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THE OTHERS: The Role of Individual Personality, Cultural Acculturation, and Perceived Value on towards Firm's Social Media and Acculturation Orientation

Abstract

This paper systematically examines (i) how individual personality can influence on cultural acculturation which can impact on the higher level of perceived value in LGBTs, and (ii) how the higher level of perceived value towards social media can result in being more satisfied, (iii) consequently having a better working life at workplace and performance proficiency. The generated framework was validated through a survey from multinational corporations in multi-industries such as higher education (with more than two campuses around the world), global fashion, global retailing, tourism, hospitality, food, and electronics and information technology. Key results, implications for managers and researchers are highlighted.

Keywords: Individual personality; cultural acculturation; perceived value towards social media; acculturation orientation; self-esteem; satisfaction with work life; performance proficiency; ethnic identification; acculturation stress

1. Introduction

Cultural acculturation has become a well-identified and essential area of research (Schwartz et al., 2010; Yu et al., 2019). Broadly, as applied to individuals, acculturation refers to a process via a person from a culture try to accept and adopt values and practices of another culture through contacting and communication with culturally dissimilar groups, though, retaining their own culture (Gibson, 2001) which can outcome of any inter-cultural contact (Arnett, 2002). This process is related to the individual who is culturally or ethnically distinct such as LGBT immigrants, refugees, settlers, and asylum seekers who are living in a new homeland, countries/regions rather than the place of their born (Berry, 2006).

In recent years, Europe has received some ethnic minority immigrants who are the most entrepreneurial in the society (businessinsider.com, 2018; Miao et al., 2018; Sambasivan et al., 2017; telegraph.co.uk, 2018). Immigrants are three times more likely to be entrepreneurial than people born in Britain (gemconsortium.org, 2018), it has emerged, with 15.4pc of immigrant adults launching companies compared to just 5.3pc of lifelong UK residents (telegraph.co.uk, 2018). In the quest of the firm for achieving sustainable success in the competitive marketplace, more and more companies are trying to make the working life of the employees a better place for everyone. By looking through the business press in the recent years, only a limited number of companies (e.g., Virgin Atlantic, Bain and Company, Google) have managed to realise the importance of LGBT immigrant employee's acculturation regardless their sexual desires (Businessinsider, 2018).

Given that LGBT plays an essential role in the regeneration of their social environments (Varnell, 2001) and influence on inspiring economic growth and empowerment. Thus there is a need to enhance understanding of entrepreneurship activities undertaken by LGBT individuals.

Previous studies (Galloway, 2007; 2012; Schindehutte et al., 2008) explores the dynamic between entrepreneurship and homosexuality. However, it remains mostly unexplored territory. For instance, prior scholars have investigated the role of the gay man in entrepreneurship (Galloway, 2012; Rumens and Kerfoot, 2009; Willsdon, 2005) in countries such as UK and US (Galloway, 2011). Research has focused on the role of minorities in entrepreneurship; however, there is limited knowledge about the LGBT community in UK.

Another study by Galloway (2007) focused on entrepreneurship and the gay minority and focused on the significance of researching entrepreneurship between those of minority sexual orientation. Galloway's (2012) study was based on 11 qualitative studies about motivations and experiences of male gay entrepreneurs/business owners in the UK. This study illustrates that heteronormativity and the gendered nature of most employment context also extends to the entrepreneurship domain. Rumens and Kerfoot (2009) studied on professional identity work and interviewed 10 gay men employed in a UK National Health Service Trust. They found that "while gay men appear to be empowered by forms of agency to self-identify as professionals in 'gay-friendly' work contexts, they are by no means unaffected by dominant professional norms and discourses of heteronormativity that treat sexuality and professionalism as polar opposites" (p. 763). Research by Willsdon (2005) on homosexual entrepreneurs' motivations found that they are motivated by the same factors as entrepreneurs in general and women in particular. Also, earlier studies have focused on the role of minorities in entrepreneurship; however, there is limited knowledge about the ethnic LGBT community in the UK (Galloway, 2012; Miao et al., 2018; Sambasivan et al., 2017), specific about their individual personality and acculturation orientation at work environment. This study argues that research amongst gay entrepreneurs as a heterogeneous phenomenon could contribute to economic-advantage for the minority and the society.

To increase the LGBTs' satisfaction performance proficiency at workplace, we try to understand how individual personality can influence cultural acculturation which can impact the higher level of perceived value for LGBTs. How cultural acculturation (behavioural and psychological) can influence the higher level of perceived value towards the firm's social media (functional, social, and emotional)? How the higher level of perceived value towards social media can result in self-esteem? When and how these relationships can be successful to make an LGBT employee satisfied with work life and boost performance proficiency?

A large body of research ranging from personality (e.g., Dewaele and Stavans, 2014, Miao et al., 2018), cultural acculturation (e.g., Hong and Lee, 2015; Yu et al., 2019), perceived value (e.g., Schiemann, 2014), and acculturation orientation (e.g., Taras et al., 2010) have tried to propose a deeper and more comprehensive understanding of the research questions. However, our knowledge about different social context, organisation level, and personal strategies has remained mainly limited and unknown (Guo and Al Ariss, 2015; Cerdin et al., 2014; Reitz, 2005; Reitz et al., 2014) especially regarding LGBTs as an ethnic minority.

Based on social identity theory (Brewer1991; Chan, 2010; Fang et al., 2013; Hong and Lee, 2015; Schiemann, 2014; Tajfel and Turner 1985), this study contributes to the burgeoning research regarding of acculturation as one of the most critical factors for making immigrant LGBTs adapt to a new host culture and surrounding, more efficiently. Furthermore, strong identification (Bergami and Bagozzi 2000; Dutton, Dukerich, and Harquail 1994; Mael and Ashforth 1992; Whetten and Godfrey 1998) provides a comprehensive articulation of when immigrant LGBTs is highly likely to acculturate with a host country culture.

To this date, acculturation has been mainly studied on non-LGBT employees in a firm (e.g., Tung, 1998) to the more recent ones (e.g., Lin and Yang, 2017). More precisely from the positive and long-lasting acculturation (e.g., Sasaki and Yoshikawa, 2014) we argue that LGBTs can experience a better working life as well and be more satisfied with the work life. As argued by Stayman and Deshpande (1989) individuals are affected by their perceived life situation i.e. education, family or work domain, which form consumer learning and provide opportunities to associate with another culture (Askegaard, et al., 2005; Jamal, 2003; Kizgin et al., 2018a).

Acknowledging previous research (Chan, 2010; Fang et al., 2013; Hong and Lee, 2015; Schiemann, 2014) this study aims to conceptualise cultural acculturation among LGBTs as one of the most important antecedents of being accepted in a new society. Hence, based on the social identity theory the cultural acculturation cannot be forced by companies; they should search out for immigrant employee need for value (e.g., functional, social, and emotional) and self-esteem. This perceived value and self-esteem can have the direct effect on the LGTBs satisfaction with work life.

The following research, which is gathered from the immigrant LGBT employees living in the UK, provide an analytic of cultural acculturation and it aims to develop and form a more comprehensive understanding of cultural acculturation. Then, the methodology used to examine the proposed model is described. Afterwards, with a discussion of theoretical and significance of research constructs, implication, limitation and future research are discussed.

2. Theoretical background

2.1 Individual personality, cultural acculturation, and ethnic identification

Everyone who starts working in a firm has his or her distinctive ethnicity. In the new emerging markets, employees tend to be from all over the world; having a wide range of distinguished character, ethnic identity and personality (Shu et al., 2017) can have an influence on cultural acculturation. Personality traits being more introverted and interested in having more unknown experiences can result in decreasing the level of uncertainty due to acculturation (Miao et al., 2018; Sambasivan et al., 2017). Personality traits, such as extraversion that reduce ethnocentrism and that increase cultural flexibility and tolerance for ambiguity may be particularly strong predictors of cross-cultural adjustment (Caligiuri and Tarique, 2012). Results of Swagler and Jome (2005) revealed that Taiwanese who are male and more extroverted are more open to acculturate to the American culture. The results of Mak and Tran (2001) suggest that Taiwanese student who migrate to Australia with a higher degree of extraversion and openness, and lower degree of neuroticism can acculturate with the new host culture and adapt to it with much more ease.

According to sociologists, anthropologists, and other group-oriented behavioural scientists who follow inter-personal or inter-psychic approach, mainly emphasis on problems of personality of the individual when try to adjust to acculturation in relation to social interaction, socialization, communication, social mobility, value congruence, and goal attainability (Panicacci and Dewaele, 2017; Van der Zee et al., 2016). Combining the intra-psychic processes occurring within individuals' acculturation with those interpersonal processes occurring among acculturating individuals. These processes provide culture knowledge which is an essential means of acculturation to connect and build social networks and its impact on individuals businesses and society (Kizgin et al., 2019).

The concept of entrepreneurship is a heterogeneous discipline (Bögenhold et al. 2014; Delmar and Wennberg, 2010) and "has the power to provide opportunities and autonomy to marginalised groups" (Galloway, 2011, p. 890). Schindehutte et al. (2005) confirmed that lesbian, gay, bisexual, and transgender (LGBT) individuals are a "largely ignored segment of the entrepreneurial community" (p. 28). It is essential to understand the role of LGBT individual's identity. Identity plays out over two levels (i) the self-identity-level (how the individual views themselves), and (ii) the social-level (how the individual signifies themselves to others) (Cass, 1984). According to Cass (1984) homosexual identity "evolves out of a clustering of self-images...of what characterizes someone as homosexual" (Cass,

1984, p. 110) which develops their own set of values and beliefs. Their values and beliefs are reflected in their "past experiences, present social and psychological functions, and future aspirations" (Cass, 1984, p. 109). Thus, their unique experiences as homosexuals can influence on emerging an entrepreneurial identity where each person will likely confront his or her own internal dialogue about how the entrepreneurial identity fits with his or her social groups' expectations and demands. However, they feel complicated, replete with tensions within their self-identity, specifically in presenting themselves to the world, yet have much impact on inspiring economic empowerment and fuelling growth.

