	Sig. (2-tailed)	.000		.000	.043	.126
	N	175	175	175	175	175
TS3	Pearson Correlation	.183*	.417**	1	-.023	.031
	Sig. (2-tailed)	.015	.000		.762	.686
	N	175	175	175	175	175
TS4	Pearson Correlation	.015	-.153*	-.023	1	.692**
	Sig. (2-tailed)	.843	.043	.762		.000
	N	175	175	175	175	175
TS5	Pearson Correlation	.123	-.116	.031	.692**	1
	Sig. (2-tailed)	.104	.126	.686	.000	
	N	175	175	175	175	175

** Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations between non-Arab expatriates' task complexity and wasta performance. Table 4-35 presents the results of correlations among five items of expatriates' *Task Complexity* and nine *Wasta Performance* indicators. Pearson *r* correlation was performed to identify and report significant and trend relationship among

all independent variable items and dependent variable of *Wasta Performance* indicators. From the presented table it is clear that TS1 correlated significantly with WP2, WP5, WP7, and WP8. It is also clear that TS2 correlated significantly only with WP1 and WP2. The table also shows that item TS3 correlated significantly only with WP3 and WP6, TS4 correlated significantly with WP1, WP2, WP5, WP7, and WP8, and TS5 correlated significantly with WP1, WP2, and WP7. This means that none of the independent variables correlated with WP4 or WP9 indicators of *Wasta Performance*.

Table 4-35

Correlation Analysis among Non-Arab Expatriates' Task Complexity and Wasta Performance Indicators

		WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9
TS1	Pearson Correlation	.106	.153*	.039	.083	.172*	.068	.165*	.159*	-.003
	Sig. (2-tailed)	.163	.043	.611	.278	.023	.373	.029	.036	.967
	N	175	175	175	175	175	175	175	175	175
TS2	Pearson Correlation	.171*	.203**	-.019	.086	.113	.063	.132	.080	-.062
	Sig. (2-tailed)	.024	.007	.798	.257	.137	.407	.082	.292	.412
	N	175	175	175	175	175	175	175	175	175
TS3	Pearson Correlation	.017	-.023	.202**	-.016	-.039	.226**	-.047	.045	.099
	Sig. (2-tailed)	.819	.760	.007	.831	.609	.003	.537	.555	.195
	N	175	175	175	175	175	175	175	175	175
TS4	Pearson Correlation	-.220**	-.211**	-.023	-.139	-.234**	-.147	-.251**	-.220**	.036
	Sig. (2-tailed)	.003	.005	.760	.066	.002	.053	.001	.003	.637
	N	175	175	175	175	175	175	175	175	175
TS5	Pearson Correlation	-.227**	-.201**	-.043	-.082	-.121	-.140	-.221**	-.057	-.122
	Sig. (2-tailed)	.002	.008	.572	.281	.111	.065	.003	.455	.107
	N	175	175	175	175	175	175	175	175	175

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Research question 4. Do cultural differences between non-Arab home culture and the Arab culture have significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets?

To answer the fourth question, simple regression, with an acceptable .05 significant level, was used to describe the relationship between *Cross-Cultural Differences* of Expatriates' home culture and host culture and *Wasta Performance* indicators identified in the sixth section of the survey. Part 5 of the survey was designed to identify the differences between the two cultures according to respondents' beliefs. Part 5 consisted of 11 items marked with Arabic letters. Answers were coded as 0 = "No Difference," 1 = "Not So Noticeable Difference," 2 = "A Noticeable Difference," and 3 = "Much Difference" as the response categories. The 11-items identified the level of differences between respondents' home culture and the U.A.E. culture in terms of distribution of authority, distribution of power, risk avoidance, ambiguity, exchange of loyalty, emphasis on employee loyalty, emphasis on challenge, emphasis on success, emphasis on overall loyalty, thrift and persistence, and tradition and social hierarchy.

Item 1 (CCD1) was designed to identify the centralization difference between expatriates' home culture and host culture. Item 2 (CCD2) was designed to identify distribution of power difference between expatriates' home culture and host culture. Item 3 (CCD3) was designed to identify risk avoidance difference between expatriates' home culture and host culture. Item 4 (CCD4) was designed to identify ambiguity difference between expatriates' home culture and host culture. Item 5 (CCD5) was designed to identify the exchange of loyalty difference between expatriates' home culture and host

culture. Item 6 (CCD6) was designed to identify emphasis on employee loyalty difference between expatriates' home culture and host culture. Item 7 (CCD7) was designed to identify emphasis on challenge difference between expatriates' home culture and host culture. Item 8 (CCD8) was designed to identify emphasis on success difference between expatriates' home culture and host culture. Item 9 (CCD9) was designed to identify emphasis on overall loyalty difference between expatriates' home culture and host culture. Item 10 (CCD10) was designed to identify thrift and persistence difference between expatriates' home culture and host culture. Item 11 (CH11) was designed to identify tradition and social hierarchy difference between expatriates' home culture and host culture.

Descriptive analysis of non-Arab expatriates' cross-cultural difference. Table 4-36 presents the responses of the 175 non-Arab managerial expatriates indicating *Cross-Cultural Differences* between the home culture and the host culture.

Concerning CCD1 (distribution of authority), 5.7% of 175 non-Arab expatriates reported "No Difference," 24% reported "Not So Noticeable Difference," 52.6% reported "A Noticeable Difference," and 17.7% reported "Much Difference" in distribution of authority. For CCD2 (distribution of power), 3.4% of all participants reported "No Difference," 22.9% reported "Not So Noticeable Difference," 60.6% reported "A Noticeable Difference," and 13.1% reported "Much Difference" in distribution of power. For CCD3 (risk avoidance), 6.3% of all participants reported "No Difference," 18.9% reported "Not So Noticeable Difference," 61.1% reported "A Noticeable Difference," and 13.7% reported "Much Difference" in risk avoidance. For CCD4 (ambiguity), 4.6% of all participants reported "No Difference," 24% reported

"Not So Noticeable Difference," 57.7% reported "A Noticeable Difference," and 13.7% reported "Much Difference" in ambiguity. For CCD5 (exchange of loyalty), 4.6% of participants reported "No Difference," 26.3% reported "Not So Noticeable Difference," 55.4% reported "A Noticeable Difference," and 13.7% reported "Much Difference" in exchange of loyalty. For CCD6 (emphasis on employee loyalty), 4.6% of all participants reported "No Difference," 26.9% reported "Not So Noticeable Difference," 58.8% reported "A Noticeable Difference," and 9.7% reported "Much Difference" in emphasis on employee loyalty. For CCD7 (emphasis on challenge), 3.4% of all participants reported "No Difference," 24% reported "Not So Noticeable Difference," 60.6% reported "A Noticeable Difference," and 12% reported "Much Difference" in emphasis on challenge. For CCD8 (emphasis on success), 6.3% of all participants reported "No Difference," 26.9% reported "Not So Noticeable Difference," 57.1% reported "A Noticeable Difference," and 9.7% reported "Much Difference" in emphasis on success. For CCD9 (emphasis on overall loyalty), 6.3% of all participants reported "No Difference," 25.1% reported "Not So Noticeable Difference," 59.5% reported "A Noticeable Difference," and 9.1% reported "Much Difference" in emphasis on overall loyalty. For CCD10 (thrift and persistence), 5.7% of all participants reported "No Difference," 27.4% reported "Not So Noticeable Difference," 59.5% reported "A Noticeable Difference," and 7.4% reported "Much Difference" in thrift and persistence. For CCD11 (tradition and social hierarchy), 5.7% of all participants reported "No Difference," 18.3% reported "Not So Noticeable Difference," 59.4% reported "A Noticeable Difference," and 16.6% reported "Much Difference" in tradition and hierarchy.

For *Part 5,* participants responded to 11 questions measured on a four-point scale of "No Difference" coded 0, "Not So Noticeable Difference" coded 1, "A Noticeable Difference" coded 2, and "Much Difference" coded 3 (total score for 11 items ranged from 0 to 33). High scores were associated with higher *Cross-Cultural Difference* between expatriates' home culture and host culture. From the responses of 175 participants, the mean scores ranged from 1.69 for CCD10 to 1.87 for CCD11. The average score on cross-cultural differences was 19.57 out of 33 for participating non-Arab expatriates in Arab markets.

Table 4-36

Non-Arab Managerial Expatriates Frequency of Responses Related to Their Cross-Cultural Differences (N=175)

		Frequency	Percent	Mean Range 0-3	Subscale Score
Subscale Range 0 to 33					19.57
CCD1	Valid 0	10	5.7		
	Valid 1	42	24.0		
	Valid 2	92	52.6		
	Valid 3	31	17.7		
	Total	175	100.0	1.82	
	Total	175	100.0		
CCD2	Valid 0	6	3.4		
	Valid 1	40	22.9		
	Valid 2	106	60.6		
	Valid 3	23	13.1		
	Total	175	100.0	1.83	
CCD3	Valid 0	11	6.3		
	Valid 1	33	18.9		
	Valid 2	107	61.1		
	Valid 3	24	13.7		
	Total	175	100.0	1.82	
CCD4	Valid 0	8	4.6		
	Valid 1	42	24.0		
	Valid 2	101	57.7		
	Valid 3	24	13.7		
	Total	175	100.0	1.80	
	Total	175	100.0		
CCD5	Valid 0	8	4.6		
	Valid 1	46	26.3		
	Valid 2	97	55.4		
	Valid 3	24	13.7		
	Total	175	100.0	1.78	
CCD6	Valid 0	8	4.6		
	Valid 1	47	26.9		
	Valid 2	103	58.8		

Table 4-36 Continued

		Frequency	Percent	Mean Range 0-3	Subscale Score
	Valid 3	17	9.7		
	Total	175	100.0	**1.74**	
CCD7	Valid 0	6	3.4		
	Valid 1	42	24.0		
	Valid 2	106	60.6		
	Valid 3	21	12.0		
	Total	175	100.0	**1.81**	
CCD8	Valid 0	11	6.3		
	Valid 1	47	26.9		
	Valid 2	100	57.1		
	Valid 3	17	9.7		
	Total	175	100.0	**1.70**	
CCD9	Valid 0	11	6.3		
	Valid 1	44	25.1		
	Valid 2	104	59.5		
	Valid 3	16	9.1		
	Total	175	100.0	**1.71**	
CCD10	Valid 0	10	5.7		
	Valid 1	48	27.4		
	Valid 2	104	59.5		
	Valid 3	13	7.4		
	Total	175	100.0	**1.69**	
CCD11	Valid 0	10	5.7		
	Valid 1	32	18.3		
	Valid 2	104	59.4		
	Valid 3	29	16.6		
	Total	175	100.0	**1.87**	

Correlation analysis of non-Arab cross-cultural difference. Table 4-37 presents correlations among 11 items assessing expatriate's *Cross-Cultural Differences*. Pearson *r* correlation was performed to identify and report significant and trend relationship among all independent variables. It is clear that all variables correlate with each other at a significant .01 level or lower, establishing convergent validity of expatriate's cross-cultural differences items.

Table 4-37

Correlation Analysis of Non-Arab Expatriate's Cross-Cultural Differences

		CC D1	CC D2	CC D3	CC D4	CC D5	CC D6	CC D7	CC D8	CC D9	CCD 10	CCD 11
CC D1	Pearson Correlation	1	.628**	.361**	.384**	.403**	.334**	.334**	.428**	.459**	.381*	.459**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	174	174	174	173	174	174	174	174	174	174	174
CC D2	Pearson Correlation	.628**	1	.506**	.595**	.532**	.512**	.570**	.509**	.579**	.481*	.470**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	174	175	175	174	175	175	175	175	175	175	175
CC D3	Pearson Correlation	.361**	.506**	1	.418**	.392**	.378**	.358**	.455**	.455**	.327*	.361**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	174	175	175	174	175	175	175	175	175	175	175
CC D4	Pearson Correlation	.384**	.595**	.418**	1	.532**	.446**	.345**	.345**	.356**	.472*	.398**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	173	174	174	174	174	174	174	174	174	174	174
CC D5	Pearson Correlation	.403**	.532**	.392**	.532**	1	.609**	.458**	.416**	.460**	.452*	.511**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	174	175	175	174	175	175	175	175	175	175	175

Table 4-37 Continued

		CC D1	CC D2	CC D3	CC D4	CC D5	CC D6	CC D7	CC D8	CC D9	CCD 10	CCD 11
CC D6	Pearson Correlation	.334**	.510**	.378**	.446**	.609**	1	.453**	.412**	.505**	.400*	.441**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	174	175	175	174	175	175	175	175	175	175	175
CC D7	Pearson Correlation	.334**	.571**	.355**	.345**	.458**	.453**	1	.581**	.606**	.567*	.457**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	174	175	175	174	175	175	175	175	175	175	175
CC D8	Pearson Correlation	.428**	.509**	.455**	.346**	.416**	.412**	.581**	1	.726**	.576*	.548**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	174	175	175	174	175	175	175	175	175	175	175
CC D9	Pearson Correlation	.459**	.579**	.455**	.356**	.460**	.505**	.606**	.726**	1	.696*	.591**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	174	175	175	174	175	175	175	175	175	175	175
CC D10	Pearson Correlation	.381**	.481**	.327**	.472**	.452**	.400**	.567**	.576**	.696**	1	.550**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	174	175	175	174	175	175	175	175	175	175	175
CC D11	Pearson Correlation	.459**	.470**	.361**	.398**	.511**	.441**	.457**	.548**	.591**	.550*	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	174	175	175	174	175	175	175	175	175	175	175

**. Correlation is significant at the 0.01 level (2-tailed)

Correlations between non-Arab expatriates' cross-cultural differences and wasta performance. Table 4-38 presents correlations among 11 items of expatriate's *Cross-Cultural Differences* and nine *Wasta Performance* indicators. Pearson *r* correlation was performed to identify and report significant and trend relationship among all independent variables and dependent variable of *Wasta Performance*. From the presented table, it is clear that none of the independent variables that relate to Non-Arab expatriate's cross-cultural differences correlated with dependent variables of WP4, WP5, and WP6. On the other hand, CCD1 correlated significantly with WP8 and WP9, CCD2 correlated significantly with WP8 and WP9, CCD3 correlated significantly with WP9, CCD5 correlated significantly with WP8, CCD6 correlated significantly with WP3 and WP8, CCD7 correlated significantly with WP1 and WP8, CCD9 correlated significantly with WP1, WP2, WP7, and WP9, and CCD10 correlated significantly with WP1 and WP2. CCD4, CCD8, and CCD11 did not correlate to any of the Wasta indicators.

Table 4-38

Correlations among Non-Arab Expatriates' Cross-Cultural Differences and Wasta Performance Indicatòrs

		WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9
CCD1	Pearson Correlation	-.098	-.121	.023	-.082	-.071	.111	-.118	-.180*	.160*
	Sig. (2-tailed)	.198	.111	.760	.282	.355	.145	.120	.017	.035
	N	174	174	174	174	174	174	174	174	174
CCD2	Pearson Correlation	-.135	-.005	.062	-.098	-.092	.097	-.106	-.262**	.154*
	Sig. (2-tailed)	.075	.951	.412	.198	.227	.200	.161	.000	.043
	N	175	175	175	175	175	175	175	175	175
CCD3	Pearson Correlation	-.004	-.112	-.026	-.140	-.078	.035	-.104	-.105	.211**
	Sig. (2-tailed)	.961	.141	.733	.064	.303	.647	.169	.167	.005
	N	175	175	175	175	175	175	175	175	175
CCD4	Pearson Correlation	-.061	-.052	-.036	-.048	-.137	.022	-.081	-.091	.109
	Sig. (2-tailed)	.424	.499	.637	.526	.071	.773	.287	.231	.152
	N	174	174	174	174	174	174	174	174	174
CCD5	Pearson Correlation	-.097	-.037	.066	-.069	-.113	.049	-.070	-.223**	-.032
	Sig. (2-tailed)	.202	.623	.386	.363	.136	.517	.355	.003	.673
	N	175	175	175	175	175	175	175	175	175
CCD6	Pearson Correlation	-.100	-.046	.151*	-.004	-.103	.001	-.098	-.162*	.136
	Sig. (2-tailed)	.190	.550	.047	.962	.177	.987	.196	.032	.072
	N	175	175	175	175	175	175	175	175	175
CCD7	Pearson Correlation	-.159*	.038	.183*	.028	-.040	.071	-.106	-.166*	.014
	Sig. (2-tailed)	.035	.614	.015	.714	.598	.351	.161	.028	.855
	N	175	175	175	175	175	175	175	175	175
CCD8	Pearson Correlation	-.110	-.069	.103	.003	-.089	.091	-.110	-.123	.145
	Sig. (2-tailed)	.147	.363	.173	.964	.244	.230	.146	.104	.055
	N	175	175	175	175	175	175	175	175	175

Table 4-38 Continued

CCD9	Pearson Correlation	-.261**	-.211**	.041	-.094	-.085	.112	-.156*	-.140	.182*
	Sig. (2-tailed)	.000	.005	.590	.218	.263	.141	.039	.065	.016
	N	175	175	175	175	175	175	175	175	175
CCD10	Pearson Correlation	-.204**	-.171*	.074	-.070	-.045	.112	-.144	-.126	.100
	Sig. (2-tailed)	.007	.023	.333	.361	.553	.141	.057	.095	.190
	N	175	175	175	175	175	175	175	175	175
CCD11	Pearson Correlation	-.086	-.073	.057	-.037	.032	.036	-.034	-.075	.026
	Sig. (2-tailed)	.259	.334	.457	.625	.671	.639	.660	.324	.738
	N	175	175	175	175	175	175	175	175	175

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Research question 5. Do expatriates' training, personal and professional characteristics, task complexity, and cross-cultural differences significantly influence non-Arab managerial expatriates' *wasta* "networking" performance in Arab markets?

Part 6 of the survey was designed to indicate and identify the level of *wasta* performance of non-Arab managerial expatriates in Arab markets. This part included nine questions (Performance Indicators) marked with Arabic letters. Part 6 included nine questions coded with indicators of 0 = "Strongly Disagree," 1 = "Disagree," 2 = "Agree," and 3 = "Strongly Agree". To answer the fifth question, multiple regression analysis, with an acceptable .05 significant level, was used to describe the relationship between previous *Expatriates' Training, Expatriates' Characteristics, Task Complexity, and Cross-Cultural Differences,* and *Wasta Performance* indicators identified in the sixth section of the survey. Multiple regression analysis was conducted on all four combined variables to assess their relationship with *Wasta Performance* of expatriates.

The nine items identified non-Arab managerial expatriates' beliefs about their *wasta* performance level. Indicator 1 (WP1) was designed to measure Ability to Build Network with the Arab Managers. Indicator 2 (WP2) was designed to measure expatriates' Relationship Level with Arab Managers, indicator 3 (WP3) was designed to measure expatriates' Understanding of How Arab Managers Make Decisions. Indicator 4 (WP4) was designed to measure expatriates' Frequency of Miscommunication with Arab Managers. Indicator 5 (WP5) was designed to measure expatriates' Ability to take Relationship with Arab Managers to the Personal Level. Indicator 6 (WP6) was designed to measure expatriates' Ability to Influence Arab Managers' Decision Making. Indicator 7 (WP7) was designed to measure expatriates' Ability of Integration with Arab Business Community. Indicator 8 (WP8) was designed to measure expatriates' Meeting with Arab Managers after Work for Non-Work Related Matters. Indicator 9 (WP9) was designed to measure expatriates' Influencing Arab Managers' Decision Making is Ethical.

Descriptive analysis of non-Arab expatriates' wasta performance. Table 4-39 presents the responses of the 175 non-Arab managerial expatriates related to their *Wasta Performance*. Concerning WP1 (Ability to Build Network with the Arab Managers), 8.6% of all participants reported "Strongly Disagree," 58.8% reported "Disagree," 28.6% reported "Agree," and 4% reported "Strongly Agree" with this indicator. For item WP2 (Relationship Level is Strong with Arab Managers), 5.7% of all participants reported "Strongly Disagree," 53.7% reported "Disagree," 32% reported "Agree," and 8.6% reported "Strongly Agree" with this indicator. For item WP3 (Understanding of How Arab Managers Make Decisions), 3.4% of participants reported "Strongly Disagree," 16% reported "Disagree," 73.7% reported "Agree," and 6.9% reported "Strongly Agree"

with this indicator. For item WP4 (Rarely having Miscommunication with Arab Managers), 4% of all participants reported "Strongly Disagree," 53.7% reported "Disagree," 37.7% reported "Agree," and 4.6% reported "Strongly Agree" with this indicator. For item WP5 (Ability to take Relationship with Arab Managers to the Personal Level), 7.4% of all participants reported "Strongly Disagree," 60% reported "Disagree," 28% reported "Agree," and 4.6% reported "Strongly Agree" with this indicator. For item WP6 (Ability to Influence Arab Managers' Decision Making), 5.1% of all participants reported "Strongly Disagree," 21.1% reported "Disagree," 68.6% reported "Agree," and 5.2% reported "Strongly Agree" with this indicator. For item WP7 (Ability of Integration with Arab Business Community), 7.4% of all participants reported "Strongly Disagree," 61.7% reported "Disagree," 27.4% reported "Agree," and 3.5% reported "Strongly Agree" with this indicator. For item WP8 (Meeting with Arab Managers After Work for Non-Work Related Matters), 13.1% of all participants reported "Strongly Disagree," 68.6% reported "Disagree," 15.4% reported "Agree" and 2.9% reported "Strongly Agree" with this indicator. For item WP9 (It is Ethical to Influence Arab Managers' Decision Making), 4.6% of all participants reported "Strongly Disagree," 24.5% reported "Disagree," 67.5% reported "Agree," and 3.4% reported "Strongly Agree" with this indicator.

For *Part 6,* participants responded to nine questions measured on a four-point scale of "Strongly Disagree" coded 0, "Disagree" coded 1, "Agree" coded 2, and "Strongly Agree" coded 3 (total score for nine items ranged from 0 to 27). High scores were associated with better *Wasta Performance* of a non-Arab expatriate. From the responses of 175 participants, the mean ranged from 1.08 for WP8 to 1.84 for WP3, and

the average score on *Wasta Performance* was 13 out of 27 for all participating non-Arab expatriate in Arab markets.

Table 4-39

Non-Arab Managerial Expatriates Frequency of Responses Related to Their Wasta Performance (N=175)

			Frequency	Percent	Valid Percent	Cumulative Percent	Mean Range 0-3	Subscale Score
Subscale Range 0 to 27								13.07
WP1	Valid 0		15	8.6	8.6	8.6		
	Valid 1		103	58.8	58.8	67.4		
	Valid 2		50	28.6	28.6	96.0		
	Valid 3		7	4.0	4.0	100.0		
		Total	175	100.0	100.0		1.28	
WP2	Valid 0		10	5.7	5.7	5.7		
	Valid 1		94	53.7	53.7	59.4		
	Valid 2		56	32.0	32.0	91.4		
	Valid 3		15	8.6	8.6	100.0		
		Total	175	100.0	100.0		1.43	
WP3	Valid 0		6	3.4	3.4	3.4		
	Valid 1		28	16.0	16.0	19.4		
	Valid 2		129	73.7	73.7	93.1		
	Valid 3		12	6.9	6.9	100.0		
		Total	175	100.0	100.0		1.84	
WP4	Valid 0		7	4.0	4.0	4.0		
	Valid 1		94	53.7	53.7	57.7		
	Valid 2		66	37.7	37.7	95.4		
	Valid 3		8	4.6	4.6	100.0		
		Total	175	100.0	100.0		1.43	
WP5	Valid 0		13	7.4	7.4	7.4		
	Valid 1		105	60.0	60.0	67.4		
	Valid 2		49	28.0	28.0	95.4		
	Valid 3		8	4.6	4.6	100.0		
		Total	175	100.0	100.0		1.30	
WP6	Valid 0		9	5.1	5.1	5.1		
	Valid 1		37	21.1	21.1	26.2		
	Valid 2		120	68.6	68.6	94.8		
	Valid 3		9	5.2	5.2	100.0		
		Total	175	100.0	100.0		1.74	

Table 4-39 Continued

			Frequency	Percent	Valid Percent	Cumulative Percent	Mean Range 0-3	Subscale Score
WP7	Valid 0		13	7.4	7.4	7.4		
	Valid 1		108	61.7	61.7	69.1		
	Valid 2		48	27.4	27.4	96.5		
	Valid 3		6	3.5	3.5	100.0		
		Total	175	100.0	100.0		**1.27**	
WP8	Valid 0		23	13.1	13.1	13.1		
	Valid 1		120	68.6	68.6	81.7		
	Valid 2		27	15.4	15.4	97.1		
	Valid 3		5	2.9	2.9	100.0		
		Total	175	100.0	100.0		**1.08**	
WP9	Valid 0		8	4.6	4.6	4.6		
	Valid 1		43	24.5	24.5	29.1		
	Valid 2		118	67.5	67.5	96.6		
	Valid 3		6	3.4	3.4	100.0		
		Total	175	100.0	100.0		**1.70**	

Correlation analysis of non-Arab wasta performance. Table 4-40 presents the results of correlations among nine items of expatriate's *Wasta Performance*. Pearson *r* correlation was performed to identify and report significant and trend relationship among all variables. From the presented table, it is clear that WP9 correlated significantly with only WP3 and WP6 and did not correlate with any other variables. WP8 and WP3 did not correlate with each other. However, all other variables correlated at .05 level, establishing convergent validity of the mentioned expatriate's *Wasta Performance* indicators.

Table 4-40

Correlations among Non-Arab Expatriates' Wasta Performance Indicators

		WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9
WP1	Pearson Correlation	1	.719**	.260**	.368**	.538**	.307**	.566**	.421**	.137
	Sig. (2-tailed)		.000	.001	.000	.000	.000	.000	.000	.070
	N	175	175	175	175	175	175	175	175	175
WP2	Pearson Correlation	.719**	1	.352**	.430**	.567**	.285**	.592**	.286**	-.026
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.738
	N	175	175	175	175	175	175	175	175	175
WP3	Pearson Correlation	.260**	.352**	1	.364**	.239**	.366**	.221**	.113	.250**
	Sig. (2-tailed)	.001	.000		.000	.001	.000	.003	.136	.001
	N	175	175	175	175	175	175	175	175	175
WP4	Pearson Correlation	.368**	.430**	.364**	1	.393**	.164*	.370**	.296**	.098
	Sig. (2-tailed)	.000	.000	.000		.000	.030	.000	.000	.199
	N	175	175	175	175	175	175	175	175	175
WP5	Pearson Correlation	.538**	.567**	.239**	.393**	1	.238**	.425**	.582**	.024
	Sig. (2-tailed)	.000	.000	.001	.000		.001	.000	.000	.748
	N	175	175	175	175	175	175	175	175	175
WP6	Pearson Correlation	.307**	.285**	.366**	.164*	.238**	1	.300**	.226**	.238**
	Sig. (2-tailed)	.000	.000	.000	.030	.001		.000	.003	.001
	N	175	175	175	175	175	175	175	175	175
WP7	Pearson Correlation	.566**	.592**	.221**	.370**	.425**	.300**	1	.400**	-.142
	Sig. (2-tailed)	.000	.000	.003	.000	.000	.000		.000	.060
	N	175	175	175	175	175	175	175	175	175

Table4-40 Continued

		WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9
WP8	Pearson Correlation	.421**	.286**	.113	.296**	.582**	.226**	.400**	1	.078
	Sig. (2-tailed)	.000	.000	.136	.000	.000	.003	.000		.303
	N	175	175	175	175	175	175	175	175	175
WP9	Pearson Correlation	.137	-.026	.250**	.098	.024	.238**	-.142	.078	1
	Sig. (2-tailed)	.070	.738	.001	.199	.748	.001	.060	.303	
	N	175	175	175	175	175	175	175	175	175

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations of non-Arab expatriates' training, characteristics, task, and culture with wasta performance. Table 4-41 presents the results of correlations between four independent variables of *Expatriates' Training, Expatriates' Characteristics, Task Complexity,* and *Cross-Cultural Differences* and the dependent variable *Wasta Performance*. Before conducting multiple regression analyses, Pearson *r* correlation and eta tests were performed to identify and report significant relationships and trends of all independent variables with dependent variable of *Wasta Performance*. From the presented table, evidence shows that WP1 significantly relates to CH1, CH2, CH3, CH4, CH6, CH7, CH8, CH9, CH10, CH11, TS2, TS4, TS5, CCD7, CCD9, and CCD10. WP2 significantly relates to CH1, CH2, CH3, CH4, CH5, CH6, CH8, CH9, CH10, CH11, TS1, TS2, TS4, TS5, CCD9, and CCD10. WP3 significantly relates to TS5, CH3, CH4, CH5, CH6, CH8, CH10, CH11, TS3, CCD6, and CCD7. WP4 significantly relates to CH1, CH2, CH3, CH4, CH5, CH6, CH8, CH9, CH10, and CH11. WP5 significantly relates to

CH1, CH3, CH6, CH7, CH8, CH9, CH10, CH11, TS1 and TS4. WP6 significantly relates to CH1 and TS3. WP7 significantly relates to CH1, CH2, CH3, CH5, CH6, CH7, CH8, CH9, CH10, CH11, TS1, TS4, TS5, and CCD9. WP8 significantly relates to TR6, CH6, CH7, CH10, CH11, TS1, TS4, CCD1, CCD5, CCD6, and CCD7. WP9 significantly relates to CCD1, CCD3, and CCD9.

Table 4-41

Correlation Analysis of Non-Arab Expatriates' Training, Expatriates' Characteristics, Task Complexity, and Cross-Cultural Differences with Wasta Performance

		WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9
TR1	Pearson Correlation	.102	.039	.071	.047	.131	.033	.038	.117	.090
	Sig. (2-tailed)	.179	.604	.350	.538	.084	.663	.615	.123	.236
	Nominal by Interval eta	.108	.065	.155	.108	.133	.094	.096	.173	.132
TR2	Pearson Correlation	-.029	.005	-.101	-.021	.074	-.008	-.054	.017	-.048
	Sig. (2-tailed)	.703	.951	.185	.784	.328	.916	.481	.825	.530
	Nominal by Interval eta	.212	.093	.258	.129	.206	.115	.078	.136	.088
TR3	Pearson Correlation	-.055	-.079	.036	-.019	-.059	.055	-.055	-.017	-.007
	Sig. (2-tailed)	.470	.301	.634	.798	.441	.470	.468	.825	.931
	Nominal by Interval eta	.110	.123	.079	.046	.108	.089	.104	.089	.044
TR4	Pearson Correlation	-.002	-.039	.044	-.038	-.008	.080	.012	-.020	-.053
	Sig. (2-tailed)	.982	.650	.605	.654	.929	.347	.889	.816	.531
	Nominal by Interval eta	.061	.076	.097	.072	.064	.120	.059	.112	.109
TR5	Pearson Correlation	.117	.124	.173*	.018	.023	.076	-.016	-.004	-.109
	Sig. (2-tailed)	.122	.103	.022	.812	.766	.320	.836	.955	.151
	Nominal by Interval eta	.199	.143	.203	.099	.088	.143	.028	.108	.130

Table 4-41 Continued

		WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9
TR6	Pearson Correlation	.064	.142	.039	.000	.110	.001	.077	.163*	-.072
	Sig. (2-tailed)	.397	.060	.604	1.000	.146	.991	.309	.031	.343
	Nominal by Interval eta	.080	.163	.113	.024	.128	.094	.126	.168	.088
CH1	Pearson Correlation	.270**	.314**	.071	.193*	.212**	-.022	.308**	.088	-.035
	Sig. (2-tailed)	.000	.000	.351	.010	.005	.772	.000	.245	.641
	Nominal by Interval eta	.304	.327	.247	.202	.223	.137	.325	.165	.164
CH2	Pearson Correlation	.154*	.264**	.111	.167*	.140	-.005	.162*	.030	-.014
	Sig. (2-tailed)	.042	.000	.145	.027	.065	.948	.032	.696	.859
	Nominal by Interval eta	.200	.300	179	.205	.199	.115	.202	.103	.161
CH3	Pearson Correlation	.259**	.358**	.226**	.218**	.166*	.014	.239**	.091	.093
	Sig. (2-tailed)	.001	.000	.003	.004	.028	.851	.001	.232	.219
	Nominal by Interval eta	.268	.366	.254	.259	.183	.052	.257	.110	.174
CH4	Pearson Correlation	.194*	.323**	.160*	.161*	.143	-.025	.178*	-.008	-.008
	Sig. (2-tailed)	.010	.000	.035	.033	.058	.744	.018	.912	.918
	Nominal by Interval eta	.274	.361	.287	.197	.237	.195	.249	.222	.190

Table 4-41 Continued

		WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9
CH5	Pearson Correlation	.068	.243**	.195**	.166*	.101	-.026	.208**	-.053	-.123
	Sig. (2-tailed)	.371	.001	.010	.028	.185	.736	.006	.487	.106
	Nominal by Interval eta	.281	.304	.296	.228	.232	.198	.323	.280	.176
CH6	Pearson Correlation	.216**	.274**	.186*	.207**	.257**	.007	.313**	.174*	-.096
	Sig. (2-tailed)	.004	.000	.014	.006	.001	.928	.000	.021	.206
	Nominal by Interval eta	.323	.304	.282	.291	.279	.215	.366	.222	.170
CH7	Pearson Correlation	.161*	.148	.111	.081	.240**	.053	.173*	.241**	.050
	Sig. (2-tailed)	.034	.050	.143	.284	.001	.489	.022	.001	.511
	Nominal by Interval eta	.207	.170	.192	.190	.326	.244	.226	.270	.212
CH8	Pearson Correlation	.358**	.422**	.213**	.191*	.232**	.076	.311**	.104	-.007
	Sig. (2-tailed)	.000	.000	.005	.011	.002	.314	.000	.170	.926
	Nominal by Interval eta	.415	.436	.301	.219	.242	.172	.319	.122	.069
CH9	Pearson Correlation	.223**	.327**	.139	.237**	.261**	.056	.233**	.082	-.009
	Sig. (2-tailed)	.003	.000	.067	.002	.001	.461	.002	.279	.902
	Nominal by Interval	.291	.331	.233	.244	.266	.194	.236	.117	.131