Gray et al. (2015) insisted that no one characteristic or social group membership (Latino, LGBT, or immigrant) was sufficient or overly important to their sense of self. Instead, they espoused a more holistic self-view beyond these specific characteristics (e.g., "I just want people to see me for me"). Other reasons for feeling disconnected from the LGBT community involved perceptions of gendered and extreme expectations for behavior within this community. That is, the community was seen as too "out there" with stereotypes of gay men as flamboyant or extremely feminine cited as reasons to remain distant.

Dewaele and Stavans (2014) researched the effect of immigration, acculturation and multicompetence on personality profiles of 193 Israeli multilinguals. They examined the personalities of participants in three different groups (born in Israel, one immigrant parent, become dominant in Hebrew as a foreign language). They found that some personality traits are shaped by individuals' linguistic history, degree of multilingualism and a combination of social and biographical factors. Based on meta-analysis study by Miao et al. (2018) global human resource managers they argue to understand which personality characteristics contribute to leadership effectiveness in different cultures for both selection and training purposes.

Regarding personality, the dominant view is mainly based on the five personality framework dimension: openness to experience, introversion, neuroticism, and agreeableness (Judge and Zapata, 2015). Based on the personality traits, immigrants who are more open to new experiences, agreeable and extroverted are more likely to integrate and adapt to the new host culture (Brisset et al., 2010). Such personality traits shape the way individuals react and adjust to undergoing cultural acculturation (Johnston et al., 2015; Yu et al., 2019). Sagiv et al. (2012) suggest that identification can influence the relationship between an individual's

personality and contextual effects. Ethnic identification highlights how sojourning/immigrating individuals establish their cultural traits maintenance when overseas (Cleveland et al., 2009).

Based on the theory of identity and social group identification process, an individual has their own identification to different social category and group that they belongs to (Yu et al., 2019). According to Stets and Burke (2000) a social group discusses "a set of individuals who hold a common social identification or view themselves as members of the same social category" (p. 225). As ethnicity or culture is one of the bases for a person's self-identification (Stets and Burke, 2000), individuals requires to adjust themselves to the host culture, which results altering one's cultural identity. As discussed above we propose the following hypotheses:

H1: LGBT's personality has a positive impact on cultural acculturation
H1a: Ethnic identification moderates the relationship between LGBT's personality and cultural acculturation

2.2 Behavioural acculturation and psychological acculturation

When newly arrived immigrants start working under a new and unfamiliar cultural context, they might face new and thoughtful obstacles they have not encountered (Paik and Sohn, 2004). Behavioural acculturation is conceptualized as taking part in activities related to one or some new cultures (Kedia and Mukherji, 1999; Qu and Lee, 2011; Trickett and Birman, 2005). Behavioural acculturation is one of the first stages of acculturation process because of economic survival in the dominant and the host society (Kim et al., 1999). Such changes in behaviour show its consequences in the daily behaviours with the host society members (Johnson, 2014). Such behavioural changes can make immigrants to be more willing to take risks compared with their less acculturated peers (Schwartz et al., 2011) and thus more likely to adapt to the host (Kara and Kara, 1996). Behavioural acculturation could be measured via multiple facets, such as, media, social interaction, food consumption, and language (Cleveland et al., 2009; Kizgin et al., 2018a; Yu et al., 2019). Behavioural acculturation among migrant and people with another point of view can result in the psychological changes. Psychological acculturation refers to changes in individuals' psycho-cultural orientations that progress over interaction and involvement in a new cultural systems (Tropp et al., 1999). Psychological acculturation could be measured via self-pride (feeling of being

pride and self-identification (Kim and Omizo, 2006; Yu et al., 2019). Self-pride refers to the perceived sense of pleasure due to interaction with and acculturation (Helm, 2011) to the host culture. Besides, as migrant start changing their behaviours according to the host culture by doing things such as learning host language, eating host food; they can identify with a particular group (Freeman and Lindsay, 2012). Self-identification is linked to the gender, roles of different gender and gender performance (Riggle et al., 2011). Not all cultures are strongly related to a person's self-identification. However, migrants often identify with a culture which is a reflection of their genuine culture (Yuksel et al., 2010).

According to the studies by previous scholars (Berry, 2008; Jamal, et al. 2019; Yu et al., 2019), the acculturation process and results are perceived as mainly significant to modern societies due to the possible downsides, and contributing to the understanding of intercultural contact in multi-ethnic societies and can change the way of migrant living (Sasaki and Yoshikawa, 2014) resulting in identifying with the new culture. Li and McKercher (2016) stated that by the time individuals acquire knowledge regarding the host culture, which can be seen in the way one behaves, they show a sign of psychological change. Findings of Tung (1998) revealed that although individuals might not be psychologically assimilated to the host country, their behavioural pattern change due to the interaction with host members. As new immigrants might be unfamiliar with the way living of host people and experience psychological uncertainty owing to their new environment, they start changing their behaviour as a way of decreasing uncertainty in their surrounding (Okpara and Kabongo, 2011). According to the findings of Lin and Yang (2017), immigrants with a lower level of education tend to maintain their origin identity by continuing their homeland food consumption and being separated from the host people.

A study by Hong and Lee (2015) addresses whether the transfer of experiential knowledge is bound within the cultural boundary of a firm's home country. Based on organizational learning theory, they proposed the boundary conditions under which multinational corporations (MNCs) with experiential knowledge gained in their domestic markets through joint ventures with foreign partners, benefit in their initial entry into the host country. Research by Yu et al. (2019) investigated the influence of social media usage on Chinese "international students' acculturation process in both psychological and behavioural aspects, and whether international students' acculturation predicts students' academic achievement, perceived value and university loyalty. They found that Chinese international students'

psychological acculturation to the host culture has no significant relationship with their academic achievement, but their strong self-identification can help with their host culture acculturation.

On the other hand, people with a higher level of education tend to keep their interaction positive with the locals resulting in the better acculturation and psychological adoption. Results of Sasaki and Yoshikawa (2014) revealed that the influx of new immigrants tend to change their behaviour standard more quickly than psychological standard because of the economics actives more immigrant can have with the host locals. As discussed above we propose the following hypothesis:

H2: There is a positive relationship between LGBT's behavioural acculturation and psychological acculturation.

2.3 Cultural acculturation, perceived functional value towards firm's social media, and acculturation stress

Immigrants start adopting and adjusting themselves to the new faced environment (Kizgin et al., 2018a) when they start working in a host culture country. The gradual process of adopting and learning about a new culture (i.e. behaviour, accepted values) by individuals and a group of a distinctive ethnicity is called acculturation (Romero et al., 2018). This step by step proses can have long-lasting effects on the perceived values of the immigrants (Kizgin et al., 2018a). As a result, they can form better information, product/services learning, and economic relationship with the host people (Mann et al., 2018), better perceived functional value (Altinay et al., 2016; Mann et al., 2018). Observing the following values can aid immigrants to develop their competencies and be attached to the community more (Ferris et al., 2015) which can help them to live a better life on their new surroundings.

Changing behaviour to the way host people behave brings functional value to them (Schau et al., 2017). For instance, learning the host language can aid immigrants to have a better functional and economic performance. The results of Grigoryev and van de Vijver (2017) revealed that the better immigrant adopts to the new culture, the more functional benefits they can receive as a result of this adoption. Besides, as a immigrant acculturates more to the host culture, they start following the firm's social media to increase their social network (Felix et al., 2017). Doing so can result in receiving a better economic benefit (Shi et al., 2016), higher

quality information (Hong and Lee, 2015), and better product/service learning (Shi et al., 2016).

As immigrants arrive at a complete and new host surrounding, international immigrants might face unpredicted problems and challenges that are very diverse from their origin ethnicity and culture, resulting in higher level of uncertainty and being more stress. Communication and acquiring a new language, media, food, and social interaction observing and learning a new set of behaviour and way of living can result in being more stressed and performing poorly in a working environment (Park et al., 2014). Learning a spoken communication language, the level of acculturation stress can decrease. Besides, interaction with the host people can lead to better cultural acculturation (Kizgin et al., 2018b) and satisfaction of living in a particular destination (Berry et al., 1987). However, making a considerable effort to have interaction with the host country can lead to a higher level of psychological stress (Ward and Kennedy, 1992). Hence, the quality of the interaction is rather more important element (Ward and Kennedy, 1993). As discussed above we propose the following hypothesis:

H3: LGBT's cultural acculturation is positively related to their functional value.
H3a: Acculturation stress moderates the relationship between LGBT's cultural acculturation and their functional value towards firm's social media.

2.4 Cultural acculturation, perceived social value towards firm's social media, and acculturation stress

Acculturation can also be useful for forming a relationship with the locals resulting in better interaction with the local people (Bradford and Sherry, 2014). Findings of Ekpo et al. (2015) suggested that Mexican with better knowledge of American society can interact better with the employees and be more accepted in their workplace. Also, results of Rašković et al. (2016) suggested that the younger individuals are, the better interaction can be formed which ultimately can end in better social value for migrants. This interaction with other employees can also help migrant to behave as it is accepted in the dominant culture (Ahlvik et al., 2016). As individuals learn more about the host culture, they understand their behaviour difference with the local employees and can adjust their culture with the accepted standard of behaviour (Caliguiri and Taraque, 2009), including the use of social networking sites affecting

socialization (Kizgin et al., 2018c). This process can lead to future better interaction, collaboration, and social presence end in stronger social perceived value via social media.

Acculturation to a new, unfamiliar culture can result in becoming stressed and stressful (Finch and Vega, 2003) which if not appropriately coped, can result in many disorders (Ehlers et al., 2016). Dealing with this stress can make someone being able to interact and communicate with another member of the society or social media with more ease (Jamal and Shukor, 2014; Roy et al., 2018). Findings of Park et al. (2014) suggested that students who immigrate to a new country and use social media such as Facebook to keep interaction with members of society were able to cope with their stress and experienced a better interaction with other members of the new community. Besides, results of Fitzsimmons (2013) showed that the higher interaction and collaboration with the host people could reduce the level of acculturation stress. As discussed above we propose the following hypotheses:

H4: LGBT's cultural acculturation is positively linked to their social value.
H4a: Acculturation stress moderates the relationship between LGBT's cultural acculturation and their social value towards firm's social media

2.5 Cultural acculturation, perceived emotional value towards firm's social media, and acculturation stress

Social identity theory suggests that people's way of life and their daily behaviour is reflected based on their surroundings. Having a social identity accommodates people need for being accepted in a social group while they can maintain and keep their differences (Padilla and Perez, 2003). Social media allows social relationships to be maintained while the impact of facilitating conditions is of importance (Alalwan et al., 2017; Baabdullah et al., 2018). Ethnic self-identification is conceptualised as the level which people perceive and realise their ethnicity by expressing their original cultural traits during interaction with people from other distinctive cultures (Cleveland et al., 2009). Trying to maintain the balance between the host culture will end in altering an individual's cultural identity. Forming a new, different cultural identity can be the result of interaction between the host culture and the origin culture (Kraidy, 2002). Having a higher level of attachment and a stronger level of cultural identity is making acculturation more challenging to adapt and accept the new culture (Ward, 1993).

As immigrant employees realise they can identify with the firm culture, they set a higher value for being part of it (Mishra et al., 2012). This feeling of pleasure of being identified as a part of the group due to the cultural acculturation can bring the sense of joy for the immigrant employees (Grappi and Montanari, 2011). Results of Lee and Hyun (2015) revealed that as employees in a firm have interaction within a different part of the society during a day, immigrant can be identified to the firmm resulting in accommodating the daily need of being recognised within a host culture. These employees, as a result, are interested in minting their relationship with the firm, and as they have a higher level of emotional value, they attempt the maintain their relationship with the firm (Lu et al., 2016).

International individuals have to experience a considerable different culture between their original identity and the host identity which can show its effect in their daily life via social media, food consumption and being participated in wide range of the new host culture (Ward and Kennedy, 1993 Cleveland et al., 2009). Learning a different language and adapting to the new set of behaviour might face employees with acculturation challenge resulting in the work pressure (Park, Song and Lee, 2014). However, previous researches have shown that international employees can show a better performance if they acquire a better level of language. Interaction with the host employees can often aid in the acculturation process (Kim, 2001) and decrease their level of acculturation stress. Glass and Westmont (2014) findings revealed that immigrants could show a better degree of cultural acculturation by having more interaction with domestic employees. Yang et al. (2004) stated that the higher interaction and can result in decreasing the acculturation stress. There is a positive impact on host ethnic identification and being more attached and have a better feeling in the host country. So as discussed above, we propose the following hypotheses,

H5: LGBT's cultural acculturation is positively related to their emotional value.
H5a: Acculturation stress moderates the relationship between LGBT's cultural acculturation and their emotional value towards firm's social media

2.6 Perceived value towards firm's social media and self-esteem

By increasing the level of perceived value towards firm's social media as a result of working in a firm and being able to identify more with the host culture the foreign employees start showing a higher level of self-esteem at their work (Lin et al., 2018) which is the critical element of acculturation orientation. A meta analytic review by Taras et al. (2010) on

Hofstede's cultural value dimensions illustrated the key impacts of culture's consequences. The driven sense of self-esteem is feeling that can make an immigrant employee whether to stay at their job or not (Peltokorpi and Yamao, 2017). In other words, when immigrant individuals feel a strong belonging and connecting to an ethnicity, their level of self-esteem can be increased which can result in job-performance (Ren et al., 2015). As self-esteem is mainly could be made around social and organisational interactions (Lin et al., 2018). It can perceive the higher level of would cause an employee to feel a higher level of self-esteem. Self-esteem is conceptualised as the level in which one can accommodate needs (Brockner, 1998). Self-esteem can be the result of a secure identification to (Liu and Hogg, 2018), and social experience and the influence of other employees at a workplace (Licsandru and Cui, 2018). As people with higher level of self-esteem show a better standard of proficiency and people with the lower level of self-esteem the lower level (Freire, 2014) it is essential to boost immigrants' self-esteem through their perceived value at a workplace.

Self-esteem is the result of functional value (Lee et al., 2014; Shi et al., 2016), social value (Cleveland et al., 2009; Lee et al., 2014; Whiting and Williams, 2013) and emotional value (Liu et al., 2016; Verhagen et al., 2011) which are the root of every firm and can increase the sense of self-esteem (Davvetas and Diamantopoulos, 2017; Singhapakdi et al., 2015). Rim et al. (2016) revealed that the employees tend to stay in jobs that they can identify revealed that as self-esteem decrease the level of anxiety it is one the most important contributing factors to self-esteem. Findings of De Clercq et al. (2018) also discovered employees in companies who suffer from lack of information quality can end in being less self-confident and as result employees try not to share information with their peers. As discussed above we propose the following hypotheses:

H6: Perceived value by LGBTs is positively related to their self-esteem

2.7 Self-esteem, satisfaction with work life, and performance proficiency

In organisations, individuals seek to enhance their self-esteem and self-worth (Peltokorpi and Yamao, 2017) regardless of their ethnicity and personal traits. Being more self-confident has been found to have a direct impact on people behaviour and attitude (Ren et al., 2015). As a result, organisations are trying to find a way to boost their employee's self-esteem to increase their satisfaction (Lisak and Erez, 2015). Satisfaction is conceptualised as the degree which a firm meet its employees' needs (Ageeva et al., 2018). There has been plenty of researches

regarding satisfaction (Clampit et al., 2015; Festing and Schäfer, 2014; Wagner, 2015; Miao et al., 2018; Minbaeva, 2018). As individuals with a higher level of satisfaction concerning the organisation goals much more, a higher level of satisfaction in the workplace have always been considered as an important element (Ren et al., 2015). Results of Taylor and Blader (2003) revealed that a higher level of self-esteem is highly likely to have an impact on employee's behaviour in a way which is consistent with the organisation accepted norms. Besides, results of Hochschild (2003) suggested that when employees perceive a higher level of employs due to their working environment, they believe they are helpful to the organisation and feel more satisfied.

As an employee's satisfaction plays an important role in making a firm successful, many managers and scholar have exclusively paid attention to it (Khan et al., 2017). It is also critical as it positively is linked to the employee's productivity (Suhartanto et al., 2018) and make firms to be able to compete in the competence markets (Nazarian et al., 2017). Higher perception of satisfaction on employees can have a long-lasting impact on employees that can change their attitude toward a firm (Allen et al., 2016). Previous studies suggest that higher level of satisfaction can lead to higher level of performance (Bello et al., 2016; Chang and Cheng, 2014; Katsikea et al., 2011, Leonidou et al., 2017), and commitment to the job (Berger et al., 2015; Ramsey et al., 2017). As employee's satisfaction increase they start behaving in the way that is commonly accepted in the firm, and as a result, they show a higher level of performance in the firm (Lazarova et al., 2017). Results of Alegre et al., 2016 suggested that in SMEs as job satisfaction results in higher level of performance and commitment to the enterprise, managers and entrepreneurs are mainly looking for a way to boost their employees' satisfaction, thus,

H7: LGBT's self-esteem is positively related to their satisfaction with the work life.
H8: LGBT's satisfaction with work life is positively related to their performance.

<<<Figure 1>>>

3. Method

3.1 Data collection and sample

The primary objective of this study to understand (i) how individual personality can influence on cultural acculturation which can impact on the higher level of perceived value in LGBTs?,

(ii) How cultural acculturation (behavioural and psychological) can influence the higher level of perceived value towards the firm's social media (functional, social, and emotional)?, (iii) How the higher level of perceived value towards social media can result in self-esteem?, and (iv) when and how these relationships can be successful to make an LGBT employee satisfied with work life and boost performance proficiency? We surveyed multinational corporations from multi-industries such as higher education (with more than two campuses around the world), global fashion, global retailing, tourism, hospitality, food, and electronics and information technology. It helped us to increase the observed variance and strengthen the generalizability of the results (Skarmeas et al., 2016). The MNCs companies released the importance of the global migrants at the individual level which signifies a crucial talent pool for multinational corporations (Hajro, Zilinskaite, and Stahl, 2017). Furthermore, MNCs uses migrant to better understanding the global market, consumers, share information across geographic and national boundaries (Cerdin et al., 2014; Hajro et al., 2017). Also, the expansion of the companies often related to the cross-national arrivals (Hernandez, 2014).

We employed convenience, systematic-random-sampling. We found the list of MNC companies in the UK, from companies directory such as Yell.com and Yellow pages. The list was checked by an university member. A research assistant contacted the companies, explained the research objectives, and got a permission to send the questionnaire to the companies. Then, she asked for distributing among the LGBT members and provide the benefits for the members. 127 questionnaires were filled out in face-to-face meetings with the companies. According to Churchill (1999), the face-to-face questionnaire is the greatest employed sampling methods in the large-scale survey which can be assurances that the target respondents complete the survey. 750 questionnaires were, emailed, posted and printed.