Table 4-41 Continued

		WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9
CH10	Pearson Correlation	.277**	.358**	.224**	.253**	.277**	.099	.332**	.194**	-.070
	Sig. (2-tailed)	.000	.000	.003	.001	.000	.190	.000	.010	.357
	Nominal by Interval eta	.338	.367	.264	.285	.301	.176	.335	.214	.094
CH11	Pearson Correlation	.174*	.271**	.204**	.243**	.194*	.054	.270**	.154*	-.054
	Sig. (2-tailed)	.021	.000	007	.001	.010	.481	.000	.041	.481
	Nominal by Interval eta	.226	.274	.206	.259	.198	.080	.278	.218	.100
TS1	Pearson Correlation	.106	.153*	.039	.083	.172*	.068	.165*	.159*	-.003
	Sig. (2-tailed)	.163	.043	.611	.278	.023	.373	.029	.036	.967
	Nominal by Interval eta	.177	.156	.188	.201	.241	.070	.187	.187	,077
TS2	Pearson Correlation	.171*	.203**	-.019	.086	.113	.063	.132	.080	-.062
	Sig. (2-tailed)	.024	.007	.798	.257	.137	.407	.082	.292	.412
	Nominal by Interval eta	.213	.213	.118	.212	.169	.077	.161	.129	.092
TS3	Pearson Correlation	.017	-.023	.202**	-.016	-.039	.226**	-.047	.045	.099
	Sig. (2-tailed)	.819	.760	.007	.831	.609	.003	.537	.555	.195
	Nominal by Interval eta	.183	.258	.235	.075	.154	.231	.187	.258	.155

Table 4-41 Continued

		WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9
TS4	Pearson Correlation	-.220**	-.211**	-.023	-.139	-.234**	-.147	-.251**	-.220**	.036
	Sig. (2-tailed)	.003	.005	.760	.066	.002	.053	.001	.003	.637
	Nominal by Interval eta	.221	.231	.119	.142	.238	.206	.318	.227	.044
TS5	Pearson Correlation	-.227**	-.201**	-.043	-.082	-.121	-.140	-.221**	-.057	-.122
	Sig. (2-tailed)	.002	.008	.572	.281	.111	.065	.003	.455	.107
	Nominal by Interval eta	.250	.224	.087	.146	.201	.143	.331	.193	.127
CCD1	Pearson Correlation	-.098	-.121	.023	-.082	-.071	.111	-.118	-.180*	.160*
	Sig. (2-tailed)	.198	.111	.760	.282	.355	.145	.120	.017	.035
	Nominal by Interval eta	.144	.144	.129	.185	.097	.156	.136	.188	.181
CCD2	Pearson Correlation	-.135	-.005	.062	-.098	-.092	.097	-.106	-.262**	.154*
	Sig. (2-tailed)	.075	.951	.412	.198	.227	.200	.161	.000	.043
	Nominal by Interval eta	.260	.076	.146	.133	.120	.098	.149	.263	.209
CCD3	Pearson Correlation	-.004	-.112	-.026	-.140	-.078	.035	-.104	-.105	.211**
	Sig. (2-tailed)	.961	.141	.733	.064	.303	.647	.169	.167	.005
	Nominal by Interval eta	.295	.141	.145	.199	.127	.036	.149	.105	.232

Table 4-41 Continued

		WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9
CCD4	Pearson Correlation	-.061	-.052	-.036	-.048	-.137	.022	-.081	-.091	.109
	Sig. (2-tailed)	.424	.499	.637	.526	.071	.773	.287	.231	.152
	Nominal by Interval eta	.241	.117	.109	.116	.236	.061	.186	.155	.111
CCD5	Pearson Correlation	-.097	-.037	.066	-.069	-.113	-.049	-.070	-.223**	-.032
	Sig. (2-tailed)	.202	.623	.386	.363	.136	.517	.355	.003	.673
	Nominal by Interval eta	.130	.070	.176	.137	.170	.055	.129	.228	.090
CCD6	Pearson Correlation	-.100	-.046	.151*	-.004	-.103	-.001	-.098	-.162*	.136
	Sig. (2-tailed)	.190	.550	.047	.962	.177	.987	.196	.032	.072
	Nominal by Interval eta	.279	.253	.182	.179	.206	.069	.182	.257	.182
CCD7	Pearson Correlation	-.159*	.038	.183*	.028	-.040	.071	-.106	-.166*	.014
	Sig. (2-tailed)	.035	.614	.015	.714	.598	.351	.161	.028	.855
	Nominal by Interval eta	.356	.252	.186	.173	.139	.108	.151	.219	.119
CCD8	Pearson Correlation	-.110	-.069	.103	.003	-.089	.091	-.110	-.123	.145
	Sig. (2-tailed)	.147	.363	.173	.964	.244	.230	.146	.104	.055
	Nominal by Interval eta	.311	.188	.112	.175	.198	.116	.249	.196	.211

Table 4-41 Continued

		WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9
CCD9	Pearson Correlation	-.261**	-.211**	.041	-.094	-.085	.112	-.156*	-.140	.182*
	Sig. (2-tailed)	.000	005	.590	.218	.263	.141	.039	.065	.016
	Nominal by Interval eta	.323	.230	.097	.254	.119	.118	.256	.148	.285
CCD10	Pearson Correlation	-.204**	-.171*	.074	-.070	-.045	.112	-.144	-.126	.100
	Sig. (2-tailed)	.007	.023	.333	.361	.553	.141	.057	.095	.190
	Nominal by Interval eta	.299	.267	.120	.182	.200	.117	.205	.155	.161
CCD11	Pearson Correlation	-.086	-.073	.057	-.037	.032	.036	-.034	-.075	.026
	Sig. (2-tailed)	.259	.334	.457	.625	.671	.639	.660	.324	.738
	Nominal by Interval eta	.130	.117	.094	.193	.082	.123	.145	.083	.180

Research Hypotheses

Research hypothesis 1. Expatriates' training has significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets.

Correlation between expatriates' training and wasta performance. Pearson *r* correlation using 175 responses was performed to assess significant relationship and trend between the dependent variable of *Wasta Performance* and the independent variable of *Expatriates' Training*. From Table 4-42, *Expatriates' Training* had a weak correlation with *Wasta Performance* (WP1), r=.230, p(2-Tailed) =.289, *Wasta*

Performance (WP2), *r*=.262, *p*(2-Tailed)=.242, *Wasta Performance* (WP3), *r*=.208, *p*(2-Tailed)=.425, *Wasta Performance* (WP4), *r*=.160, *p*(2-Tailed)=.746, *Wasta Performance* (WP5), *r*=.267, *p*(2-Tailed)=.125, *Wasta Performance* (WP6), *r*=.164, *p*(2-Tailed)=.721, *Wasta Performance* (WP7), *r*=.215, *p*(2-Tailed)=.384, *Wasta Performance* (WP8), *r*=.233, *p*(2-Tailed)=.276, and *Wasta Performance* (WP9), *r*=.250, *p*(2-Tailed)=.190.

Simple regression of expatriates' training on wasta performance. Simple regression was conducted to predict *Wasta Performance* (Dependent Variable) from *Expatriates' Training* (Independent Variable). The simple regression involved constructing the simple statistical model to identify the line of best fit between the dependent variable and the independent variable. R^2 (coefficient of determination) was computed to determine the level of variation between variables. R^2 for WP1 and Expatriate's Training was .053, which means that *Expatriate's Training* determined 5.3% of the variation in WP1 outcome. Moreover, there is no evidence that *Expatriates' Training* strongly predict WP1, R^2=.53, *p*(2-Tailed)=.289. Equally, other models indicated that *Expatriates' Training* did not significantly predict *Wasta Performance* (WP2, R^2=.069, *p*=.141; WP3, R^2=.043, *p*=.425; WP4, R^2=.025, *p*=.746; WP5, R^2=.071, *p*=.125; WP6, R^2=.027, *p*=.721; WP7, R^2=.046, *p*=.384; WP8, R^2=.054, *p*=.276; WP9, R^2=.063, *p*=.190). Table 4-42 presents Pearson *r* correlations, R^2 coefficient determination, and *F* values for *Expatriates' Training* and *Wasta Performance*.

Table 4-42

Simple Regression Analysis of Expatriates' Training on Wasta Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig.
WP1 to Expatriates' Training	.230	.053	.010	.636	.053	1.241	6	133	.289
WP2 to Expatriates' Training	.262	.069	.027	.689	.069	1.640	6	133	.141
WP3 to Expatriates' Training	.208	.043	.000	.557	.043	1.005	6	133	.425
WP4 to Expatriates' Training	.160	.025	-.018	.648	.025	.580	6	133	.746
WP5 to Expatriates' Training	.267	.071	.029	.637	.071	1.702	6	133	.125
WP6 to Expatriates' Training	.164	.027	-.017	.634	.027	.611	6	133	.721
WP7 to Expatriates' Training	.215	.046	.003	.617	.046	1.070	6	133	.384
WP8 to Expatriates' Training	.233	.054	.012	.616	.054	1.270	6	133	.276
WP9 to Expatriates' Training	.250	.063	.020	.616	.063	1.480	6	133	.190

According to these findings, hypothesis 1 was not supported because there was no significant correlation between any of *Expatriate's' Training* subscales and *Wasta Performance* indicators. Based on R^2, subscales of *Expatriates'' Training* are not strong predictors of *Wasta Performance*. The best exploratory model was the model of *Expatriates' Characteristics* predicting the Relationship Level with Arab Managers (WP5), with R^2 of .071 and adjusted R^2 of .029.

Research hypothesis 2. Personal and professional characteristics of non-Arab managerial expatriates significantly influence *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets.

Correlation of expatriates' characteristics and wasta performance. Pearson *r* correlation using 175 responses was performed to assess significant relationship between and trend of the independent variable of *Expatriate's Characteristics* and the dependent variable of *Wasta Performance*. Strong correlation has been reported between *Expatriate's Characteristics* and *Wasta Performance* indicators of (WP1), r=.434, p(2-Tailed)=.000; WP2, r=.226, p(2-Tailed)=.000; WP3, r=.126, p(2-Tailed)=.021; WP4, r=.113, p(2-Tailed)=.046; WP5, r=.151, p(2-Tailed)=.004; WP7, r=.191, p(2-Tailed)=.000; and WP8, r=.160, p(2-Tailed)=.002. A weak correlation was found between *Expatriate's Training* and *Wasta Performance* indicators of (WP6), r=.036, p(2-Tailed)=.870 and WP9, r=.071, p(2-Tailed)=.343. These results indicate a strong correlation between *Expatriates' Characteristics* and WP1, WP2, WP3, WP4, WP5, WP7, WP8 and a weak correlation of *Expatriates' Characteristics* with WP6 and WP9.

Simple regression of expatriates' characteristics on wasta performance. Simple regression was conducted to predict *Wasta Performance* (Dependent Variable) from *Expatriate's Characteristics* (Independent Variable). The simple regression involved constructing simple statistical model to identify the line of best fit between the dependent variable and the independent variable. R^2 (coefficient of determination) was computed to determine the level of variation between variables. R^2 for WP1 and *Expatriates' Characteristics* was .188, which means that *Expatriate's Characteristics* determine

18.8% of the variation in WP1 outcome. Moreover, evidence shows that *Expatriate's Characteristics* strongly predict WP1 (R^2=.188, p=.000), WP2 (R^2=.226, p=.000), WP3 (R^2=.126, p=.021), WP4 (R^2=.113, p=.046), WP5 (R^2=.151, p=.004), WP7 (R^2=.191, p=.000), and WP8 (R^2=.160, p=.002). There is no evidence that Expatriates' Characteristics predict WP6 (R^2=.036, p=.870) and WP9 (R^2=.071, p=.343) of *Wasta Performance*. Table 4-43 presents Pearson r correlations, R^2 coefficient determination, and F values for *Expatriates' Characteristics* and *Wasta Performance.*

Table 4-43

Simple Regression Analysis of Expatriates' Characteristics on Wasta Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig.
WP1 to Expatriates' Characteristics	.434	.188	.133	.630	.188	3.413	11	162	.000
WP2 to Expatriates' Characteristics	.476	.226	.174	.666	.226	4.311	11	162	.000
WP3 to Expatriates' Characteristics	.355	.126	.067	.567	.126	2.124	11	162	.021
WP4 to Expatriates' Characteristics	.336	.113	.053	.631	.113	1.877	11	162	.046
WP5 to Expatriates' Characteristics	.389	.151	.093	.641	.151	2.622	11	162	.004
WP6 to Expatriates' Characteristics	.189	.036	-.030	.645	.036	.545	11	162	.870
WP7 to Expatriates' Characteristics	.437	.191	.136	.601	.191	3.471	11	162	.000
WP8 to Expatriates' Characteristics	.400	.160	.103	.598	.160	2.807	11	162	.002
WP9 to Expatriates' Characteristics	.267	.071	.008	.610	.071	1.127	11	162	.343

According to these findings, hypothesis 2 was partially supported because Ability to Build Wasta with the Arab Managers (WP1), Relationship Level with Arab Managers (WP2), Understanding of How Arab Managers Make Decisions (WP3), Frequency of

Miscommunication with Arab Managers (WP4), Ability to take Relationship with Arab Managers to the Personal Level (WP5), Ability of Integration with Arab Business Community (WP7), and Meeting with Arab Managers After Work For Non-Work Related Matters (WP8) were the only explanatory variables. The best exploratory model found was the model of *Expatriates' Characteristics* predicting the Relationship Level with Arab Managers (WP2), with R^2 of .226 and adjusted R^2 of .174. This means the independent variables have the most significant influence (22.6%) on *Wasta Performance* indicators of WP2.

Research hypothesis 3. Task complexity has significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets.

Correlation between task complexity and wasta performance. Pearson *r* correlation using 175 responses was performed to assess significant relationship between and trend of the independent variable of *Task Complexity* and the dependent variable of *Wasta Performance*. The results indicated a strong correlation between *Task Complexity* and *Wasta Performance* indicators of (WP1), r=.295, p(2-Tailed)=.008; WP2, r=.324, p(2-Tailed)=.002; WP5, r=.309, p(2-Tailed)=.004; WP6, r=.288, p(2-Tailed)=.011; WP7, r=.334, p(2-Tailed)=.001; WP8, r=.294, p(2-Tailed)=.009; and WP9, r=.269, p(2-Tailed)=.026. Furthermore, there was a weak correlation of *Task Complexity* with *Wasta Performance* (WP3), r=.246, p(2-Tailed)=.058 and WP4, r=.177, p(2-Tailed)=.369. The results indicated a strong correlation of *Task Complexity* with WP1, WP2, WP5, WP6, WP7, WP8, and WP9 and a weak correlation of *Task Complexity* with WP3 and WP4.

Simple regression of task complexity on wasta performance. Simple regression was conducted to predict *Wasta Performance* (Dependent Variable) from *Task Complexity* (Independent Variable). The conducted linear simple regression involved constructing the simple statistical model to identify the line of best fit between the dependent variable and the independent variable. R^2 coefficient of determination was computed to determine the level of variation between variables. R^2 for WP1 and Task Complexity was .087, which means that *Task Complexity* determined 8.7% of the variation in WP1 outcome. Moreover, that the results indicated that *Task Complexity* strongly predict WP1 (R^2=.087, p=.008), WP2 (R^2=.105, p=.002), WP5 (R^2=.096, p=.004), WP6 (R^2=.083, p=.011), WP7 (R^2=.111, p=.001), and WP8 (R^2=.087, p=.009). Moreover, the results showed that *Task Complexity* did not predict WP3 (R^2=.061, p=.058) and WP4 (R^2=.031, p=.369) of *Wasta Performance*. Table 4-44 presents Pearson r correlations, R^2 coefficient determination, and F values for *Task Complexity* and *Wasta Performance*.

Table 4-44

Simple Regression Analysis between Task Complexity and Wasta Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig.
WP1 to Task Complexity	.295	.087	.060	.654	.087	3.222	5	169	.008
WP2 to Task Complexity	.324	.105	.078	.702	.105	3.957	5	169	.002
WP3 to Task Complexity	.246	.061	.033	.575	.061	2.186	5	169	.058
WP4 to Task Complexity	.177	.031	.002	.646	.031	1.087	5	169	.369
WP5 to Task Complexity	.309	.096	.069	.648	.096	3.572	5	169	.004
WP6 to Task Complexity	.288	.083	.056	.616	.083	3.068	5	169	.011
WP7 to Task Complexity	.334	.111	.085	.617	.111	4.235	5	169	.001
WP8 to Task Complexity	.294	.087	.059	.610	.087	3.201	5	169	.009
WP9 to Task Complexity	.269	.072	.045	.597	.072	2.628	5	169	.026

According to these findings, hypothesis 3 was partially supported because the Ability to Build Network with the Arab Managers (WP1), Relationship Level with Arab Managers (WP2), Ability to take Relationship with Arab Managers to the Personal Level (WP5), Ability to Influence Arab Managers' Decision Making (WP6), Ability of Integration with Arab Business Community (WP7), Meeting with Arab Managers After Work For Non-Work Related Matters (WP8), and Influencing Arab Managers' Decision Making is Ethical (WP9) were the only explanatory variables. The best exploratory model was the model in which *Task Complexity* predicted the Ability of Integration with Arab Business Community (WP7), with R^2 of .111 and adjusted R^2 of .045. That means that this independent variable has the most significant influence (11.1%) on *Wasta Performance* indicators of WP7.

Research hypothesis 4. Cross-Cultural Differences between the non-Arab expatriates' home culture and the Arab culture have significant influence on non-Arab managerial expatriates' *wasta* "networking" performance in Arab markets.

Correlations between cross-cultural differences and wasta performance. Pearson *r* correlation using 175 responses was performed to report significant relationships between and trend of the independent variable of *Cross-Cultural Differences* and the dependent variable of *Wasta Performance*. Strong correlation has been reported between *Cross-Cultural Differences* and *Wasta Performance* indicators WP2, r=.359, p(2-Tailed)=.019, and WP9, r=.366, p(2-Tailed)=.014. A weak correlation was found between *Cross-Cultural Differences* and *Wasta Performance* indicators WP1, r=.318, p(2-Tailed)=.091; WP3, r=.287, p(2-Tailed)=.219; WP4, r=.243, p(2-Tailed)=.520; WP5, r=.224, p(2-Tailed)=.666; WP6, r=.210, p(2-Tailed)=.758; WP7, r=.205, p(2-Tailed)=.792 and WP8, r=.322, p(2-Tailed)=.080. The results indicated a strong correlation between *Cross-Cultural Differences* and WP2 and WP9 and a weak correlation between *Cross-Cultural Differences* and WP1, WP3, WP4, WP5, WP6, WP7, and WP8.

Simple regression of cross-cultural differences on wasta performance. Simple regression was conducted to predict *Wasta Performance* (Dependent Variable) from *Cross-Cultural Differences* (Independent Variable). The conducted linear simple regression involved constructing the simple statistical model to identify the line of best fit between the dependent variable and the independent variable. R^2 (coefficient of

determination) was computed to determine the level of variation between variables. *Cross-Cultural Differences* significantly predicted WP2 and WP9 as indicated by significant R^2 values (WP2, r^2=.101, p=.019; WP9, r^2=.134, p=.014). That means that Cross-Cultural Differences determine 10.1% of the variation in WP2 outcome and 13.4% of the variation in WP9 outcome. The results indicated that *Cross-Cultural Differences* strongly predict WP2 (R^2=.129, p=.019) and WP9 (R^2=.134, p=.014) but not WP1 (R^2=.101, p=.091), WP3 (R^2=.083, p=.219), WP4 (R^2=.059, p=.520), WP5 (R^2=.050, p=.666), WP6 (R^2=.044, p=.758), WP7 (R^2=.042, p=.792), and WP8 (R^2=.104, p=080) of *Wasta Performance*. Table 4-45 presents Pearson r correlations, R^2 coefficient determination, and F values for *Cross-Cultural Differences* and *Wasta Performance*.

Table 4-45

Simple Regression Analysis of Cross-Cultural Differences and Wasta Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	*F* Change	df1	df2	Sig.
WP1 to Cultural Differences	.318	.101	.040	.665	.101	1.644	11	161	.091
WP2 to Cultural Differences	.359	.129	.069	.708	.129	2.163	11	161	.019
WP3 to Cultural Differences	.287	.083	.020	.582	.083	1.318	11	161	.219
WP4 to Cultural Differences	.243	.059	-.005	.651	.059	.922	11	161	.520
WP5 to Cultural Differences	.224	.050	-.015	.680	.050	.774	11	161	.666
WP6 to Cultural Differences	.210	044	-.021	.644	.044	.678	11	161	.758
WP7 to Cultural Differences	.205	.042	-.024	.656	.042	.641	11	161	.792
WP8 to Cultural Differences	.322	.104	.042	.619	.104	1.690	11	161	.080
WP9 to Cultural Differences	.366	.134	.075	.590	.134	2.262	11	161	.014

According to these findings, hypothesis 4 was partially supported because only Relationship Level with Arab Managers (WP1) and Influencing Arab Managers' Decision Making is Ethical (WP9) were significant explanatory variables. The best exploratory model found was the model of *Cross-Cultural Differences* predicting WP9, with R^2 of .134 and adjusted R^2 of .075. That means that this independent variable has the most significant influence (13.4%) on *Wasta Performance* indicators of WP9.

Research hypothesis 5. Non-Arab expatriates' training, personal and professional characteristics, task complexity, and cross-cultural differences have significant influence on non-Arab managerial expatriates' *wasta* "networking" performance in Arab markets.

F Value, Pearson *r*, and multiple regression analysis were used to test Hypothesis 5, which proposes that the set of independent variables (*Expatriates' Training, Expatriates' Characteristics, Task,* and *Cross-Cultural Differences*) significantly influence the dependent variable (*Wasta Performance*). For the regression model, the *F* Value was used to decide whether the model, as a whole, has statistically significant predictive capability. In other words, *F* Value was used to test whether the regression has a considerable number of variables that would explain large variation in the outcome to achieve accurate regression (Dallal, 2006). R Square (R^2) was computed to identify the amount of variance in the dependent variable that is explained by the set of the independent variables. Adjusted R^2 was computed to account for the large number of independent variables and to explain the variation in the dependent variable caused by the explanatory variables (Babbie, 2001).

Correlations of expatriates' training, expatriates' characteristics, task complexity, and cross-cultural differences with wasta derformance indicators. In Hypothesis 5, all four independent variables were combined together to predict *Wasta Performance* nine indicators separately. These four independent variables correlated with all of the *Wasta Performance* indicators of Ability to Build Network with the Arab Managers (WP1), Relationship Level with Arab Managers (WP2), Understanding of How Arab Managers Make Decisions (WP3), Frequency of Miscommunication with Arab

Managers (WP4), Ability to take Relationship with Arab Managers to the Personal Level (WP5), Ability to Influence Arab Managers' Decision Making (WP6), Ability of Integration with Arab Business Community (WP7), Meeting with Arab Managers After Work For Non-Work Related Matters (WP8), and Ethicality of Influencing Arab Managers' Decision Making (WP9).

Pearson *r* correlation using 175 responses indicated a strong correlation between the combined independent variables and each of the *Wasta Performance* indicators, WP1 (r=.604, p=.014), WP2 (r=.661, p=.000), WP3 (r=.642, p=.001), WP8 (r=.612, p=.009), and WP9 (r=.581, p=.040). A weak correlation was found between the combined independent variables and four *Wasta Performance* indicators, WP4, r=.457, p=.735; WP5, r=.558, p=.098; WP6, r=.484, p=.548; and WP7, r=.569, p=.065.

Further, the analysis revealed a strong correlation of *Expatriate's Training, Expatriate's Characteristics, Task Complexity,* and *Cross-Cultural Differences* with WP1, WP2, WP3, WP8, and WP9 and a weak correlation of *Expatriate's Training, Expatriate's Characteristics, Task Complexity,* and *Cross-Cultural Differences* and WP4, WP5, WP6, and WP7.

Multiple regression of expatriates' training, expatriates' characteristics, task complexity, and cross-cultural differences on wasta performance indicators. Multiple regression was conducted to predict the dependent (*Wasta Performance*) indicators from the combined set of independent variables (*Expatriates' Training, Expatriates' Characteristics, Task Complexity,* and *Cross-Cultural Differences*). The multiple regressions involved constructing the statistical model to identify the line of best fit between the dependent variable and the independent variables. R^2 (coefficient of

determination) was computed to determine the level of variation between variables, The combined independent variables significantly predicted WP1, WP2, WP3, WP8, and WP9 as indicated by significant R^2 values (WP1, r^2=.365, p=.014; WP2, r^2=.437, p=.000; WP3, r^2=.412, p=.001; WP8, r^2=.324, p=.065; and WP9, r^2=.338, p=.040). That means that the combined independent variables determine 36.5% of the variation in WP1, 43.7% of the variation in WP2, 41.2% of the variation in WP3, 32.4% of the variation in WP8, and 33.8% of the variation in WP9. According to the results, *Expatriates' Training, Expatriates' Characteristics, Task Complexity,* and *Cross-Cultural Differences* strongly predict WP1, WP2, WP3, WP8, and WP9. On the contrary, *Expatriates' Training, Expatriates' Characteristics, Task Complexity,* and *Cross-Cultural Differences* did not predict WP4, WP5, WP6 and WP7. Table 4-46 presents Pearson r correlations, R^2 coefficient determination, and F values for *Expatriates' Training, Expatriates' Characteristics, Task Complexity,* and *Cross-Cultural Differences* predicting *Wasta Performance* indicators.

Table 4-46

Multiple Regression Analysis of Expatriate's' Training, Expatriates' Characteristics, Task Complexity, and Cross-Cultural Differences on Wasta Performance Indicators

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	*F* Change	df1	df2	Sig.
WP1 to Training, Characteristics, Task, and Culture	.604	.365	.161	.591	.365	1.791	33	103	.014
WP2 to Training, Characteristics, Task, and Culture	.661	.437	.257	.606	.437	2.427	33	103	.000
WP3 to Training, Characteristics, Task, and Culture	.642	.412	.224	.496	.412	2.187	33	103	.001
WP4 to Training, Characteristics, Task, and Culture	.457	.208	-.045	.661	.208	.822	33	103	.735
WP5 to Training, Characteristics, Task, and Culture	.558	.311	.091	.622	.311	1.411	33	103	.098
WP6 to Training, Characteristics, Task, and Culture	.484	.234	-.012	.638	.234	.953	33	103	.548
WP7 to Training, Characteristics, Task, and Culture	.569	.324	.108	.589	.324	1.498	33	103	.065
WP8 to Training, Characteristics, Task, and Culture	.612	.375	.174	.569	.375	1.871	33	103	.009
WP9 to Training, Characteristics, Task, and Culture	.581	.338	.126	.586	.338	1.594	33	103	.040

According to these findings, hypothesis 5 was only partially supported because WP4, WP5, WP6, and WP7 were not exploratory variables. The best exploratory model was the model of *Expatriates' Training, Expatriates' Characteristics, Task Complexity, and Cross-Cultural Differences* predicting the Relationship Level with Arab Managers (WP2), with R^2 of .437 and adjusted R^2 of .257. This means that the combined independent variables have the most significant influence (43.7%) on *Wasta Performance* indicator of Relationship Level with Arab Managers.

Chapter V: Discussion

Few studies have investigated *wasta* and no studies investigated *wasta* and non-Arab managerial expatriates in Arab markets. Therefore, this was the first study to explain the relationship between *wasta* and non-Arab expatriates' training, characteristics, tasks, and culture in Arab markets. Chapter V presents a discussion of the results of this research.

A quantitative, non-experimental explanatory (correlational) survey design was used to measure the effect of expatriates' training, personal and professional characteristics, task complexity, and cross-cultural differences on networking "*wasta*" performance of non-Arab managers and assistant managers who are currently working in the U.A.E. To answer the first research question, simple regression was used to describe the relationship between previously taken expatriates' training and *wasta* performance indicators, which were identified in the sixth section of the survey. The result of the simple regression for the first research question indicated no significant influence of training on wasta performance of non-Arab managerial expatriates. To answer the second research question, simple regression was used to describe the relationship of expatriates' personal and professional characteristics with *wasta* performance indicators. The result of the simple regression for the second research question indicated to partial influence of characteristics on *wasta* performance of non-Arab managerial expatriates. To answer the third research question, simple regression was used to describe the relationship between task complexity in Arab markets and *wasta* performance indicators. The result of the simple regression for the third research question indicated to partial influence of task complexity on *wasta* performance of non-Arab managerial expatriates. To answer the

fourth research question, simple regression was used to describe the relationship of cross-cultural differences of expatriates and the host country with *wasta* performance indicators. The result of the simple regression for the fourth research question indicated to partial influence of cross-cultural differences on *wasta* performance of non-Arab managerial expatriates. To answer the fifth research question, multiple regressions were used to describe the relationship of previous expatriates' training, characteristics, task complexity, and cross-cultural differences with *wasta* performance indicators. Multiple regression analysis was conducted to assess the predictive power of the five variables joined together on *Wasta Performance* of expatriates, testing the fifth hypothesis. The result of the multiple regression for the fifth research question indicated to partial influence of training, characteristics, task complexity, and cross-cultural differences on *wasta* performance of non-Arab managerial expatriates.

Simple regression analyses were used to test hypotheses one to four. The analyses were used to test the relationship between independent variables and the dependent variable of *Wasta Performance*. Hypotheses were tested for each measure of the dependent variable. Multiple regressions were used to test the relationship between the independent variables and the dependent variable of *Wasta Performance*. It also tested the relative predictive importance of the variables. Chapter V presents the study's summary and interpretations, practical implications, conclusions, limitations, and recommendations for future studies.

Summary and Interpretations

Data producing sample and the target population. The first part of the survey was used to filter and describe the sampled population. It was not analyzed in this study; however, this information will be used in future studies. The target population for the study comprised all non-Arab managerial expatriates working currently in the U.A.E. No sufficient information was found about the exact total number of non-Arab managerial expatriates currently working in the U.A.E.

A total number of 53208 surveys were distributed via e-mail to non-Arab expatriates working in the U.A.E. Overall, 297 expatriates started the survey. After filtering the answers, only 175 out of the 297 responses were usable, reflecting the response rate of .33%. The 175 respondents were from 33 different non-Arab nationalities. Regarding gender, 18% of participants were females and 82% were males. Concerning age of the participants, 14% were less than 31 years old, 31% were between 31 and 40 years old, 32% were between 41 and 50 years old, 22% were between 51 and 60 years old, and 1% was 61 years old or elder. Of all participants, 1% had less than a high school degree, 7% had a high school degree, 41% had an undergraduate degree, 47% had a master's degree, and 4% had a doctorate or above degree. All 175 respondents were at the time of the survey working as assistant managers (27%) or managers and above (73%) in the U.A.E. with different level of experience, with 9% having less than 5 years of experience, 18% having 5 to 10 years of experience, 19% having 11 to 15 years of experience, 16% having 16 to 20 years of experience, and 38% having 21 years or more of experience. Concerning their overall expatriate experience, 18% of the participants had less than 5 years of expatriate experience, 26% had 5 to 10 years of

expatriate experience, 22% had 11 to 15 years of expatriate experience, 14% had 16 to 20 years of expatriate experience, and 20% had 21 years or more of expatriate experience. Concerning their expatriate experience in the U.A.E., 26% of the participants, had less than 5 years of expatriate experience in the U.A.E., 32% had 5 to 10 years of expatriate experience in the U.A.E., 22% had 11 to 15 years of expatriate experience in the U.A.E., 9% had 16 to 20 years of expatriate experience in the U.A.E., and 11% had 21 years or more of expatriate experience in the U.A.E. The sample size was not sufficient to generalize findings, but it exceeded the minimum required sample size for this study.

Psychometric evaluation of measures. In this study, a modified Contingency Model developed by Lee and Croker (2006) was used to measure *Wasta and non-Arab Training, Characteristics, Task, and Culture in Arab Markets*. The modification resulted in a collective assessment of non-Arab managerial expatriates working in Arab markets. Specifically, this assessment measured their *wasta* performance related to their previously taken training, characteristics, and task complexity, as well as cross-cultural differences between their home culture and the host culture. For expatriates' training, each response to the six questions, in the Wasta Training survey section, was associated with one of the nine *wasta* performance indicators, in the last section of the survey, developed by the researcher. The original scale was based on a 6-item scale. Lee and Croker (2006) reported the internal consistency for the entire Contingency Model's instrument, with factor loadings ranging from .5 to .91 and Cronbach's alphas ranging from .6 to .92. In the Contingency Model, the reported Cronbach's alphas for the subscales of expatriate's training were .86 for cross-cultural training, .92 for language, .86 for professional training, and .84 for management training. The factor loadings for the

subscales of training ranged from .66 to .84 for cross-cultural training, .76 to .90 for language, .73 to .81 for professional training, and .56 to .86 for management training.

In this study, the internal consistency was established with exploratory factor analysis, which resulted in a 6-item *Expatriates' Training* scale with four subscales representing *Wasta Ability, Expatriates' Training, Decision-Making,* and *Other Training.* Before conducting factor analysis on *Expatriates' Training to Wasta Performance*, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was conducted. The result of the Kaiser testing outcome was .733. Outcomes between .7 and .8 are considered good, indicating that factor analysis is appropriate. The Bartlett Test of Sphericity was also conducted, and the result was significant at a .000 level, supporting the appropriateness of scale factor analysis (Field, 2005). The exploratory factor analysis of the 15-item *Expatriates' Training* to *Wasta Performance Indicators* scale indicated that all items loaded on four different factors where Factor 1 had six items, Factor 2 had four items, Factor 3 had three items, and Factor 4 had two items. The scale was used to answer the research questions and hypotheses of this study. The coefficient alphas were .763 for the 15-item scale of *Expatriates' Training* to *Wasta Performance*, .604 to .825 for *Wasta Ability* subscale, .675 to .885 for *Expatriates' Training* subscale, .664 to .753 for *Decision Making* subscale, and .780 to .849 for *Other Training* subscale. According to the tests conducted on hypothesis one it was found that hypothesis one is not supported and non-Arab expatriates' training has no significant influence on non-Arab managerial expatriates' *wasta* performance.