To increase the number of data, we used 'non-probability snowballing' as the primary distribution method by enquiring the informants to propose others who might be able to offer additional insight in order to improve the sample size and to ensure that the sample involved the most well-informed participants (Andriopoulos and Lewis, 2009; Bryman and Bell, 2011; Denzin and Lincoln, 1994). Out of 352 collected data between three months, 33 data were removed due to large amounts of incomplete responses with missing values. Finally, 319 usable data were received and assessed.

The average age of the respondents were gay (50.5%), lesbian (23.5%) and bisexual (22.9%) between 45-54 (28.2%) and 35-44 (27.0%). The results illustrated that a high percentage (56.1%) of the respondents were postgraduate or above and worked for 1 to 3 years at the company (48.6%) (Table 1).

<<<Table 1>>>

3.2 Measures

We employed multiple-item measures for the research constructs anchored on a seven-point Likert-type scale (ranging from 1-strongly disagree, to 7-strongly agree) which was offer satisfactory properties. Most of the item measurements were amended from prior studies. According to Churchill (1979) and (Hair et al., 2006), the item measurement were constructed according to the recognised and psychometrically sound scales from previous research. Individual personality was measured using five items of sincere, excited competence, sophistication, and sophistication (Aaker, 1997; Melewar et al., 2017).

Cultural acculturation was measured via two constructs; (i) behavioural acculturation and (ii) psychological acculturation. Behavioural acculturation was measured through four constructs: media (Cleveland et al., 2009), social interaction (Inkpen, 1996; Bresman et al., 1999; Subramaniam and Venkatraman, 2001), food consumption (Laroche, 2005), and language (Cleveland et al., 2009). We used Cleveland et al.'s (2009) study to measure psychological acculturation through (i) self-pride and (ii) self-identification. The Perceived value towards firm's social media was estimated using the following three constructs: (i) functional value, (ii) social value, and (iii) emotional value. Functional value was measured through information quality (Lee et al., 2014), product/services learning (Shi et al., 2016) and economic benefit (Shi et al., 2016). Interaction (Cleveland et al., 2009; Lee et al., 2014; Whiting and Williams, 2013), collaboration (Shi et al., 2016), and social presence (Lee et al., 2014) were used to measure social value. Emotional value was examined via entertainment (Whiting and Williams, 20130 and arousal (Whiting and Williams, 2013). Statements used for the variable acculturation orientation referred to respondents' opinion about their self-esteem, satisfaction with work life, and performance proficiency. Finally, we included the variable ethnic identification (Cuéllar et al., 1995; 1980; Segev et al., 2014) and acculturation stress (Sandhu and Asradadi, 1994).

4. Analysis and results

4.1 Measure validation

The preliminary measurements were tested for factor and reliability tests as early examinations of their presentation within the sample. We followed a two-step approach based on the suggestion by Anderson and Gerbing (1988). Initially, exploratory factor analyses (EFA) was used to scrutinise interrelationships between the research variables, determine the factor structure of items (Tabachnick and Fidell, 2007), and explain the factors regarding their common underlying variables (Hair et al., 2006). 17 out of 91 items were removed for multiple loadings and item-scale correlation (Churchill, 1979; Hair et al., 2006). The results from the rotated component matrix illustrate that the 74 remained items were landed on 20 factors (.689 to .944) satisfied the minimum criteria for factor loadings and fit within the theoretical factor structures. (Churchill, 1979; Hair et al., 2006). The finding of EFA shows that the items. Cronbach's alpha was examined for the consistency of each component with its relevant items, and the results (.951 through .989) showed that the items in each factor were internally consistent (Nunnally, 1978).

<<<Insert Table 2>>>

In the next stage, we used AMOS (analysis of moment structure) 24.0 to examine the reliability and validity of measures by using CFA (confirmatory factor analysis). Based on the recommendation by previous studies (Anderson and Gerbing, 1988; Byrne, 2001; Hair et al., 2006; Tabachnick and Fidell, 2007) the model fit was evaluated for overall fitness. So, CFI (the comparative fit index: .940>.90) and RMSEA (the root mean square error of approximation: .054<.08) provide adequate unique information to assess the model (Hair et al., 2006). CFI specified good fit. RMSEA as an incremental-index used to test the fit of a model with the null baseline model (Garver and Mentzer, 1999l; Hair et al., 2006). Furthermore, IFI (incremental fit index) and TLI (Tucker-Lewis index) were .940 and .937 respectively. Based on Hair et al.'s (2006) recommendation, all were more than the threshold of .90, and the model's fit measurement was satisfactory. Table 3 illustrates that the construct reliabilities (CR: .908 to .989) are above the minimum threshold of .6 (Bagozzi and Yi, 1988). Also, AVE (the average variance extracted: .731 to .967) exceeds the .5 benchmark (Fornell and Larcker, 1981).

In addition, we examined the potential non-response bias by checking the difference among 50 early and 50 late respondents with respect via the Mann-Whitney U-test (Podsakoff et al., 2003; Yu et al., 2019). The findings illustrated that the significance value for any variable was not less than or equal to a .5 probability value, which is insignificant. So, there is no statistically major difference between early and late respondents; hence, non-response bias is not a concern.

<<<Insert Table 3>>>

Based on the standardised parameter estimates for the hypothesised relationships among the research constructs, the findings show support for H1 (individual personality -> cultural acculturation; β=.664, t=9.951). Surprisingly, the hypothesised effects, guided by the participants' perception, the relationship between behavioural acculturation and psychological acculturation (H2 β=-3.501, t=-.078, p=.938) was not statistically substantial, and therefore it was not accepted. The findings show that the association is different from 0 at the .05 significance level and that it may not be essentially effective. The results illustrates the positive relationships between H3 (cultural acculturation functional value: β=.289, t=4.254), H4 (cultural acculturation social value: β=.510, t=5.831), and H5 (cultural acculturation emotional value: β=.695, t=6.728). H6 was rejected as the results show that perceived value towards company's social media has an insignificant effect on self-esteem (β=-.184, t=-1.529, p=.126). Based on the results of table 4, there is a positive relationship between self-esteem and satisfaction with work-life (H7: β=.887, t=6.033). Also, satisfaction with work-life has an influence on participants' performance proficiency (H8: β=.476, t=9.235).

Figure 2 demonstrates the moderation impacts of ethnic identification strengthens the positive relationship between individual personality and cultural acculturation (H1a). Hypothesis 3a confirmed that acculturation stress dampens the positive relationship between cultural acculturation and functional value. Furthermore, acculturation stress dampens the positive relationship between cultural acculturation and social value (H4a). However, acculturation stress strengthens the positive relationship between cultural acculturation and emotional value (H5a).

<<<Insert Table 4>>>

<<<Insert Figure 2>>>

5. Discussion

With the changes in micro (employees, customers, competitors, etc.) and macro (globalisation, political, etc.) firms must overcome wide ranges of enormous challenges that are becoming more pressing than before (Kastenholz et al., 2012; Ritchie et al., 2000). Hence, due to these sweeping changes and knowing how to make all the employees acculturate with the host culture is becoming more important than before in any market. Making all employees feel satisfied in a firm is one of the most essential worries of any business. Such concerns raise the question our research questions and to answer the questions, there has been limited research from previous scholars. The outcome of our study helps academic scholars, government and policymakers must come up with a sustainable solution to make immigrant acculturate with the firms and use their potentials. In the light of the outcomes of this study, the primary purpose of the following research was to find an integrated model of acculturation in LGBTs immigrants.

The UK has recognised as one of the best countries for LGBT rights in Europe and "great strides in recent decades in our acceptance of lesbian, gay, bisexual and transgender (LGBT) people, who make a vital contribution to our culture and to our economy". This government has a proud record in advancing equality for LGBT people (gov.uk, 2019). The findings of this research revealed that personality of LGBTs immigrants positively has an impact on the cultural acculturation. These findings were found consistent with previous research analysing the effects of personality on acculturation (Brisset et al., 2010; Johnston et al., 2015). As LGBTs personality can be different from non-LGBT (Burnes and Smith, 2018), our findings show that personality amid LGBTs is still one of the most critical factors of cultural acculturation in organisations. The results showed that immigrant LGBTs employees who are more open to new experience and are more extroverted could acculturate to a new host culture more easily. Past acculturation research (e.g. Jamal, 2003) argued that a consumers' self-identity is constructed from elements taken from other cultural practices. Ethnic identity influences individual acculturation preferences (Deshpande et al., 1986; Laroche et al., 2009). Also, ethnic identification strengthens the relationship between individual personality character (sincere, excited, competence, sophistication and rugged) and cultural acculturation.

This result also, supports the findings of Sagiv et al. (2012) that personality can affect identification. However, to the authors' knowledge, there has been no study to analyse the moderating role of ethnic identification between personality and acculturation behaviour. The result of this study adds knowledge to literature.

Surprisingly, the relationship between behavioural acculturation and psychological acculturation was rejected. Behavioural acculturation is the process in which individuals try to gain knowledge about the host culture (Sasaki and Yoshikawa, 2014). The impact of life domains i.e. workplace, family wider community, on acculturation adds more complexity and includes the psychological and sociocultural adaptation (Arends-Tóth and van de Vijver, 2006; Quarasse and van de Vijver, 2004). It was suggested that when immigrants try to gain understanding about the host culture and behave in a new society according to its norm, there can be no effect on being able to have more identification with the host culture. Also, using host media, food consumption, language and social interaction do not influence their self-pride, for example, not proud and comfortable of the host culture. This result can suggest that immigrant LGBTs change their behaviour to gain economic value, but this can have no meaningful effect on their psychological perspective.