Therefore, the Contingency Model, which met the criteria of a good scale in previous studies, was found to be a good and acceptable scale in this study. The

Expatriates' Training to *Wasta Performance* subscales' coefficient alphas indicated that these subscales measure their underlined constructs reliably.

For Expatriates' Characteristics, each response to the 11 questions in Part 3 of the survey was associated with the nine *wasta* performance indicators developed by the researcher in Part 6 of the survey. The original scale contained 11-items. In the Contingency Model developed by Lee and Croker (2006), the reported Cronbach's alphas for the subscales of Expatriates' Characteristics were .84 for personal competency and .82 for adaptability in the host country. The factor loading for the subscales of Characteristics was .53 to .81 for personal competency and .74 to .82 for adaptability in the host country.

In this study, the internal consistency was established with exploratory factor analysis, which resulted in 11-item *Expatriates' Characteristics* scale with four subscales; *Personal Characteristics, Professional Characteristics, Decision Making,* and *Other Skills*. Before conducting factor analysis on *Expatriates' Characteristics to Wasta Performance*, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was conducted, resulting in the .871 value. Outcomes between .8 and .9 are considered great, indicating that factor analysis is appropriate. The Bartlett Test of Sphericity was also conducted and result was significant at .000 level, supporting the appropriateness of factor analysis (Field, 2005). The exploratory factor analysis of the 20-item *Expatriates' Characteristics to Wasta Performance Indicators* scale indicated that items loaded on four different factors where Factor 1 had nine items, Factor 2 had six items, Factor 3 had three items, and Factor 4 had two items. The scale was used to answer the research questions and hypotheses of this study. The coefficient alphas were .883 for the 20-item scale of

Expatriates' Characteristics to *Wasta Performance*, .716 to .833 for *Personal Characteristics* subscale, .560 to .796 for *Professional Characteristics* subscale, .558 to .808 for *Decision Making* subscale, and .611 to .724 for *Other Skills* subscale. According to the tests conducted on hypothesis two it was found that hypothesis two is partially supported and some of non-Arab expatriates' characteristics have significant influence on non-Arab managerial expatriates' *wasta* performance.

Therefore, the Contingency Model, which met the criteria of good scale in previous studies, was also found acceptable scale in this study. The *Expatriates' Characteristics* to *Wasta Performance* subscales' coefficient alphas indicated that all subscales measured their underlined constructs reliably.

For *Expatriates' Task Complexity*, each response to the five questions in Part 4 of the survey was associated with the nine *wasta* performance indicators developed by the researcher in Part 6 of the survey. The original scale contained 5-items. In the Contingency Model developed by Lee and Croker (2006), the reported Cronbach's alphas for the subscales of *Expatriates' Task Complexity* were as .83 for challenges of expatriates' task assignment and .69 for local managers' competency. The factor loading for the subscales of *Task Complexity* were .78 to .91 for challenges of task assignment and .85 to .88 for local managers' competency.

In this study, the internal consistency was established with exploratory factor analysis, resulting in 5-item *Expatriates' Task Complexity* scale with four subscales; *Wasta Complexity, Local Managers' Competency, Decision Making Complexity, and Expatriates' Task Assignment*. Before conducting factor analysis on *Task Complexity to Wasta Performance*, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was

conducted with the result of .714. Outcomes between .7 and .8 are considered good, indicating that factor analysis is appropriate. The Bartlett Test of Sphericity was also conducted and the result was significant at .000 level, supporting the appropriateness of factor analysis (Field, 2005). The exploratory factor analysis of the 14-item *Expatriates' Task Complexity* to *Wasta Performance Indicators* scale indicated that items loaded on four different factors, where Factor 1 had six items, Factor 2 had two items, Factor 3 had three items, and Factor 4 had three items. The scale was used to answer the research questions and hypotheses of this study. The coefficient alphas were .678 for the 14-item scale of *Expatriates' Task Complexity* to *Wasta Performance*, .599 to .807 for *Wasta Complexity* subscale, .870 to .912 for *Local Managers' Competency* subscale, .614 to .734 for *Decision Making Complexity* subscale, and .641 to .819 for *Expatriates' Task Assignment* subscale. According to the tests conducted on hypothesis three it was found that hypothesis three is partially supported and non-Arab expatriates' task complexity has significant influence on non-Arab managerial expatriates' *wasta* performance.

Therefore, the Contingency Model that met the criteria of good scale in previous studies was good and acceptable in this study. The coefficient alphas for all *Expatriate's' Task Complexity* to *Wasta Performance* subscales were acceptable and indicated that all subscales measure their underlined constructs reliably.

For *Expatriates' Cross-Cultural Differences*, each response to the 11 questions in Part 5 of the survey was associated with one of the nine *Wasta Performance* indicators developed by the researcher in Part 6 of the survey. The original scale contained 11-items. In the Contingency Model developed by Lee and Croker (2006), the Cronbach's alphas for the subscales of *Expatriates' Cross-Cultural Differences* were .79 for power

distance, .77 for uncertainty avoidance, .83 for masculinity, .82 for individualism, and .76 for Confucius dynamics. The factor loadings for the subscales of *Cross-Cultural Differences* ranged from .81 to .83, from .73 to .78, from .80 to .84, from .79 to .85, and from .57 to .83, respectively.

In this study, the internal consistency was established with exploratory factor analysis, which resulted in an 11-item of *Expatriates' Cross-Cultural Differences* scale with five subscales, *Power Distance, Uncertainty Avoidance, Masculinity, Individualism, and Long-term Orientation.* Before conducting factor analysis on *Cross-Cultural Differences* to *Wasta Performance*, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was conducted, resulting in a value of .836. Outcomes between .8 and .9 are considered very good, indicating that factor analysis is appropriate. The Bartlett Test of Sphericity was also conducted and the result was significant at .000 level, indicating the appropriateness of factor analysis (Field, 2005). The exploratory factor analysis revealed that the 20-item *Expatriates' Cross-Cultural Differences* to *Wasta Performance Indicators* loaded on five different factors, where Factor 1 had five items, Factor 2 had five items, Factor 3 had six items, Factor 4 had two items, and Factor 5 had one item. Item No Miscommunication Problem with Arab Managers was eliminated from the analysis because of low loading. The scale was used to answer the research questions and hypotheses of this study. The coefficient alpha was .883 for the 19-item scale of *Expatriate's Cross-Cultural Differences* to *Wasta Performance,* .669 to .828 for Power Distance subscale, .707 to .805 for Uncertainty Avoidance subscale, .558 to .747 for Masculinity subscale, .525 to .864 for Individualism subscale, and .771 for one item (Understanding Arab Decision Making) of the Long-Term Orientation subscale.

According to the tests conducted on hypothesis four it was found that hypothesis four is partially supported and non-Arab expatriates' cross-cultural differences has significant influence on non-Arab managerial expatriates' *wasta* performance.

Therefore, the Contingency Model that met the criteria of a good scale in previous studies was also found to be acceptable in this study. The coefficient alphas for all subscales of the *Cross-Cultural Differences* to *Wasta Performance* were acceptable and indicated that all subscale measure their underlined constructs reliably.

For *Expatriates' Wasta Performance Indicator*, the researcher developed a 9-item scale. Each response to the nine questions indicated a certain level of expatriates' *wasta* performance. The internal consistency reliability was calculated for *Wasta Performance* using Cronbach's alpha. The Cronbach's alpha was .805, which is considered acceptable since it is above the recommended .6 value. Internal consistency above the required .6 indicates that all scale items are measuring the same construct.

In this study, the internal consistency was established with exploratory factor analysis, which resulted in a 9-item *Wasta Performance* scale; Ability to Build Network with the Arab Managers (WP1), Relationship Level with Arab Managers (WP2), Understanding of How Arab Managers Make Decisions (WP3), Frequency of Miscommunication with Arab Managers (WP4), Ability to take Relationship with Arab Managers to the Personal Level (WP5), Ability to Influence Arab Managers' Decision Making (WP6), Ability of Integration with Arab Business Community (WP7), Meeting with Arab Managers After Work For Non-Work Related Matters (WP8), and Ethicality of Influencing Arab Managers' Decision Making (WP9).

Before conducting factor analysis on *Wasta Performance*, a Kaiser-Meyer-Olkin Measure of Sampling Adequacy was conducted, resulting in .770 value. Outcomes between .7 and .8 are considered good, indicating that factor analysis is appropriate. The Bartlett Test of Sphericity was also conducted and the result was significant value at .000 level, supporting the appropriateness of scale factor analysis (Field, 2005). The exploratory factor analysis of the 9-item *Wasta Performance Indicators* scale indicated that all items loaded on two different factors. Factor 1 (Relationship Ability) with loadings ranging from .617 to .814 consisted of six items, which are Relationship Ability, Wasta Ability, Personal Level Relationship, Integration With Arab Managers, No Miscommunication Problem with Arab Managers, and Meeting with Arab Managers After Work for Non-Work Related Matters. Factor 2 (Decision Making Ability) with loadings ranging from .552 to .795 consisted of two items of Ethicality of Influencing Arab Managers' Decision Making and Understanding Arab Managers Decision Making. The item of the Ability to Influence Arab Managers Decision Making was not considered because of the low factor loading.

F Value, Pearson *r*, and multiple regression analyses were used to analyze how the set of combined independent variables (*Expatriates' Training, Expatriate's' Characteristics, Task,* and *Cross-Cultural Differences*) explain the variation in the dependent variables (*Wasta Performance*) (Dallal, 2006; Babbie, 2001). The combined four independent variables correlated with each of the *Wasta Performance* indicators.

Pearson *r* correlation using 175 responses indicated a strong correlation between the combined independent variables and each of WP1 (r=.604, p=.014), WP2 (r=.661, p=.000), WP3 (r=.642, p=.001), WP8 (r=.612, p=.009), and WP9 (r=.581, p=.040)

indicators. A weak correlation was found between the combined independent variables and Wasta Performance indicators (WP4), r=.457, p=.735; WP5, r=.558, p=.098; WP6, r=.484, p=.548; and WP7, r=.569, p=.065.

The results indicated strong correlation of *Expatriates' Training, Expatriates' Characteristics, Task Complexity,* and *Cross-Cultural Differences* with WP1, WP2, WP3, WP8, and WP9 and a weak correlation of *Expatriate's Training, Expatriate's Characteristics, Task Complexity,* and *Cross-Cultural Differences* with WP4, WP5, WP6, and WP7.

R^2 (coefficient of determination) was computed to determine the level of variation between variables. R^2 for the correlations between the combined independent variables and WP1, WP2, WP3, WP8, and WP9 were significant (WP1, r^2=.365, p=.014; WP2, r^2=.437, p=.000; WP3, r^2=.412, p=.001; WP8, r^2=.324, p=.065; and WP9, r^2=.338, p=.040). This indicates that *Expatriates' Training, Expatriates' Characteristics, Task Complexity,* and *Cross-Cultural Differences* strongly predict WP1, WP2, WP3, WP8, and WP9 but not WP4, WP5, WP6, and WP7.

The results indicated that *Expatriates' Training, Expatriates' Characteristics, Task Complexity,* and *Cross-Cultural Differences* correlate and strongly predict *Wasta Performance Indicators* of Ability to Build Network with the Arab Managers (WP1), Relationship Level with Arab Managers (WP2), Understanding of How Arab Managers Make Decisions (WP3), Meeting with Arab Managers After Work For Non-Work Related Matters (WP8), and Ethicality of Influencing Arab Managers' Decision Making (WP9). Having demonstrated reliability and construct validity, the Wasta Performance Scale was used to assess expatriates' *Wasta Performance* and regression analysis was

used to test the hypotheses. The psychometric analysis of the scales used in this study is presented in table 5-1.

Table 5-1

Summary of Psychometric Analysis of Measures Using EFA and Coefficient Alpha

Scale	Reliability α	Validity			Analysis
		Construct Validity			
		Exploratory Factor Analysis			
		Factors	Loadings	Variance Explained	
15-Item Expatriates' Training to Wasta Performance Scale (Total Score Range 0-6)	.763	4	.604-.825	62.37%	Adequate reliability. Construct validity confirmed multidimensional scale. Total scale and subscales used in regression.
Factor 1:			.604-.825		
Factor 2:			.675-.885		
Factor 3:			.664-.753		
Factor 4:			.780-.849		
20-Item Expatriates' Characteristics to Wasta Performance Scale (Total Score Range 0-33)	.882	4	.558-.833	63.173%	Adequate reliability. Construct validity confirmed multidimensional scale. Total scale and subscales used in regression.
Factor 1:			.604-.825		
Factor 2:			.560-.796		
Factor 3:			.558-.808		
Factor 4:			.611-.724		
14-Item Task Complexity to Wasta Performance Scale (Total Score Range 0-15)	.678	4	.599-.912	61.651%	Acceptable reliability. Construct validity confirmed multidimensional scale. Total scale and subscales used in regression.
Factor 1:			.599-.807		
Factor 2:			.870-.912		
Factor 3:			.614-.734		
Factor 4:			.641-.819		
20-Item Expatriate's Cross-Cultural Differences to Wasta Performance Scale (Total Score Range 0-33)	.882	5	.525-.864	65.731%	Adequate reliability. Construct validity confirmed multidimensional scale. Total scale and subscales used in regression.

Table 5-1 Continued

Scale	Reliability α	Validity			Analysis
		Construct Validity Exploratory Factor Analysis			
		Factors	Loadings	Variance Explained	
Factor 1:			.669-.828		
Factor 2:			.707-.805		
Factor 3:			.558-.747		
Factor 4:			.525-.864		
Factor 5:			.771		
Expatriates' Training, Characteristics, Task, and Culture (Total)	.574	17	.552-.814	56.127%	Weak reliability. Construct validity established multidimensional scale. Total scale and subscales used in regression.
WP1	.604			36.5%	
WP2	.661			43.7%	
WP3	.642			41.2%	
WP4	.457			20.8%	
WP5	.558			31.1%	
WP6	.484			23.4%	
WP7	.569			32.4%	
WP8	.612			37.5%	
WP9	.581			33.8%	

Summary analysis and interpretations of answers to research questions.

Research question 1: Wasta and non-Arab training. Research question 1 examined the relationship between previously taken non-Arab managerial expatriates' training and *wasta* performance in Arab markets. Non-Arab expatriates' training included six items about previously taken cross-cultural training, Arabic language training, *wasta* training, family training, leadership training, and other training. From the 175 participants, most participants (24%) took other training while the lowest percentage of participants (1.7%) took *wasta* training.

For TR1 (Cross-Cultural Training), 93.7% of participants did not take any TR1 prior to their assignment in the U.A.E. while only 6.3% took this training. Among the 175 non-Arab expatriates, 89.7% of participants did not take any TR2 (Arabic Language Training) prior to their assignment in the U.A.E. while only 10.3% took this training. Among the 175 non-Arab expatriates, 98.3% of participants did not take any TR3 (Wasta Training) prior to their assignment in the U.A.E. while only 1.7% took this training. Among the 175 non-Arab expatriates, only 136 participants had their family member relocated with them to the U.A.E. Regarding family members, 97.1% of participants' family members did not take any TR4 (Family Training) prior to their assignment in the U.A.E. while only 2.9% took this training. Among the 175 non-Arab expatriates, 77.1% of participants did not take any TR5 (Leadership Training) prior to their assignment in the U.A.E. while only 22.9% took this training. Among the 175 non-Arab expatriates, 76% of participants did not take any TR6 (Other Training) prior to their assignment in the U.A.E. while only 24% took any training.

In this study, the total scale score for Expatriates' Training to Wasta Performance scale of .68 (score range 0-6) was similar to findings of previous studies. Previous studies on expatriates' training indicated that expatriates are not getting enough training and organizations are not doing any efforts to provide appropriate training for expatriates before posting them to international assignments (Anwar & Chaker, 2003; Mendenhall, Dunbar & Oddou, 1987; Templer, Tay & Chandrasekar, 2006).

Correlation analysis of the six items of expatriates' training with the nine Wasta Performance Indicators was performed to identify and report significant and trend relationship among all independent variables and dependent variable of Wasta

Performance. It was found that only two Expatriates' Training variables correlated significantly with Wasta Performance at .05 or lower, TR5 correlated with WP3 and TR6 with WP8. This means that the independent variables of TR1, TR2, TR3, and TR4 did not correlate with any of the Wasta Performance indicators at a significant level. The independent variable TR5 correlated significantly only with WP3 Wasta Performance indicator. At the same time, TR6 correlated significantly with only WP8. TR5 (Previously Taken Expatriates' Leadership Training) correlated significantly with WP3 (Ability to Understanding Arab Managers' Decision Making), and TR6 (Previously Taken Expatriates' Other Training) correlated significantly with WP8 (Meeting with Arab Managers after Work for Non-Work Related Matters).

Research question 2: Wasta and non-Arab characteristics. Research question 2 examined the relationship between non-Arab managerial expatriates' characteristics and *wasta* performance in Arab markets. Non-Arab expatriates' characteristics were measured with 11 items assessing characteristic of ability to adapt in the host country, technical competence, family adaptability in the host country, human relations, communication skills, understanding the culture in the host country, knowledge of host country language, emotional stability, openness to others, self-confidence, and, trust in local employees. From the 175 participants, the majority reported high or very high ability to adapt in the host country, technical competence, family adaptability in the host country, human relations, communication skills, understanding the culture in the host country, emotional stability, openness to others, and self-confidence. However, the majority of non-Arab expatriates reported low or very low knowledge of Arabic language and trust in local managers.

As for CH1 (Ability to Adapt), .6% of participants reported "Very Low," 23.4% reported "Low," 50.9% reported "High," and 25.1% reported "Very High" ability to adapt. For CH2 (Technical Competency), .6% of participants reported "Very Low," 18.3% reported "Low," 56% reported "High," and 25.1% reported "Very High" technical competency. For CH3 (Family Adaptability), .6% of participants reported "Very Low," 32.6% reported "Low," 52.5% reported "High," and 14.3% reported "Very High" family adaptability. For CH4 (Human Relations), none of the participants reported "Very Low," 21.7% reported "Low," 52% reported "High," and 26.3% reported "Very High" human relations. For CH5 (Communication Skills), .6% of participants reported "Very Low," 20.6% reported "Low," 48.5% reported "High," and 30.3% reported "Very High" communication skills. For CH6 (Understanding the U.A.E. Culture), 1.7% of participants reported "Very Low," 24.6% reported "Low," 55.4% reported "High," and 18.3% reported "Very High" understanding of the U.A.E. culture. For CH7 (Knowledge of Arabic Language), 20.6% of participants reported "Very Low," 48% reported "Low," 20% reported "High," and 11.4% reported "Very High" knowledge of Arabic language. For CH8 (Emotional Stability), 1.7% of participants reported "Very Low," 25.2% reported "Low," 53.1% reported "High," and 20% reported "Very High" emotional stability. For CH9 (Openness to Others), among the 175 non-Arab expatriates, 2.9% of participants reported "Very Low," 21.7% reported "Low," 53.1% reported "High," and 22.3% reported "Very High" openness to others. For CH10 (Self-Confidence), .6% of participants reported "Very Low," 17.7% reported "Low," 60.6% reported "High," and 21.1% reported "Very High" self-confidence. For CH11 (Trust in Local Employee),

10.9% of participants reported "Very Low," 45.7% reported "Low," 35.4% reported "High," and 8% reported "Very High" trust in local employee.

In this study, the total scale score of Expatriates' Characteristics to Wasta Performance scale was 19.43 (scores range from0-33), which indicates that expatriates possess some characteristics for dealing with *wasta* but, that there is a large room for improvement Organizations may play a major role when selecting candidates to work in Arab markets by considering candidates' characteristics in the selection process. This would increase the chance of non-Arab managerial expatriates' success when dealing with *wasta*. Previous studies' findings about expatriates' characteristics indicated the need to conduct more research in this area. These studies found that organizations do not consider candidates' characteristics in the selection process (Lee & Croker, 2006; Mendenhall, Dunbar & Oddou, 1987).

Correlations between the 11 items of expatriate's characteristics and the nine *Wasta Performance* Indicators were conducted to identify and report significant and trend relationship between all independent variables and dependent variable of *Wasta Performance*. It was found independent variables related to Non-Arab *Expatriates' Characteristics* did not correlate significantly with dependent variables of WP6 (Ability to Influence Arab Managers Decision Making) and WP9 (Influencing Arab Managers Decision Making is Ethical). It is also clear that all independent variables correlated significantly with WP1 (Wasta Ability). CH1 correlated significantly with WP1, WP2, WP4, WP5, and WP7 but not with WP3, WP6, WP8, and WP9. CH2 correlated significantly with WP1, WP2, WP4, and WP7 but not with WP3, WP5, WP6, WP8, and WP9. CH3 correlated significantly with WP1, WP2, WP3, WP4, WP5, and WP7 but not

with WP6, WP8, and WP9. CH4 correlated significantly with WP1, WP2, WP3, WP4, and WP7 but not with WP5, WP6, WP8, and WP9. CH5 correlated significantly with WP1, WP2, WP3, WP4, and WP7 but not with WP5, WP6, WP8, and WP9. CH6 correlated significantly with WP1, WP2, WP3, WP4, WP5, WP7, and WP8 but not with WP6 and WP9. CH7 correlated significantly with WP1, WP5, WP7, and WP8 but not with WP2, WP3, WP4, WP6, and WP9. CH8 correlated significantly with WP1, WP2, WP3, WP4, WP5, and WP7 but not with WP6, WP8, and WP9. CH9 correlated significantly with WP1, WP2, WP4, WP5, and WP7 but not with WP3, WP6, WP8, and WP9. CH10 correlated significantly with WP1, WP2, WP3, WP4, WP5, WP7, and WP8 but not with WP6 and WP9. Finally, CH11 correlated significantly with WP1, WP2, WP3, WP4, WP5, WP7, and WP8 but not with WP6 and WP9.

This suggests that all subscales of Expatriates' Characteristics significantly influence the Ability to Build Network with the Arab Managers (WP1), Relationship Level with Arab Managers (WP2), Frequency of Miscommunication with Arab Managers (WP4), and Ability of Integration with Arab Business Community (WP7).

Research question 3: Wasta and current task complexity. Research question 3 examined the relationship between non-Arab managerial expatriates' current task assignment complexity and *wasta* performance in Arab markets. The five items identified non-Arab managerial expatriates' beliefs about the complexity level of their current task. Item 1 (TS1) was designed to measure the complexity level of current task compared to the previous task. Item 2 (TS2) was designed to identify the difference between the current level of job position and the previous one. Item 3 (TS3) was designed to measure the content complexity of the current task compared to the content complexity of the

previous task. Item 4 (TS4) was designed to identify current local employee technical competence level compared to the previous local employees' level of technical competence. Item 5 (TS5) was designed to measure the difference between current local employees' communication skills and the communication skills of local employees on the previous task. From the 175 participants, the majority of responses indicated that local managers have less competency and communication skills in current task compared to their previous task assignment. Responses also indicated that the majority of participants believe that their current assignment is highly different from their previous assignment.

As for TS1 (Current Assignment is more Complex), 5.7% of all 175 participants reported "Strongly Disagree," 68% reported "Disagree," 24.6% reported "Agree," and 1.7% reported "Strongly Agree" with the statement that their current assignment is more complex. For item TS2 (Current Job Position is Higher), 1.1% of participants reported "Strongly Disagree," 46.9% reported "Disagree," 40% reported "Agree," and 12% reported "Strongly Agree" that their current job position is higher. For item TS3 (Current Content is Highly Different), 1.7% of participants reported "Strongly Disagree," 33.1% reported "Disagree," 57.8% reported "Agree," and 7.4% reported "Strongly Agree" that current content of their job is different. For item TS4 (Current Local Employee Technical Competence is Lower), 4% of participants reported "Strongly Disagree," 32% reported "Disagree," 54.9% reported "Agree," and 9.1% reported "Strongly Agree" that their current local employees' technical competence is lower. For item TS5 (Current Local Employee Communication Skills is Lower), 3.4% of participants reported "Strongly Disagree," 36.6% reported "Disagree," 49.1% reported "Agree," and 10.9% reported "Strongly Agree" that the current local employees' communication skills are lower.

In this study, the total scale score of 7.92 (Score range 0-15) on Task Complexity to Wasta Performance scale indicates that expatriates consider their current task complexity as high. This result supports Lee and Croker's (2006) findings about the necessity of providing more training to expatriates when their upcoming task complexity is considered high.

Correlation between the five items of expatriates' *Task Complexity* and the nine *Wasta Performance* indicators was performed to identify and report significant and trend relationships between all independent variable items and dependent *Wasta Performance* indicators. TS1 correlated significantly with WP2, WP5, WP7, and WP8. TS2 correlated significantly only with WP1 and WP2. TS3 correlated significantly with only WP3 and WP6. TS4 correlated significantly with WP1, WP2, WP5, WP7, and WP8. TS5 correlated significantly with WP1, WP2, and WP7. This means that none of the independent variables correlated with WP4 or WP9 indicators of *Wasta Performance* at a significant level.

The findings suggest that if expatriates consider their current assignment as more complex compared to their previous assignment, this consideration will have significant influence on their relationship level with Arab managers (WP2), ability to take their relationship with Arab managers to the personal level (WP5), ability to integrate in the Arab business community (WP7), and ability to meet with Arab managers after work for non-work related matters (WP8). If expatriates' current assignment content is highly different from their previous assignment, it will significantly influence expatriates' ability to influence Arab managers' decision-making. If local managers' competency level is lower compared to the competency of local managers in the previous assignment, it will

significantly influence expatriates' ability to build networks and relationships with Arab managers as well as their integration into the Arab business community. If current local managers have less communication skills compared to communication skills of local managers on the previous assignment, it will significantly influence expatriates' ability to build networks and relationships with Arab managers as well as their integration in the Arab business community.

Research question 4: Wasta and non-Arab cross-cultural differences. Research question 4 examined the relationship between non-Arab managerial expatriates' cross-cultural differences and *wasta* performance in Arab markets and their beliefs about the cultural differences between their home culture and the host culture. Item 1 (CCD1) was designed to identify difference in centralization between expatriates' home culture and host culture. Item 2 (CCD2) was designed to identify difference in distribution of power between expatriates' home culture and host culture. Item 3 (CCD3) was designed to identify difference in risk avoidance between expatriates' home culture and host culture. Item 4 (CCD4) was designed to identify difference in ambiguity between expatriates' home culture and host culture. Item 5 (CCD5) was designed to identify difference in the exchange of loyalty between expatriates' home culture and host culture. Item 6 (CCD6) was designed to identify difference between expatriates' home culture and host culture in emphasizing employee loyalty. Item 7 (CCD7) was designed to identify difference between expatriates' home culture and host culture in emphasizing of challenge. Item 8 (CCD8) was designed to identify difference between expatriates' home culture and host culture in emphasizing success. Item 9 (CCD9) was designed to identify difference between expatriates' home culture and host culture in emphasizing overall loyalty. Item

10 (CCD10) was designed to identify difference in thrift and persistence between expatriates' home culture and host culture. Item 11 (CH11) was designed to identify difference between expatriates' home culture and host culture in tradition and social hierarchy. Concerning CCD1 (distribution of authority), 5.7% of all 175 participants reported "No Difference," 24% reported "Not so Noticeable Difference," 52.6% reported "A Noticeable Difference," and 17.7% reported "Much Difference" in distribution of authority. For CCD2 (distribution of power), 3.4% of all participants reported "No Difference," 22.9% reported "Not so Noticeable Difference," 60.6% reported "A Noticeable Difference," and 13.1% reported "Much Difference" in distribution of power. For CCD3 (risk avoidance), 6.3% of all participants reported "No Difference," 18.9% reported "Not so Noticeable Difference," 61.1% reported "A Noticeable Difference," and 13.7% reported "Much Difference" in risk avoidance. For CCD4 (ambiguity), 4.6% of all participants reported "No Difference," 24% reported "Not so Noticeable Difference," 57.7% reported "A Noticeable Difference," and 13.7% reported "Much Difference" in ambiguity. For CCD5 (exchange of loyalty), 4.6% of all participants reported "No Difference," 26.3% reported "Not so Noticeable Difference," 55.4% reported "A Noticeable Difference," and 13.7% reported "Much Difference" in exchange of loyalty. For CCD6 (emphasizing employee loyalty), 4.6% of all participants reported "No Difference," 26.9% reported "Not so Noticeable Difference," 58.8% reported "A Noticeable Difference," and 9.7% reported "Much Difference" in emphasizing employee loyalty. For CCD7 (emphasizing challenge), 3.4% of all participants reported "No Difference," 24% reported "Not so Noticeable Difference," 60.6% reported "A Noticeable Difference," and 12% reported "Much Difference" in emphasizing challenge.

For CCD8 (emphasizing success), 6.3% of participants reported "No Difference," 26.9% reported "Not So Noticeable Difference," 57.1% reported "A Noticeable Difference," and 9.7% reported "Much Difference" in emphasizing success. For CCD9 (emphasizing overall loyalty), 6.3% of all participants reported "No Difference," 25.1% reported "Not so Noticeable Difference," 59.5% reported "A Noticeable Difference," and 9.1% reported "Much Difference" in emphasizing overall loyalty. For CCD10 (thrift and persistence), 5.7% of all participants reported "No Difference," 27.4% reported "Not so Noticeable Difference," 59.5% reported "A Noticeable Difference," and 7.4% reported "Much Difference" in thrift and persistence. For CCD11 (tradition and social hierarchy), 5.7% of all participants reported "No Difference," 18.3% reported "Not so Noticeable Difference," 59.4% reported "A Noticeable Difference," and 16.6% reported "Much Difference" in tradition and social hierarchy.

In this study, the majority of participants indicated a noticeable difference between their home culture and host culture in all subscales of Cross-Cultural Differences. . The total score for Cross-Cultural Differences to Wasta Performance scale was 19.57 (range 0-33), indicating that expatriates consider their home culture significantly different from the host culture. This supports previous studies related to cross-cultural differences as well as Hofstede's (1991) cross-cultural dimensions.

Correlations among 11 items of expatriates' *Cross-Cultural Differences* and the nine *Wasta Performance* indicators were performed to identify and report significant and trend relationships between all independent variables and dependent variable of *Wasta Performance*. It was found that none of the independent variables related to Non-Arab expatriates' Cross-Cultural Differences correlated significantly with the dependent

variables of WP4, WP5, and WP6. On the other hand, the results indicated significant correlations of CCD1 with WP8 and WP9; CCD2 with WP8 and WP9; CCD3 with WP9; CCD5 with WP8; CCD6 with WP3 and WP8; CCD7 with WP1 and WP8; CCD9 with WP1, WP2, WP7, and WP9; and CCD10 with WP1 and WP2. CCD4, CCD8 and CCD11 did not correlate with any of the Wasta indicators.

In conclusion, high cross-cultural differences between the home culture and the host culture can significantly influence expatriates' ability to build a network and relationships with Arab managers, ability to integrate into the Arab business community, and ability to influence Arab managers' decision-making.

Research question 5: Wasta and non-Arab training, characteristics, task, and cross-cultural differences. Research question 5 examined the relationship of Wasta Performance with non-Arab managerial expatriates' Training, Characteristics, Task Complexity, and Cross-Cultural Differences. Non-Arab expatriates' Wasta Performance scale included nine items to identify non-Arab managerial expatriates' beliefs about their *wasta* performance. Indicator 1 (WP1) was designed to measure Ability to Build Network with the Arab Managers. Indicator 2 (WP2) was designed to measure expatriates' Relationship with Arab Managers. Indicator 3 (WP3) was designed to measure expatriates' Understanding of How Arab Managers Make Decisions. Indicator 4 (WP4) was designed to measure expatriates' Frequency of Miscommunication with Arab Managers. Indicator 5 (WP5) was designed to measure expatriates' Ability to Take Relationships with Arab Managers to the Personal Level. Indicator 6 (WP6) was designed to measure expatriates' Ability to Influence Arab Managers' Decision-Making. Indicator 7 (WP7) was designed to measure expatriates' Ability to Integrate with Arab

Business Community. Indicator 8 (WP8) was designed to measure expatriates' Meeting with Arab Managers after Work for Non-Work Related Matters. Indicator 9 (WP9) was designed to measure whether expatriates believe that Influencing Arab Managers' Decision-Making is Ethical. For WP1 (Ability to Build Network with the Arab Managers), 8.6% of all 175 participants reported "Strongly Disagree," 58.8% reported "Disagree," 28.6% reported "Agree," and 4% reported "Strongly Agree" with this indicator of ability. For item WP2 (Relationship is Strong with Arab Managers), 5.7% of all participants reported "Strongly Disagree," 53.7% reported "Disagree," 32% reported "Agree," and 8.6% reported "Strongly Agree," that their relationship with Arab managers is strong. For item WP3 (Understanding How Arab Managers Make Decisions), 3.4% of all participants reported "Strongly Disagree," 16% reported "Disagree," 73.7% reported "Agree," and 6.9% reported "Strongly Agree" with the statement inquiring about their understanding of Arab managers' decision-making. For item WP4 (Rarely Having Miscommunication with Arab Managers), 4% of all participants reported "Strongly Disagree," 53.7% reported "Disagree," 37.7% reported "Agree," and 4.6% reported "Strongly Agree" that their miscommunication with Arab managers is rare. For item WP5 (Ability to Take Relationship with Arab Managers to the Personal Level), 7.4% of all participants reported "Strongly Disagree," 60% reported "Disagree," 28% reported "Agree," and 4.6% reported "Strongly Agree" that they take their relationship with Arab managers to the personal level. For item WP6 (Ability to Influence Arab Managers' Decision-Making), 5.1% of all participants reported "Strongly Disagree," 21.1% reported "Disagree," 68.6% reported "Agree," and 5.2% reported "Strongly Agree" that they have ability to influence Arab manager's decision making. For item WP7 (Ability to Integrate

with Arab Business Community), 7.4% of all participants reported "Strongly Disagree," 61.7% reported "Disagree," 27.4% reported "Agree," and 3.5% reported "Strongly Agree" with the statement assessing their ability to integrate with Arab business community. For item WP8 (Meeting with Arab Managers After Work For Non-Work Related Matters), among 13.1% of all participants reported "Strongly Disagree," 68.6% reported "Disagree," 15.4% reported "Agree," and 2.9% reported "Strongly Agree" with this statement. For item WP9 (It is Ethical to Influence Arab Managers' Decision Making), 4.6% of participants reported "Strongly Disagree," 24.5% reported "Disagree," 67.5% reported "Agree," and 3.4% reported "Strongly Agree" with the statement assessing the ethics of influencing Arab manager's decision-making.