Acculturation can have the impact on perceived value (functional, social, and emotional). The result suggests that LGBT immigrants who were rejected by their country and in some specific countries were not able to find a job, in the host country can find a job and this can increase the level of their functional value. This result was consistent with previous research that suggested there is a positive relationship between acculturation and perceived value (e.g., Schau et al., 2017) towards firm's social media. However, acculturation stress was found to have a negative impact on this relationship. Scholarly work by Kizgin et al (2018b; 2019) revealed that social media support the acculturation orientation towards the host culture as an agent of culture change. Acculturation stress can dampen the willingness of interaction with local and the higher acculturation stress be, the less interaction will be (Schiemann, 2014) and this can result in not being able to gain more functional value. Also, acculturation was found to be active on the relationship between cultural acculturation and social value towards company's social media. As immigrant LGBT employees learn more about the host culture, they can have more interaction as well (Lin and Yang, 2017), consequently can be accepted as a new member of a host culture and perceive a higher level of social value. Similarly,

integration into the host culture is demonstrate good health and is associated with lower acculturation stress levels (Yoon et al., 2013).

On the other hand, acculturation was found to dampen the relationship. The higher level of acculturation stress can make individuals more isolated. This result is in line with previous research that identification with the heritage culture has a positive influence on depression or psychological distress (Virta et al., 2004). These isolations can become the male immigrant LGBT to keep a distance from other employees and not be able to be a part of the new society. LGBT individuals face significant barriers to full participation in public life (gov.uk, 2019). Ultimately, cultural acculturation was found useful on perceived emotional value towards company's social media. As immigrant LGBT employees interact more with the local employees, they observe a higher level of emotional value. This result was consistent with the previous research (Lee and Hyun, 2015). Besides, acculturation was found sufficient to strengthen the relationship between cultural acculturation and perceived social value towards social media. The results of our study show that the sexual orientation or the gender identity should not be a barrier to success and our study support LGBT Action Plan (2018).

Perceived value towards social media was found not to affect the employee's self-esteem. This research was against the previous study which stated that perceived value has the positive effect on self-esteem (De Clercq, 2018). This unexpected result can be due to the different perception that immigrant LGBT employees have. This perception can make immigrant LGBT employees have a different viewpoint which can result in the following relationship. However, consistent with previous research (Ren et al., 2015; Hochschild, 2003) the finding of this research suggest that higher level of self-esteem can make immigrant LGBT employees more satisfied with their working life. As many immigrant LGBT have to hide their sexual desires in their origin country and consequently have less satisfaction due to it.

It would appear that immigrant LGBT are more likely to undergo cultural acculturation. It may be that immigrant LGBT are leaving less tolerant countries and their entry into the UK (a presumably more LGBT friendly culture) is easier for them to live within than their home countries. Furthermore, in the new host culture, they are accepted regardless of their sexual orientation, and this can make them more satisfied with their working life. Ultimately, being more confident with working life was found to be active on performance proficiency. The

result of this study supports the findings of previous studies (Bello et al., 2016; Chang and Cheng, 2014; Katsikea et al., 2011, Leonidou et al., 2017). As when immigrant LGBT employees are, more satisfied in their working environment, they show a higher level of performance proficiency. Also due to their different perspective, these immigrant employees can take part in activities such as new product development (Yilmaz and Ergun, 2008) which can be benefited to the firm which are hiring LGBT employees.

5.1 Theoretical contribution

5.1.1 Acculturation

This research shed light on the importance of ethnic identity. It revealed that personality has a positive impact on the cultural acculturation among LGBT immigrant employees. As there has been no study regarding LGBT personality types and their impact on cultural acculturation this research can help scholar to understand the differences in immigrant LGBTs employees better. There has been researched regarding personality type and acculturation (Gunkel et al., 2016) and it was found that personality can have an impact on cultural acculturation. While past research (Sagiv et al., 2012; Cleveland et al. 2009) describes identification is characterized by heritage cultural traits and can moderate the relationship between personality and contextual effects, This study enriches current research by identifying that there is no difference in acculturation process and personality in LGBTs. This paper's findings address the moderating role of ethnic identification between personality and cultural acculturation.

Behavioural acculturation was found not to have any impact on psychological acculturation; in this regard, there have been some researches (Birman et al., 2014; Sun et al., 2016; Lawton et al., 2014). Contrary to the expected result, behavioural acculturation like food consumption was found not to be active on psychological acculturation, and this can be considered as an essential finding among immigrant LGBT employees. This result can be due to the context of the study, and it suggests that behavioural acculturation does not affect psychological acculturation necessarily.

5.1.2 Perceived Value

One of the most prized aspects of the study was the relationship between cultural acculturation and perceived value among LGBTs. Like research by Bardi et al. (2014), acculturation can have an impact on all three main types of value. This result can help

scholars to understand that value perception among non-LGBT orientation people, LGBTs are the same, and sexual orientation has no impact on the following relationship.

Acculturation is a continuous process with durable effects on immigrants' perceived values (Kizgin et al. 2018a). This forms learning, and economic contacts with host culture (Mann et al., 2018) and these values can assist developing a better life in a new surrounding. Acculturation stress, which is, conceptualise as the level of the stress due to adapting to a new culture (Schiemann et al., 2014). Acculturation to the host culture is positively associated with psychological comfort (Park et al., 2014). The relationship between functional and social value was found to weaken due to acculturation stress. The main reason for this result can be owing to decreasing interaction with the host culture employees (Tung, 2016). Despite this, acculturation stress can strengthen the relationship between cultural acculturation and emotional value. This result can add knowledge to the emotional perceptive of LGBTs. As LGBT perception of emotional value is different from non-LGBT (Rostosky et al., 2014), this result can be due to it.

The unpredicted result of this study was that perceived value was found not to affect the self-esteem of the LGBT employees. Against the previous researches (Singhapakdi et al., 2015; Park et al., 2017) LGBT perceived value had no impact on the self-esteem of LGBT immigrant employees. This can be due to the context of the study. As the UK is one of the leading countries that accept LGBTs as who they are, perceived value has no impact on self-esteem the LGBT employees. Scholars might find new result about the same relationship in countries that LGBTs are not accepted as a part of their citizens.

5.1.3 Satisfaction in Work Life

Self-Esteem was found be effective on satisfaction with working life. Like previous researches (Raboteg-Saric and Sakic, 2014; Kong et al., 2015) self-esteem can have an impact on satisfaction in working life. As immigrant LGBT employees spend most of their times within a company, this higher level of achievement can be useful for companies. This finding proposes a comprehensive understanding of work satisfaction among LGBTs. Ultimately, Satisfaction with working life can have an impact on performance productivity. This satisfaction can make LGBTs to show a higher level of performance and be more loyal to a firm. Like previous researches (Berger et al., 2015; Ramsey et al., 2017) it was found that satisfaction with working life has a positive impact on performance productivity and there is

no difference due to sexual orientation. This finding adds a valuable knowledge about the satisfaction and performance productivity amid LGBTs.

6. Managerial implication

Individual characteristics were found to have an impact on cultural acculturation. With this regards as LGBTs personality and ethnicity can be entirely different non-LGBT, this study shed light on the importance of an individual's character and cultural acculturation. Also, ethnic identification which refers to the level of being passionate about keeping their origin cultural characters when interacting with another unique cultural background can be moderating the relationship. This highlight the importance of the ethnic identification. As for managerial contribution, by learning and having sufficient knowledge about the role of personality in acculturation they can realise how to behave better with different individuals resulting in better acculturation and the higher level of performance.

As acculturation happens, the changes in the behaviour start which can make an immigrant to feel a higher level of psychological changes in their behaviour. The steps of these changes can help future scholar to investigate how people perceive and change entirely and adapt to new surroundings. Also, managers can realise the signs of the behavioural acculturation. By knowing and understanding these signs, they can support their LGBTs employees to adapt better to the new surrounding and change more favourably. These changes can help them to behave more positively consequently experience better working life. This study helps the UK government to support their action plan and help the UK country "that works for LGBT people because no matter what your gender identity or sexual orientation is, they should be able to reach their full potential" (Penny Mordaunt, Minister for Women and Equalities, 2018, LGBT Action Plan).

As acculturation occurs, individuals feel more accepted from the host country, which can help them to perceive a higher level of value. This perception can help scholars to understand how acculturation stress and the uncertainty feeling can make individuals stop interacting with another different cultural background. Besides, the importance of values is highlighted in the acculturation process, which can help scholars to understand why higher value can help individuals to acculturate more easily. Also, managers and policy makers can realise the importance of these values. Understanding such values can aid managers to reduce the level of acculturation stress by highlighting the values of working in a specific firm. Also,

policymakers can pass laws in support of firms who highly value LGBT employees so that immigrant LGBT experience a better working condition.

Being more accepted in a new society and having a better life due to the values of acculturation can make LGBTs perceive a higher level of satisfaction. This perceived value can help scholars to understand the antecedent of acculturation and value much better. Besides this research can propose a new way of improving immigrant self-esteem which can aid policymakers to provide a better life for new arrival immigrants.

Self-esteem can make immigrants to experience higher satisfaction with their working and personal life. This higher level of satisfaction can help scholars to understand LGBTs behaviours with much more ease in a new surrounding and compare it to non-LGBT people. This higher level can help scholars to follow the link between psychological impacts that can be a result of working place on the personal life of the new immigrants. When a newly arrived immigrant is more satisfied with their working life, they can reveal new unknown things which can be useful for firms in time of the new product development process.