The majority of respondents reported low *wasta* performance, and the average score for all participants on *Wasta Performance Indicator* was 13 (Score ranged from 0-27). Respondents reported high *wasta* performance in terms of their ability to understand and influence Arab managers' decision-making.

Correlation analysis among six items measuring expatriate's training and nine Wasta Performance Indicators was performed to identify and report significant and trend relationships between all independent variables and dependent variable of Wasta Performance. The results indicated only two significant correlations between TR5 and WP3 and between TR6 and WP8, both significant at a .05 level. Other expatriates' Training variables did not significantly correlate with Wasta Performance indicators.

Multiple regression analyses of the four independent variables of *Expatriates' Training, Expatriates' Characteristics, Task Complexity,* and *Cross-Cultural Differences* on the dependent variable *Wasta Performance* was conducted.

The results indicate that, first, expatriates' training has significant influence on Wasta Performance indicator of ability to build network with Arab managers. Second, expatriates' Characteristics have significant influence on Wasta Performance indicators of ability to build network and relationship with Arab managers, ability to understand Arab managers' decision making, and ability to integrate in the Arab business community. Third, Task Complexity has significant influence on Wasta Performance indicators of ability to build a network and relationships with Arab managers and ability to integrate in the Arab business community. Fourth, Cross-Cultural Differences have significant influence on Wasta Performance indicators of ability to build network and strong relationship with Arab managers and understanding Arab managers' decision-making.

Summary and interpretations of the results of hypotheses testing.

To test the proposed hypotheses, simple and multiple regression analysis using SPSS was conducted to find the best explanatory model. Variables were entered in the regression model to produce the highest explanatory power (R^2). Steps of parceling all previously entered variables continued until all variables were entered in the model to produce adjusted R^2, which accounts for the number of variables in the model.

Hypotheses 1 examined the relationship between previously taken non-Arab managerial expatriate's training and *wasta* performance in Arab markets. Hypothesis 2 examined the relationship between the characteristics of non-Arab managerial expatriates and *wasta* performance in Arab markets. Hypotheses 3 examined the relationship of non-Arab expatriates' beliefs about the difference in their current and previous task complexity with *wasta* performance in Arab markets. Hypotheses 4 examined the

relationship of non-Arab expatriates' home culture and host culture with *wasta* performance in Arab markets. Hypotheses 5 examined the relationship of the combination of training, characteristics, task complexity, and cross-cultural differences with *wasta* performance in Arab markets. Table 5-2 summarizes the results of the hypotheses testing and shows the results that supported, partially supported, or did not support the proposed hypotheses.

Table 5-2

Summary of Research Hypotheses and Testing

Hypotheses	Results	Percent of Variance Explained (Adjusted R^2 – R^2)
H1: Expatriates' training has significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets.	Not Supported	2.9%-7.1%
H2: Personal and professional characteristics of non-Arab managerial expatriates have significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets.	Partially Supported	17.4%-22.6%
H3: Task complexity has significant influence on *wasta* "networking" performance of non-Arab managerial expatriates in Arab markets.	Partially Supported	4.5%-11.1%
H4: Cross-Cultural Differences between the non-Arab expatriates' home culture and the Arab culture have significant influence on non-Arab managerial expatriates' *wasta* "networking" performance in Arab markets.	Partially Supported	7.5%-13.4%
H5: Non-Arab expatriates' training, personal and professional characteristics, task complexity, and cross-cultural differences have significant influence on non-Arab managerial expatriates' *wasta* "networking" performance in Arab markets.	Partially Supported	25.7%-43.7%

Table 5-3 presents a summary of the explanatory variables and the best models for explaining Wasta Performance to support research hypothesis H2 and hypothesis H5. Each explanatory relationship is reported as an inverse (-) or positive (+) relationship.

Table 5-3

Summary of Explanatory Variables of Expatriates' Characteristics and Training, Characteristics, Task Complexity, and Cross-Cultural Differences and the Best Model for Explaining Wasta Performance to Support Hypothesis 2 and Hypothesis 5

Explanatory Variables	**Wasta Performance**									
	Wasta Ability	Relationship Level	Understanding Decision Making	Communication	Personal Level Relationship	Influence Decisions	Integration	Meeting After Work	Ethicality of Influencing Decisions
Expatriates' Characteristics	$H_2(+)$	$H_2(+)$	$H_2(+)$	$H_2(+)$	$H_2(+)$		$H_2(+)$	$H_2(+)$	
Ability to Adapt									
Local Managers Tech. Competency									
Family Adaptation									
Human Relations									
Local Managers Communication Skills						$H_2(-)$			$H_2(-)$
Understanding Host Culture									
Knowledge of Host Culture									
Emotional Stability									
Openness to Others									
Self-confidence									
Trust in Local Managers									
Total Variables	$H_5(+)$	$H_5(+)$	$H_5(+)$					$H_5(+)$	$H_5(+)$
Expatriates' Training									
Expatriates' Characteristics									
Task Complexity					$H_5(-)$	$H_5(-)$			
Cross-Cultural Differences									

Hypothesis 1: Expatriates' training and wasta performance. Hypothesis 1 tested the relationship between non-Arab managerial expatriates' training prior to being posted

in Arab markets and their *wasta* performance. Expatriates' training was measured using a modified 6-item expatriate's training survey developed by Lee and Croker (2006). Expatriates' training scale comprised six subscales of cross-cultural training, language training, family training, *wasta* training, leadership training, and other training. Expatriates' Training explained 2.5% to 7.1% of the variance in *wasta* performance. The result of the regression analysis did not support hypothesis 1 because none of the subscales explained the *wasta* performance outcome.

According to these findings, hypothesis 1 was not supported because there was no significant correlation between any of *Expatriate's Training* subscales and *Wasta Performance* indicators. According to R^2, of *Expatriate's Training* subscales did not strongly predict *Wasta Performance*.

Hypothesis 2: Expatriates' characteristics and wasta performance. Hypothesis 2 tested the relationship between non-Arab managerial expatriates' characteristics and their *wasta* performance. Expatriates' characteristics were measured using a modified 11-item expatriates' characteristics survey developed by Lee and Croker (2006). Expatriates' characteristics scale comprised 11 subscales of Ability to Adapt, Local Managers' Technical Competency, Family Adaptation, Human Relations, Communication Skills, Understanding the Host Culture, Language Skills, Emotional Stability, Openness to Others, Self-confidence, and Trust in Local Managers. Expatriates' Characteristics to Wasta Performance explained 3.6% to 22.6% of the variance in *wasta* performance.

The result of the regression analysis partially supported hypothesis 2 because the Ability to Build Wasta with Arab Managers, Relationship Level with Arab Managers, Understanding Arab Managers' Decisions Making, Frequency of Miscommunication

with Arab Managers, Ability to Take Relationship with Arab Managers to the Personal Level, Ability of Integration with Arab Business Community, and Meeting with Arab Managers After Work For Non-Work Related Matters were significant predictors of *wasta* performance outcome.

The results of this study supported the findings of previous studies on the importance and influence of integrating expatriates' characteristics in the selection process (Gregersen, Morrison & Black, 1998; Lee & Croker, 2006). Unfortunately, most multi-national organizations do not consider candidates' characteristics when selecting expatriates to work in overseas offices. This is often associated with high performance failure rate of expatriates (Mendenhall, Dunbar & Oddou, 1987).

Hypothesis 3: Task complexity and wasta performance. Hypothesis 3 tested the relationship of non-Arab managerial expatriates' perception of the difference in their previous and current Task Complexity with their *wasta* performance. Task Complexity was measured using a modified 5-item task complexity survey developed by Lee and Croker (2006). The Task Complexity scale comprised 5 subscales of task complexity difference, job position difference, task content difference, local employee technical competency difference, and local employee communication skills difference. Task Complexity to Wasta Performance explained 3.1% to 11.1% of the variance in *wasta* performance.

The result of the regression analysis partially supported hypothesis 3 because the Ability to Build Network with the Arab Managers, Relationship Level with Arab Managers, Ability to Take Relationship with Arab Managers to the Personal Level, Ability to Influence Arab Managers' Decision Making, Ability of Integration with Arab

Business Community, Meeting with Arab Managers After Work For Non-Work Related Matters, and Influencing Arab Managers' Decision Making is Ethical were significant predictors of the *wasta* performance outcome.

The result of this study supported the findings of previous study by Lee and Croker (2006) on the importance and effect of the level of task complexity on the need for more training of expatriates before posting them to international assignments.

Hypothesis 4: Cross-cultural differences and wasta performance. Hypothesis 4 tested the relationship of the difference in home culture and host culture of non-Arab managerial expatriates with their *wasta* performance. Cross-Cultural differences were measured using a modified 11-item survey developed by Lee and Croker (2006). Cross-Cultural differences scale comprised 11 subscales of centralization, distribution of power, risk avoidance, ambiguity, exchange of loyalty, emphasis of loyalty, emphasis of challenge, emphasis of cultural differences, emphasis of overall loyalty, thrift persistence, and social hierarchy. Cross-Cultural Differences explained 4.4% to 13.4% of the variance in *wasta* performance.

The result of the regression analysis partially supported hypothesis 4 because Relationship Level with Arab Managers and Influencing Arab Managers' Decision Making is Ethical were significant predictors of *wasta* performance outcome.

The result of this study supported the findings of previous studies on the importance and effect of cross-cultural differences on expatriates' success in *wasta* in Arab markets (Cunningham & Sarayrah, 1994; Weir & Hutchings, 2005). The result also supports the findings of previous studies on the importance of cross-cultural training on

the success of expatriates in international assignments (Hofstede, 1991; Lee & Croker, 2006; Makhoul & Harrison, 2004).

Hypothesis 5: Expatriates' training, characteristics, task complexity, and cross-cultural differences effects on wasta performance. Hypothesis 5 tested the relationship between all independent variables (Total) and *wasta* performance. The variables were measured on a 9-item expatriates' Wasta Performance Scale developed by the researcher. Expatriates' Wasta Performance Indicator scale comprised 9 subscales of ability to build network with Arab managers, relationship level with Arab managers, understanding of Arab managers' decision making, frequency of miscommunication with Arab managers, ability to take relationship with Arab managers to the personal level, ability to influence Arab managers' decisions, ability to integrate in the Arab business community, ability to meet with Arab managers after work for non-work related matters, and ethicality of influencing Arab managers' decision making.

Total independent variables explained between 20.8% and 41.2% of the variance in *wasta* performance.

The result of the regression analysis partially supported the hypothesis because ability to build network with Arab managers, relationship level with Arab managers, understanding of Arab managers' decision-making, ability to meet with Arab managers after work for non-work related matters, and ethicality of influencing Arab managers' decision-making were significant predictors of *wasta* performance.

The result of this study supported the findings of previous studies on the importance and effect of training on expatriates' performance (Forster, 2000; Katz & Seifer, 1996). Our study emphasizes integrating expatriates' characteristics in the

selection process (Gregersen, Morrison & Black, 1998; Lee & Croker, 2006), considering the difference in previous and current task complexity when training expatriates (Lee & Croker, 2006), and considering the effect of cross-cultural differences on the performance of expatriates in international assignments (Cunningham & Sarayrah, 1994; Hofstede, 1991; Lee & Croker, 2006; Makhoul & Harrison, 2004; Weir & Hutchings, 2005).

Practical Implications

The key objective of this study was to examine the relationship of expatriates' training, characteristics, task complexity, and cross-cultural differences with *wasta* performance of non-Arab managers in Arab markets. This study has the following practical implications for non-Arab expatriates and multi-national organizations in Arab markets:

1. Multinational organization leaders must invest more in both cultural training and selection process of expatriates before posting them in Arab markets (Gregersen, Morrison & Black, 1998).

2. Managers who are successful in their home country are not necessarily going to be successful in other countries. Business characteristics change from one country to another and that requires managers with different characteristics who would fit the business characteristics in the host country better (Neal, Finlay & Tansey, 2005).

3. When multinational organizations move their employees from one country to another, it is important to consider the difference between employees' previous task and current task. Difference in task complexity will lead to different level of overall performance and *wasta* performance (Lee & Croker, 2006).

4. Multinational organizations must provide sufficient cultural training for their employees before posting them in different markets. Training must be adequate and specific to the culture of the host country (Katz & Seifer, 1996; Lee & Croker, 2006)
5. Expatriates who are relocating together with their families to a different cultural country must insist in enrolling their family members in cross-cultural training that is specific to the culture to which they are relocating. High failure rate of expatriates is also associated with inability of their families to adapt to the host culture (Forster, 2000).

Conclusions

In this study, most non-Arab expatriates working in the U.A.E. did not take any training related to their relocation to Arab markets. It was found that only 6.3% of non-Arab expatriates have taken cross-cultural training; 10.3% have taken Arabic language training; 1.7% has taken *wasta* training; only 2.9% of their families have taken training before their departure to the U.A.E.

1. This study did not find any evidence that training has significant influence on non-Arab expatriates' *wasta* performance. however, there is evidence that offering leadership training to non-Arab expatriates prior to their departure to an Arab market will contribute to their ability to understand Arab managers' decision-making and enhance their performance in influencing decision making of Arab managers and offering Arab cultural specific training to non-Arab

expatriates before their departure to an Arab market will also contribute to their ability to build better relationship with Arab managers.

2. Non-Arab expatriates currently working in Arab markets have appropriate characteristics to perform well with *wasta*. However, there is great room for improvement in the areas of language knowledge and trust in local employees. This study identified that only 31.4% of non-Arab expatriates are interested in Arabic language knowledge and only 43.4% of them have trust in local employees.
3. While expatriates' characteristics are very important for their success in Arab markets, this study found no relation between expatriates' characteristics and their ability to influence Arab managers' decision-making.
4. Non-Arab expatriates' characteristics have significant influence on their ability to build *wasta* with the Arab Managers, build relationship with Arab Managers, enhance their communication skills with Arab managers, and ability to integrate with Arab Business Community.
5. A considerable number of non-Arab expatriates who are currently working in the U.A.E. (34.8%) think that their current assignment is more complex compared to their previous assignment. Overall, 65.2% think their current assignment content is different compared to their previous assignment, 64% think local employees in their current assignment have less technical competency compared to employees in previous assignment, and 60% believe that local employees in current assignment have less communication skills compared to local employees in their previous assignment. This result supports the findings of Lee and Croker (2006)

about the necessity of considering the impact of task complexity on expatriates' performance.

6. Non-Arab expatriates' task in Arab markets have significant influence on their ability to build relationships with Arab managers, take their relationship with Arab managers to the personal level, integrate in the Arab business community, and meet with Arab managers after work for non-work related matters.
7. The majority of non-Arab expatriates who are currently working in the U.A.E. consider cross-cultural differences between their home culture and the Arab culture as noticeable or much different. Overall, 69.7% of them consider distribution of authority as noticeable or much different, 73.7% consider distribution of power as different, 74.8% consider risk avoidance as different, 70.8% consider ambiguity as different, 69.1% consider exchange of loyalty as different, 68.6% consider emphasis on employee loyalty as different, 72.6% consider emphasis on challenge as different, 66.8% consider emphasis on success as different, 68.5% consider emphasis on overall loyalty as different, 66.8% consider thrift and persistence as different, and 76% consider tradition and social hierarchy as different. This result supports Hofstede's (1991) study on the national cultural differences, which emphasized the importance of considering cross-cultural differences when posting expatriates in international assignments.
8. Cross-Cultural differences between the home culture and the Arab culture partially influence expatriates' ability to build network, ability to establish relationship with Arab managers, ability to integrate in the Arab business community, and ability to influence Arab managers' decision-making.

9. The majority of non-Arab expatriates currently working in the U.A.E. are performing very well in understanding and influencing Arab managers' decision-making. It was found that 80.6% of them understand how Arab managers make decisions, 73.7% of them are able to influence Arab managers' decision-making, and 70.8% of them consider it ethical to influence Arab managers' decision-making. However, few of them are performing well according to the Wasta Performance Indicator Scale developed by the researcher (32.6% are able to build network with the Arab managers; 40.6% are able to establish a strong relationship with Arab managers; 42.3% of them rarely have miscommunication with Arab managers; 32.6% of them are able to take their relationship with Arab managers to the personal level; 30.8% of them are able to integrate with the Arab business community; 18.3% of them are meeting with Arab managers after work for non-work related matters.
10. From the multiple regression of total Wasta Performance score and the combined variables of Expatriates' Training, Characteristics, Task Complexity, and Cross-Cultural Differences, it was found that Expatriates' Training partially influences Wasta Performance indicator of ability to build network with Arab managers. Expatriates' Characteristics partially influence Wasta Performance indicators of ability to build network and relationship with Arab managers, ability to understand Arab managers' decision making, and ability to integrate in the Arab business community. Task Complexity partially influences Wasta Performance indicators of ability to build a network and relationships with Arab managers, and ability to integrate in the Arab business community. Cross-Cultural differences

partially influence Wasta Performance indicators of ability to build network and strong relationship with Arab managers and understand Arab managers' decision-making.

Limitations

1. As all participants are located only in the United Arab Emirates, it does not allow for generalizing the results to other Arab countries.
2. Conducting an online survey reduced the assurance that responses were only from the targeted population, increasing the possibility of receiving responses from participants who may not be of non-Arab managerial expatriates.
3. This study focused on *wasta* performance of non-Arab managerial expatriates only and did not include non-managerial expatriates.
4. This study focused only on expatriates' training, characteristics, task, and culture to *wasta* and did not cover other challenges that non-Arab expatriates in Arab markets face.
5. Non-experimental design has been considered as weaker compared to experimental design; and thus using non-experimental design in this study was a weakness.
6. Items developed by the researcher have not been tested previously, which is a weakness in this study.
7. The sample size and response rate (.33%) were small. While 53208 surveys were sent out, only 297 surveys were returned and only 175 of them were usable.

Recommendations for Future Study

1. This study measured *wasta* and non-Arab managerial expatriates' training, characteristics, task complexity, and cross-cultural difference in Arab markets. Future study may expand to include non-managerial expatriates in Arab markets.
2. More research needs to investigate *wasta* and its characteristics in Arab markets. Future research may focus on the differences between *wasta* in the Arab culture and network in other cultures.
3. It has been argued that *wasta* can involve illegal practices, such as corruption and non-ethical integrity. Future research may investigate the legality of *wasta* according to different countries' regulations and code of ethics.
4. The literature argues about the effect of *wasta* on an economy. Some researchers argue it is good for the economy while others disagree. Future research may investigate the effect of *wasta* on economy.
5. This study investigated the effect of expatriates' training on *wasta* but it did not specify the types and topics of training required to improve non-Arab expatriates' *wasta* performance. Future research needs to examine the details of required training to improve non-Arab expatriates' *wasta* performance.
6. This study investigated the effect of non-Arab expatriates' characteristics on *wasta* performance and indicated the characteristics that may influence *wasta* performance. Future research may concentrate on how to improve such characteristics to improve non-Arab expatriates' *wasta* performance.
7. This study investigated task complexity and found that it influences non-Arab expatriates' performance. Further research needs to assess how to identify the

difference between the complexity of different tasks and how to decrease the negative effect of such difference on expatriates' performance.

8. This study investigated the effect of cross-cultural differences between non-Arab expatriates from different cultures on *wasta* performance. It is recommended that future studies investigate the effect of cross-cultural differences between specific culture and the Arab culture on *wasta* performance. This may provide results that would be more specific.
9. Future research needs to focus on how to reduce the effect of cross-cultural differences on *wasta* performance. This study provided the base knowledge and confirmed the effect of cross-cultural differences on *wasta* performance. Future research may expand upon this study by investigating solutions to such negative effects.
10. This study investigated non-Arab managerial expatriates in the U.A.E. only. Future research needs to be conducted in other Arab countries to provide a result that could be generalized to the entire Arab culture.

The goal of this study was to contribute to the literature on *wasta* and non-Arab expatriates' training, characteristics, task complexity, and cross-cultural differences. The variables in this study explained 25.7% to 43.7% of the variance in *wasta* performance and provided a contribution to the body of knowledge. This study provides important insights into *wasta* performance to ensure success of non-Arab expatriates in *wasta* and to guide multinational organizations on how to achieve success in Arab markets. Chapter V discussed the summary and interpretation of

findings, practical implications, conclusions, limitations, and recommendations for future studies.

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Appendix A

Survey Instrument

Part 1: Basic Information of the Firm and the Respondent

1.Basic information of the respondents

1.1 Nationality -- Select Country --

1.2 Gender: Female Male

1.3 Age: under 31 31-40 41-50 51-60 61 or above

1.4 Highest obtained degree: Less Than High School Degree High School Degree Undergraduate Degree Master's Degree Doctorate or Above Degree

2. Working and expatriate experience

2.1 Currently your expatriation work is in U.A.E.? Yes No

2.2 Total years of working experience Less Than 5 Years 5-10 Years 11-15 Years 16-20 Years 21 Years or More

2.3 Total years of expatriate experience Less Than 5 Years 5-10 Years 11-15 Years 16-20 Years 21 Years or More

2.4 Total years as an expatriate working in the U.A.E. Less Than 5 Years 5-10 Years 11-15 Years 16-20 Years 21 Years or More

From "A contingency model to promote the effectiveness of expatriate training (2006)". Industrial management & data systems. Emerald Group Publishing Limited, 106(8), 1187-1205. Adapted and modified with permission of Lee and Croker.

Part 2: Expatriate's Training

1. Have you taken Cross-Cultural training before your departure to the host country?

Yes No

If yes, please write the name(s) of training here:

2. Have you taken Arabic language training before your departure to the host country?

Yes No

3. Have you taken "*Wasta*" networking training or orientation before your departure to the host country?

Yes No

If yes, please write the name(s) of training here:

4. Were your family members, if any, offered any kind of training before departure?

Yes No N/A

If yes, please write the name(s) of training here:

5. Have you taken any leadership training before your departure to the host country?

Yes No

If yes, please write the name(s) of training here:

6. Have you taken any other training before your departure to the host country?

Yes No

If yes, please write the name(s) of training here:

Part 3: Expatriate's Characteristics

Please read the following questions and select the most appropriate response.

Please evaluate the extent of the following characteristics that best fit you.	Very Low	Low	High	Very High
	1	2	3	4
1. Ability to adapt in host culture	○	○	○	
2. Technical competence	○	○	○	
3. Family adaptability in host culture	○	○	○	
4. Human relations	○	○	○	
5. Communication skills	○	○	○	
6. Understanding the culture in host country	○	○	○	
7. Knowledge of host country language	○	○	○	
8. Emotional stability	○	○	○	
9. Openness to others	○	○	○	
10. Self-confidence	○	○	○	
11. Trust in local employees	○	○	○	

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Part 4: Expatriate's Task Assignment

Please read the following questions and select the most appropriate response.

Please evaluate the extent of the following statements and select the appropriate answers	Strongly Disagree	Disagree	Agree	Strongly Agree
	1	2	3	4

1. This assignment is much more complex than my previous expatriate assignment.	○	○	○	○
2. The job position of this expatriate assignment is higher than my previous assignment.	○	○	○	○
3. The job content of this expatriate assignment is highly different from my previous expatriate assignment.	○	○	○	○
4. The technical competence of local managers of this expatriate assignment is lower than my previous assignment.	○	○	○	○
5. The communication skills of local managers of this expatriate assignment is lower than my previous assignment.	○	○	○	○

From "A contingency model to promote the effectiveness of expatriate training (2006)". Industrial management & data systems. Emerald Group Publishing Limited, 106(8), 1187-1205. Adapted and modified with permission of Lee and Croker.

Part 5: Cross-Cultural Differences

Please read the following statements and select the best answer based on your experiences.

Please evaluate the cross-cultural differences of the following items between the parent country and the host country and select the most appropriate answers.	No Difference	Not So Noticeable Difference	A Noticeable Difference	Much Difference
	1	2	3	4
1. The extent of the centralization of authorities in the organization.	○	○	○	○
2. The extent that managers and employees recognized that power is distributed unequally as the operation mode of the firm.	○	○	○	○
3. The extent that managers and employees try to avoid risk.	○	○	○	○
4. The extent that managers and employees feel threatened by ambiguity.	○	○	○	○

5. The extent that managers and employees tend to look after each other in exchange for loyalty.	○	○	○	○
6. The extent that managers and employees emphasize employee loyalty.	○	○	○	○
7. The extent that managers and employees emphasize recognition and challenge	○	○	○	○
8. The extent that managers and employees emphasize success.	○	○	○	○
9. The extent that managers and employees emphasize loyalty.	○	○	○	○
10. The extent that managers and employees emphasize thrift and persistence.	○	○	○	○
11. The extent that managers and employees value loyalty, honor, tradition and social hierarchy	○	○	○	○

From "A contingency model to promote the effectiveness of expatriate training (2006)". Industrial management & data systems. Emerald Group Publishing Limited, 106(8), 1187-1205. Adapted and modified with permission of Lee and Croker.

Part 6: Expatriate's *Wasta* Performance

Please read the following items and select the most appropriate response.

Please evaluate the extent of the following statements and select the most appropriate answers	Strongly Disagree	Disagree	Agree	Strongly Agree
	1	2	3	4
1. I am able to build network "*wasta*" among the Arab managers.	○	○	○	○
2. My relationship with Arab managers is strong and valuable.	○	○	○	○
3. I understand how Arab managers make decisions.	○	○	○	○

4. I rarely have mis-communication with Arab managers.	○	○	○	
5. I am able to take my relationship with Arab managers to the personal level.	○	○	○	
6. I can influence the decision making of Arab managers.	○	○	○	
7. It was easy for me to integrate within the Arab business community.	○	○	○	
8. I often meet with Arab managers after working hours for non-work related matters.	○	○	○	
9. I feel that it is ethical to influence Arab managers' decisions.	○	○	○	

Appendix B

Lee and Croker's (2006) Permissions

Rami AlJbour

From: Li-Yueh Lee [redacted] **Sent:** Sun 2/28/2010 12:04 PM
To: Li-Yueh; Rami AlJbour
Cc: Robert Croker
Subject: Re: Permission Request
Attachments:

Dear Rami:

Thank you very much for your email. I hereby agree that you can use the questionnaire items as shown in http://140.116.95.163/amylee.
However, as you can see from the paper, the items that I have used in the paper were adopted from previous studies. If you read my paper in the methodology section, you will know where they come from and you can check the questionnaire items from these authors. Please kindly cite our paper when you publish your paper.

Best regards;

Li-Yueh Lee (Amy)

On Sun, Feb 28, 2010 at 11:04 PM, Li-Yueh Lee <[redacted] wrote:

---------- Forwarded message ----------
From: **Rami AlJbour** <[redacted]
Date: Wed, Feb 24, 2010 at 1:51 PM
Subject: RE: Permission Request
To: Robert Croker [redacted]

Dr. Lee,

I sent you the below email and did not receive a response from you. Due to the requirement of the IRB to obtain your permission I request your reply on my request. It is very important that I receive your response as soon as possible. I appreciate your time and hope to hear from you soon.

Thank you.

Rami H. Aljbour
Global Leadership PhD. Student
Lynn University
Cell: [redacted]
Alt. Email: [redacted]

From: Rami AlJbour
Sent: Tue 2/9/2010 8:51 PM
To: Robert Croker; [redacted]
Subject: Permission Request

Dr. Lee,

I am a PhD. Student at Lynn University in Boca Raton, Florida. I am majoring in Global Leadership with a specialization in corporate and organizational management. My dissertation focus is on the impact of personal and professional characteristics, task complexity, and cultural differences of non-Arab leaders on their success in wasta "favorism and networking" in the Arab markets, and the topic, "The impact of personal and professional characteristics, task complexity, expatriate training, and cultural

You replied on 2/26/2010 12:02 AM.

Rami AlJbour

From: Robert Croker [redacted] **Sent:** Wed 2/24/2010 3:47 PM
To: Rami AlJbour
Cc:
Subject: Re: Permission Request
Attachments:

Rami:

As you have been unable to contact Dr. Lee, and as I do not have another email address for her I will authorize you to use the instrument as her former academic advisor in her doctoral program and co-author of the article you reference. I hope this assists you in your pursuit.

Robert Croker

On Tue, Feb 23, 2010 at 10:51 PM, Rami AlJbour <[redacted]> wrote:
Dr. Lee,

I sent you the below email and did not receive a response from you. Due to the requirement of the IRB to obtain your permission I request your reply on my request. It is very important that I receive your response as soon as possible. I appreciate your time and hope to hear from you soon.

Thank you.

Rami H. Aljbour
Global Leadership PhD. Student
Lynn University
Cell: [redacted]
Alt. Email: [redacted]

From: Rami AlJbour
Sent: Tue 2/9/2010 8:51 PM
To: Robert Croker; [redacted]
Subject: Permission Request

Dr. Lee,

I am a PhD. Student at Lynn University in Boca Raton, Florida. I am majoring in Global Leadership with a specialization in corporate and organizational management. My dissertation focus is on the impact of personal and professional characteristics, task complexity, and cultural differences of non-Arab leaders on their success in wasta "favorism and networking" in the Arab markets, and the topic, "The impact of personal and professional characteristics, task complexity, expatriate training, and cultural background on non-Arab leader's performance in networking "wasta" in the Arab markets" I have submitted my qualifying paper and have been approved by Lynn University members.

I reviewed and thoroughly studied your article "A Contingency Model to Promote the Effectiveness of Expatriate Training". I admire your hard work, and Dr. Croker, to investigate the effectiveness of training Korean and Chinese managers. I find your article as one of the most important articles in that area.

I am interested in using your instrument and questionnaires that you used to investigate your sampled population. . I will survey non-Arab leaders in the UAE and Jordan and to measure the impact of their personal and professional characteristics, training, task complexity, and cultural background on their performance of building networks "wasta" in the Arab markets.

I am hereby requesting your permission to use your questionnaires located at the link (http://140.116.95.163/arwlee/) and use your instrument to measure and analyze responses. Furthermore, I request your permission to adapt and change some of the items have better fit for the Arab market and the topic of networks "wasta".

Kindly accept my request and grant me the permission to use and change some of the questionnaires in your survey. My dissertation supervisor is Dr. Farida Farazmand and she can be reached at:

Appendix C

Lynn University IRB Approval

LYNN UNIVERSITY

3601 North Military Trail
Boca Raton, FL 33431-5598
Via Email: [redacted]

October 27, 2010

Rami H. Aljbour
C/O Ahmad Aljbour
[redacted]

Dear Rami:

The proposal that you have submitted, "*Wasta and Non-Arab Training, Characteristics, Task, and Culture in Arab Markes*" has been granted for approval by the Lynn University's Institutional Review Board.

You are responsible for complying with all stipulations described under the Code of Federal Regulations 45 CFR 46 (Protection of Human Subjects). This document can be obtained from the following address:

http://www.hhs.gov/ohrp/humansubjects/guidance/45cfr46.htm

Attached is Form 8 (Termination Form) that needs to be completed and returned to Ms. Teddy Davis at [redacted] when you fulfill your study. You are reminded that should you need an extension or report a change in the circumstances of your study, an additional document must be completed.

Good luck in all your future endeavors!
Warmest regards,

Dr. Theodore Wasserman

Dr. Theodore Wasserman, IRB Chair
Cc: Dr. C. Patterson
File # 2010-F025
Dr. Ralph Norcio

Appendix D

Email Invitation

To:

From: [redacted]

Subject: Non-Arab Expatriates in the U.A.E. Survey

Body: Dear Non-Arab Expatriate,

I, Rami H. Aljbour, am a doctoral student at Lynn University located in Boca Raton, Florida, U.S.A. I am studying Global Leadership, with a specialization in Corporate and Organizational Management. One of my degree requirements is to conduct a research study. You are being asked to participate in my research study. Your participation is entirely voluntary.

Here is a link to the survey:
https://www.surveymonkey.com/s.aspx

PURPOSE OF THIS RESEARCH STUDY: The study is about the impact of an expatriate's training, personal and professional characteristics, task complexity, and cross-cultural differences on your networking "wasta" performance in Arab markets. This study attempts to explain the problem of a non-Arab managers' poor performance when dealing with Networks, known as Wasta, in Arab markets by concluding to define the impact of an expatriate's training, personal and professional characteristics, task complexity, and cultural differences on the performance of non-Arab leaders in the Arab markets.

The survey should take no longer than 15 minutes to complete. After completion of the survey, you will submit it by clicking on the DONE button on the last page of the survey. Please do not write any personal identifiers on typed-in sections, such as your name and address.

This study involves minimal risk. You may find that some of the questions are sensitive in nature. Participation in this study requires a minimal amount of your time and effort.

POSSIBLE BENEFITS: There may be no direct benefit to you in participating in this research; however, knowledge may be gained which may help you to understand relationships among your characteristics, task complexity, cross-cultural differences, and trainings to networks "wasta" performance in Arab markets.

ANONYMITY: The survey will be anonymous (no names, no social numbers, no ID numbers, no driver's license numbers, etc.) You will not be identified and data will be reported as "group" responses. Participation in this survey is voluntary.

The researcher appreciates your participation and contribution to knowledge. If you do not wish to receive any emails please click on this link
https://www.surveymonkey.com/optout.aspx