Ultimately, being satisfied with the working life can make employees perform better in their working environment. Knowing this can aid scholars to realise how LGBTs performance can be influenced in a new environment and surrounding. Besides, it helps researchers to understand the importance of satisfaction in LGBTs more and compare it with non-LGBT people. Being more satisfied can also help managers and policy to realise the necessity of being more satisfied in a working place for LGBTs. LGBTs perceptive can help firms during new product development due to their different insightful and can help a firm to solve its problem better.

7. Limitation and Future Studies

Without a shadow of the doubt, this article has its limitation. To author best knowledge, this the first study investigating the acculturation behaviour in immigrant LGBTs. The first and perhaps the one of the most critical limitation of the following research is regarding the research context. The data of the study is mainly collected in UK, where LGBTs are officially accepted, but the results can be completely different in other parts of the world which LGBTs are not approved and lead a hidden life. For instance, the results can be utterly different in countries in the middle east where LGBTs is not accepted. This different culture can make

LGBTs to behave accordingly and as a result, perceive different differently in their different surrounding. Future scholars are highly recommended to study the effect of varying country culture and compare it with the presented study. It is estimated that immigrant LGBTs like for example Syrians and Afghans in other parts of the world like Iran can perceive and have a completely different life due to their surroundings, experiencing a problematic working life beyond anyone's expectation. Secondly, expiring and revealing sex orientation among LGBTs can be difficult.

Future scholars are recommended to analyse the desire of revealing sex orientation in the future studies as it can have an impact on acculturation stress. Due to increasing usage of internet among immigrants for interacting with family, it is suggested that future studies analyse the role of social media in cultural acculturation as well. Third, the following research only investigated ethnic identity and personal characteristic as the primary antecedents of acculturation among LGBTs. Support of family and society can also have a considerable impact on the acculturation process and can make acculturation more easily due to this support. These agents of culture change impact the acculturation process and provide opportunities to explore in support of identity creation (Kizgin et al. 2019).

Hence, future research can extend this model by adding family and social supports. Future research can investigate the role of acculturation stress on value and the constructs such as social media usage to reduce acculturation stress. In addition, future researchers could examine the moderator effect of ethnicity and gender and compare the LGBTs' perceptions. In conclusion this model investigates the acculturation process in immigrant LGBTs and analyse the antecedents of it. The authors hope that this article helps LGBTs to overcome problems and experience a better life. The author encourages other researchers to conduct many potentially-fruitful areas for the future research.

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Figure 1: The research model

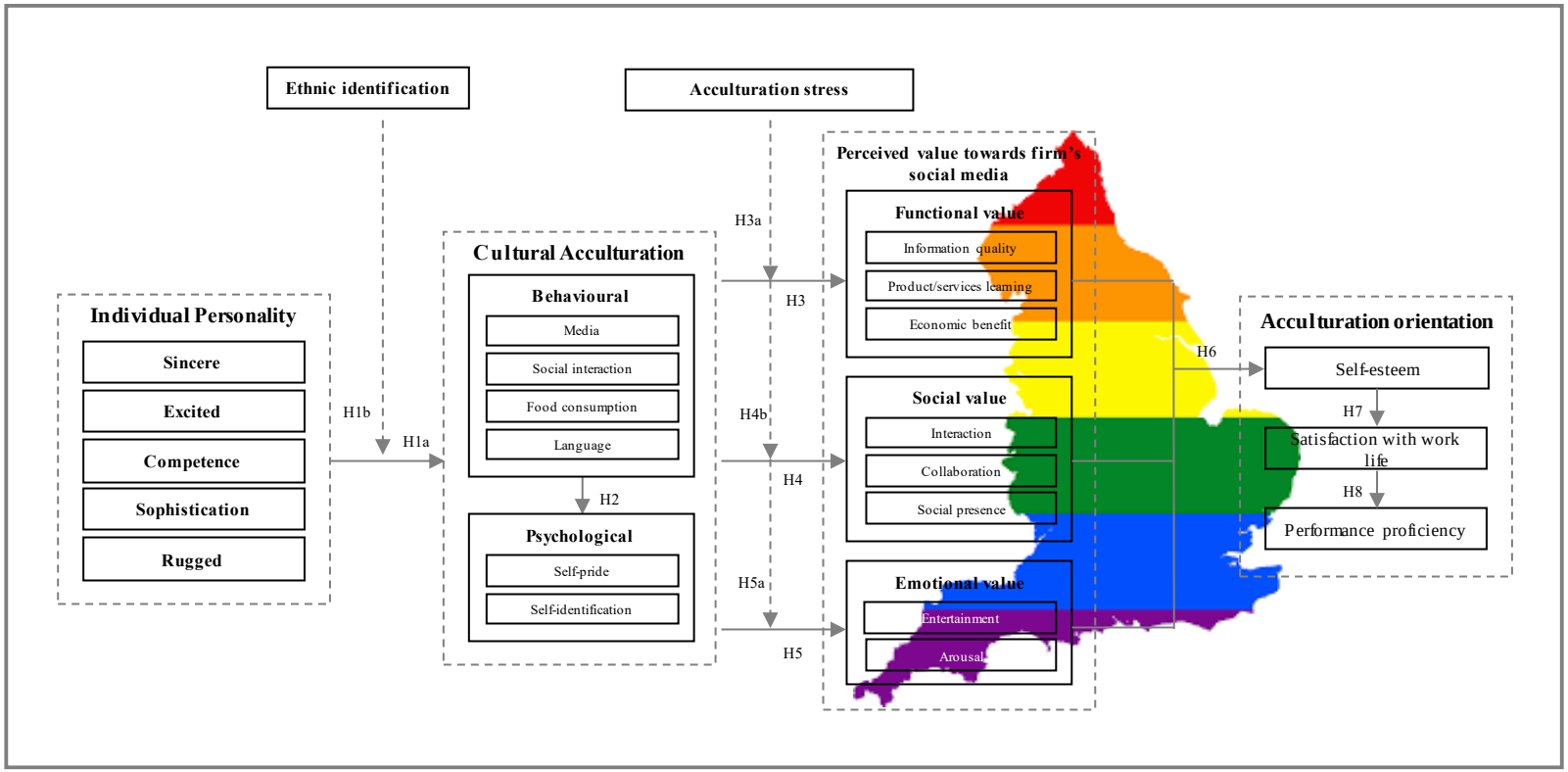


Table 1: Demographic profile of the participants compared with the main population figures (N=319)

	N	%		N	%
Age			**Degree**		
Under 25	28	8.8	High school	39	12.2
25-34	56	17.6	Undergraduate	101	31.7
35-44	86	27.0	Postgraduate and above	179	56.1
45-54	90	28.2	Ethnicity		
55 and Over	59	18.5	Gypsy or Irish Traveller	18	5.6
Gender			Any other White background, please describe	1	.3
Lesbian	75	23.5	White and Black Caribbean	15	4.7
Gay	161	50.5	White and Black African	9	2.8
Bisexual	73	22.9	White and Asian	33	10.3
Transsexual/Transgender	10	3.1	Indian	37	11.6
How long are you working at the company?			Pakistani	24	7.5
Below 1 year	72	22.6	Bangladeshi	31	9.7
Between 1-3	155	48.6	African	66	20.7
Between 3-5	71	22.3	Caribbean	23	7.2
Between 5-10	21	6.6	Arab	45	14.1
			Turkish	17	5.3

Table 2: The main constructs, definitions, measurements items, descriptive statistics, reliabilities and factor loadings

Individual characteristics	Codes	Factor loading	Mean	St. Deviation	References
Personality @ .930					
I find myself sincere.	IP1	.729	5.4451	1.39043	Aaker, 1997; Melewar et al., 2017
I find myself an excited person.	IP2	.802	5.4389	1.38564	
I find myself a competent person.	IP3	.855	5.3009	1.49959	
I find myself a sophisticated person.	IP4	.832	5.2414	1.50723	
I find myself a rugged person.	IP5	.839	5.5361	1.37513	
Cultural Acculturation					
Behavioural					
Media @ .920					
I generally like this company media	CBM1	.759	5.4828	1.38915	Cleveland et al., 2009
I use the internet websites mainly in English.	CBM2	.850	5.7743	1.44908	
I enjoy listening and singing English songs much more than songs in other languages.	CBM3	.857	5.7367	1.41186	
Social interaction @ .929					
I interact with my employees on visit and face-to-face communication.	CBC1	.812	5.7492	1.36665	Inkpen (1996), Bresman et al. (1999), Subramaniam and venkatraman (2001)
My employees and I work together on sharing information with together.	CBC2	.854	5.4295	1.40771	
I and my colleagues work together when there is a problem in this company.	CBC3	.857	5.6176	1.37971	
Food consumption @ .904					
I have this country food almost every day.	CBF1	.793	5.8182	1.24821	Laroche, 2005
I prefer to have this country destination most of the time.	CBF2	.839	5.7273	1.31426	
I become unhappy if I do not eat this country food.	CBF3	Removed-Low reliability, Item to total correlation is less than 0.5			
I love this country food.	CBF4	Multiple loadings on two factors			

	I prefer this country food when I am with my close friends.	CBF5	.793	5.5235	1.40705	
	Language @ .966					
	I feel very comfortable speaking in this country with my friends.	CBL1	.784	5.5235	1.40705	Cleveland et al., 2009
	I have many favourite shows on TV in this country language.	CBL2				
	I like reading books and magazine in this country language.	CBL3	.789	5.5172	1.60547	
	I always watch movies in this country language.	CBL4	.806	5.5580	1.57084	
Psychological						
	Self-pride @ .931					
	I am very proud to identify with this country culture.	PSP1	.917	5.5799	1.49812	Cleveland et al., 2009
	I feel very proud of this country culture.	PSP2	.938	5.6991	1.49959	
	I feel most comfortable in this country culture.	PSP3	.926	5.5705	1.52769	
	Self-identification @ .987					
	I am very attached to all aspects of this country culture.	PSI1	.863	5.5172	1.66319	Cleveland et al., 2009
	I am mostly influenced by this country culture.	PSI2	.849	5.4671	1.66296	
	I consider this country culture to be rich and precious.	PSI3	.837	5.5235	1.66501	
	I admire people who are mostly from this country.	PSI4	Removed-Multiple loadings on two factors			
Perceived value towards company's social media						
Functional value						
	Information quality @ .958					
	I accumulate knowledge through this company's social media shared information	PFI1	.898	5.4765	1.64410	Lee et al., 2014
	I get interesting information via company's social media.	PFI2	Removed-Multiple loadings on two factors			
	I find the information on the company's social media to be valuable	PFI3	.911	5.4702	1.57163	
	I think this the company's social media is a valuable source of information.	PFI4	.912	5.3918	1.57618	
	Product/services learning @ .930					
	I follow the company's social media to enhance my knowledge of the products and services and their usages.	PFP1	.845	5.5737	1.49424	Shi et al., 2016

	I find following the social media helpful for obtaining solution for specific product-related problems.	PFP2	.878	5.6959	1.49791	
	I follow the company's social media to enhance my knowledge about the progresses in products and technology.	PFP3	.839	5.5643	1.52385	
	Economic benefit @ .929					
	I follow the company's social media to get bonus.	PFE1	Removed-Low reliability, Item to total correlation is less than 0.5			Shi et al., 2016
	I follow the company's social media to participate in different activities.	PFE2	.846	5.4451	1.43714	
	I follow the company's social media to understand better services.	PFE3	.881	5.4828	1.46194	
	I follow the company's social media to help me to get fast responses from colleagues.	PFE4	.853	5.4514	1.50992	
Social value						
	Interaction @ .971					
	I go to many of this country parties.	SVI1	.859	5.6301	1.55845	Cleveland et al., 2009
	I personally get along with this country people.	SVI2	.862	5.7367	1.54785	
	I prefer living with a person who is from this country.	SVI3	Removed-Multiple loadings on two factors			
	I use this company social media to meet more people like me.	SVI4	.883	5.7210	1.50697	Lee et al., 2014
	I respond to my employees on company's social media.	SVI5				
	I have more contact with people via social media than face-to-face.	SVI6	.874	5.6270	1.55265	Whiting and Williams, 2013
	I am provided a social life in the company's social media.	SVI7	Removed-Multiple loadings on two factors			
	I use this country social media to communicate with my friends at my home country	SVI8	.887	5.6897	1.56039	
	Collaboration @ .956					
	I can get help from other user on the company's social media.	SVC1	.838	5.4765	1.70051	Shi et al., 2016
	I can provide information to other user on the company's social media	SVC2	.867	5.5361	1.69102	
	I can share my idea with other users on the company's social media	SVC3	.868	5.3041	1.73342	

	Social presence @ .956					
	I find sharing information helping my image.	CVSP1	.909	5.5893	1.62063	Lee et al., 2014
	I find sharing useful information helpful in increasing my self-esteem.	SVCP2	.911	5.5705	1.64083	
	I find a sense of human contact on the company's social media.	SVCP3	.883	5.5141	1.64993	
Emotional value						
	Entertainment @ .961					
	I think this company page is very entertaining.	EE1	Removed-Multiple loadings on two factors			Verhagen et al., 2011
	I find the content of this company page eye-catching.	EE2	Removed-Low reliability, Item to total correlation is less than 0.5			
	I use social media to play games.	EE3	.898	5.5549	1.68865	Whiting and Williams, 2013
	I use social media to watch videos.	EE4	.901	5.4608	1.75841	
	I use social media to listen to music.	EE5	.890	5.5047	1.72818	
	Chatting on social media with my friends is very entertaining.	EE6	.871	5.4984	1.73726	
	Arousal @ .988					
	I find conversation on the company page exciting.	EA1	.827	5.4013	1.56478	Whiting and Williams, 2013
	I find conversation on this company page stimulating.	EA2	.831	5.4295	1.57233	
	I find conversation on this company page arousal	EA3	.823	5.4263	1.56014	
Acculturation orientation				.691		
	Self-esteem @ .951					
	I am very comfortable with myself	AS1	.689	5.3824	1.61882	Wheeler et al., 2006
	I am highly effective at the things I do	AS2	.939	5.4828	1.64800	
	I never doubt my personal worth	AS3	.911	5.5517	1.61059	
	It is sometimes unpleasant for me to think about myself	AS4	.928	5.4828	1.63459	
	I have a negative attitude toward myself	AS5	.935	5.4765	1.64219	
	I do not have enough respect for myself	AS6	.906	5.4232	1.69337	
	Satisfaction with work life @ .983					
	I am generally satisfied with my job at this company	ASAT1	.881	5.6207	1.72213	De Rojas and Camarero, 2008
	I intend to keep working at this company into long future.	ASAT2	.878	5.6395	1.73164	
	I often think about quitting my job.	ASAT3	.880	5.6583	1.71724	

I am going to leave this company as soon as I find a better company.	ASAT4	Removed-Low reliability, Item to total correlation is less than 0.5			
Performance proficiency @ .989					
I am able to help, when customers/colleagues need help.	AP1	.899	5.6270	1.69034	Nazarian et al., 2017
I highlight the features of the company that meet the customer' needs	AP2	Removed-Multiple loadings on two factors			
I describe the company in terms of meeting customer's concerns.	AP3	.903	5.5925	1.70738	
I feel I serve customers better compared with other staff.	AP4	.889	5.6771	1.68394	
Ethnic identification @ .985					
I have tried to find out more about my ethnic group (LGBT), such as its history, traditions and customs.	EI1	Low reliability, Item to total correlation is less than 0.5			Cuéllar et al., 1995; 1980; Segev et al., 2014
I participate actively in organizations or voluntary associations whose members are mainly from my own ethnic group (LGBT)	EI2	Removed-Multiple loadings on two factors			
I have a clear sense of my ethnic group (LGBT) and what it means for me.	EI3	Removed-Multiple loadings on two factors			
I feel strongly that I belong in my ethnic group (LGBT)	EI4	.929	5.7774	1.54716	
I understand quite well what my background means to me, in terms of how I relate to my own LGBT group and other groups.	EI5	Removed-Multiple loadings on two factors			
I am very proud of my ethnic group (LGBT)	EI6	.944	5.7868	1.53932	
I take part in my ethnic group's traditions and customs.	EI7	.938	5.7555	1.54485	
I have a strong sense of attachment to my own ethnic group.	EI8	.918	5.6708	1.54842	
When someone criticises my ethnic group, it feels like a personal insult.	EI9	.922	5.6489	1.52410	
Acculturation stress @ .975					
I feel that I receive unequal treatment.	AST1	.856	5.0972	1.61750	Sandhu and Asradadi, 1994
I feel that my ethnic group (LGBT) are discriminated against.	AST2	.927	5.0846	1.69972	
I feel sad leaving my family behind because I am belong to my ethnic group (LGBT)	AST3	.919	5.0658	1.66693	
I feel sad living in an unfamiliar environment.	AST4	Removed-Multiple loadings on two factors			

	Sometimes, I feel homesick.	AST5	.927	5.0846	1.69972	
	I fear for my personal safety because of my different ethnicity (LGBT)	AST6	.922	5.0721	1.66100	
	Sometimes, I feel insecure here	AST7	.877	5.1285	1.68206	
	I feel uncomfortable due to the adjustment to new cultural values.	AST8	Removed-Multiple loadings on two factors			
	I experience quite a lot cultural shocks	AST9	Removed-Multiple loadings on two factors			
	I feel guilty that I am living a different life style here compare to my friends at home.	AST10	.866	5.0470	1.66946	

Table 3: Discriminant validity

	CR	AVE	MSV	MaxR(H)	Food consumption	Personality	Self-esteem	Satisfaction with work life	Performance proficiency	Media	Arousal	Entertainment	Social presence	Collaboration	Interaction	Economic benefit	Product/services learning	Information quality	Self-identification	Self-pride	Social interaction	Language
Food consumption	0.908	0.767	0.236	0.920	**0.876**																	
Personality	0.931	0.731	0.315	0.935	0.415	**0.855**																
Self-esteem	0.961	0.809	0.264	0.988	0.300	0.237	**0.900**															
Satisfaction with work life	0.984	0.952	0.219	0.987	0.358	0.266	0.409	**0.976**														
Performance proficiency	0.989	0.967	0.219	0.996	0.360	0.375	0.280	0.468	**0.983**													
Media	0.925	0.806	0.219	0.959	0.468	0.406	0.243	0.206	0.238	**0.898**												
Arousal	0.989	0.966	0.283	0.995	0.398	0.455	0.253	0.302	0.366	0.307	**0.983**											
Entertainment	0.962	0.863	0.283	0.978	0.262	0.368	0.194	0.316	0.305	0.195	0.532	**0.929**										
Social presence	0.966	0.904	0.174	0.978	0.143	0.186	0.158	0.178	0.203	0.259	0.078	0.057	**0.951**									
Collaboration	0.956	0.879	0.300	0.964	0.234	0.177	0.171	0.263	0.201	0.224	0.094	0.080	0.417	**0.938**								
Interaction	0.966	0.877	0.300	0.969	0.293	0.263	0.122	0.278	0.243	0.256	0.238	0.177	0.417	0.548	**0.937**							
Economic benefit	0.930	0.817	0.208	0.940	0.287	0.256	0.093	0.171	0.174	0.163	0.456	0.367	0.139	0.173	0.318	**0.904**						
Product/services learning	0.931	0.819	0.216	0.937	0.210	0.139	0.050	0.126	0.086	0.094	0.272	0.248	0.255	0.274	0.427	0.450	**0.905**					
Information quality	0.958	0.884	0.216	0.959	0.063	0.032	-0.026	0.052	0.106	0.163	0.144	0.194	0.328	0.249	0.316	0.297	0.465	**0.940**				
Self-identification	0.987	0.962	0.264	0.991	0.384	0.306	0.514	0.461	0.337	0.325	0.352	0.290	0.112	0.192	0.165	0.137	0.074	-0.026	**0.981**			
Self-pride	0.931	0.819	0.041	0.939	0.108	0.078	-0.052	-0.017	0.058	0.202	0.035	-0.001	0.113	0.172	0.056	0.009	0.033	0.085	0.003	**0.905**		
Social interaction	0.930	0.817	0.236	0.938	0.486	0.408	0.153	0.284	0.263	0.432	0.437	0.222	0.155	0.185	0.311	0.311	0.173	0.136	0.312	0.090	**0.904**	
Language	0.967	0.907	0.315	0.971	0.456	0.561	0.445	0.390	0.369	0.445	0.425	0.328	0.224	0.217	0.279	0.216	0.123	0.019	0.472	0.101	0.403	**0.952**

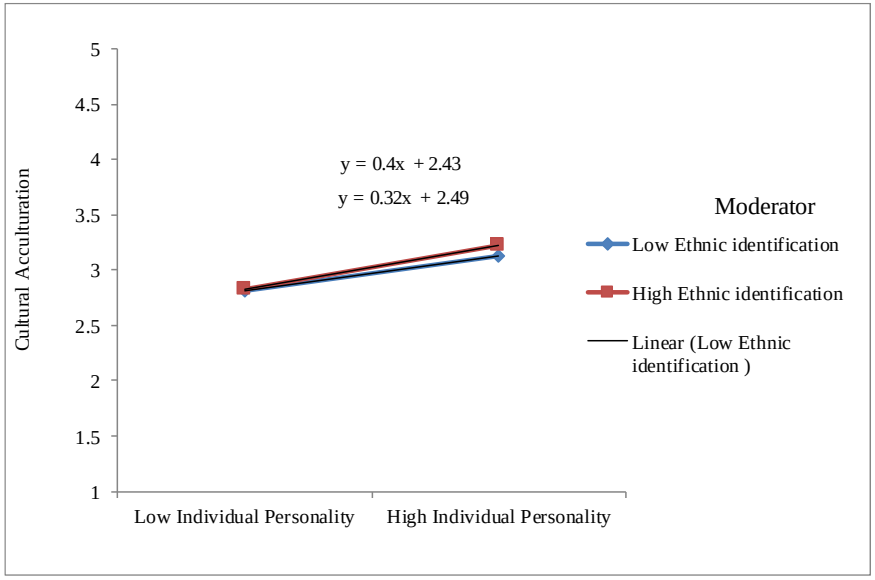
Table 4: Results of hypothesis testing

Hypotheses relationships				Estimate	S.E	C.R	*p*	Hypothesis
H1	**Individual Personality**		**Cultural Acculturation**	.664	.067	9.951	***	Accepted
H2	**Behavioural Acculturation**	-->	**Psychological Acculturation**	-3.501	44.911	-.078	.938	Rejected
H3	**Cultural Acculturation**	-->	**Functional value**	.289	.068	4.254	***	Accepted
H4		-->	**Social value**	.510	.087	5.831	***	Accepted
H5		-->	**Emotional value**	.695	.103	6.728	***	Accepted
H6	**Perceived value towards company's social media**	-->	**Self-esteem**	-.184	.120	-1.529	.126	Rejected
H7	**Self-esteem**	-->	**Satisfaction with work life**	.887	.147	6.033	***	Accepted
H8	**Satisfaction with work life**	-->	**Performance proficiency**	.476	.052	9.235	***	Accepted

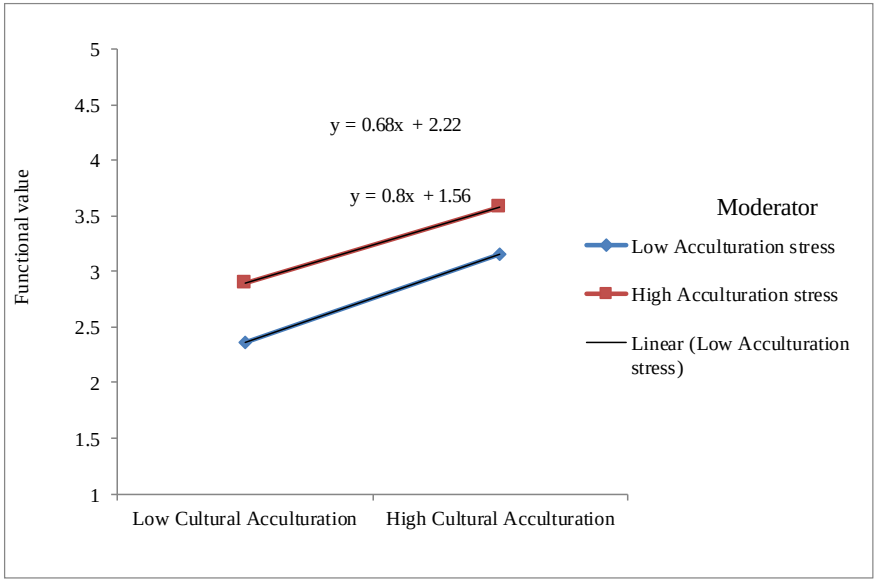
***p<.001, **p<.01, *p<.05

Notes: Path = Relationship between independent variable on dependent variable; β = Standardised regression coefficient; S.E. = Standard error; *p* = Level of significance.

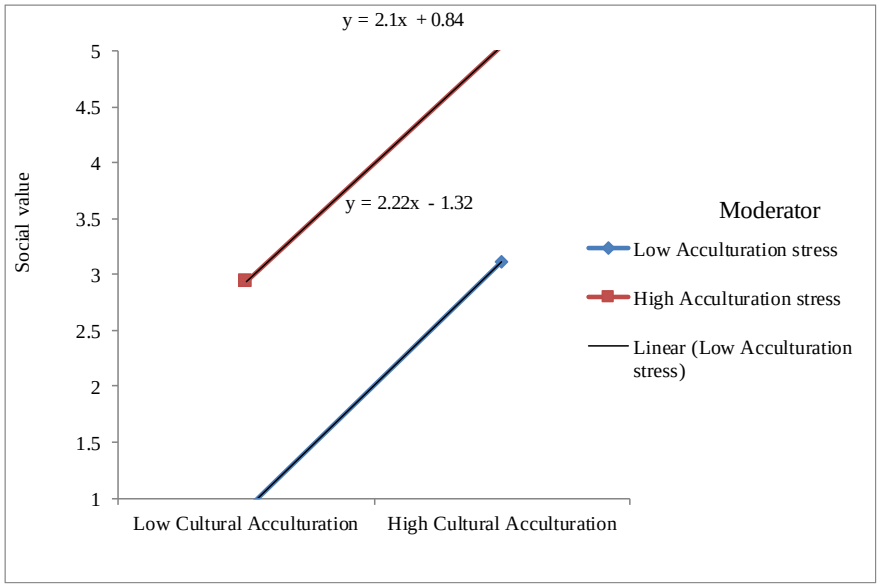
Figure 2: Moderator impacts



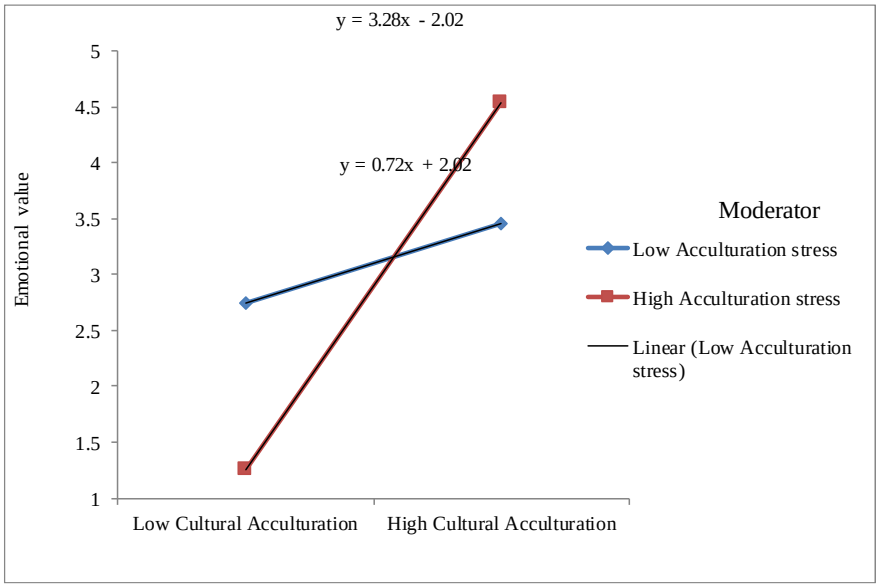
Ethnic identification strengthens the positive relationship between Individual Personality and Cultural Acculturation.



Acculturation stress dampens the positive relationship between Cultural Acculturation and Functional value.



Acculturation stress dampens the positive relationship between Cultural Acculturation and Social value.



Acculturation stress strengthens the positive relationship between Cultural Acculturation and Emotional value.