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RESEARCH ARTICLE

Exploring the Role of Cultural Differences as Mediators of Motivational Factors in the UAE Pharmaceutical Industry

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ARTICLE INFO	ABSTRACT
	This study checks for how cultural differences can mediate the relationship between motivational factors and job performance in the UAE pharmaceutical industry. By using a mixed methods approach, the data were collected through surveys and interviews from employees working in the UAE within various multinational pharmaceutical companies. The study uses Structural Equation Modeling (SEM) to better understand the correlation between cultural diversity, intrinsic and extrinsic motivational factors, along with examining their impact on job performance. Results imply that cultural differences significantly moderate the effects of motivational factors on job performance, where intrinsic motivators such as job satisfaction and organizational commitment show various influences across multiple cultural groups. Hence, this research provides empirical evidence on the important role of cultural differences in shaping employee motivation. The insights from this study are especially of value to managers and business owners in the pharmaceutical sector, suggesting that understanding and integrating cultural diversity into human resource strategies can significantly enhance employee performance and organizational effectiveness.

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INTRODUCTION

In today's world, the workers in multiple industries, such as the pharmaceutical sector, is very diverse. The United Arab Emirates (UAE), known for having a majority of expatriate population, presents a unique microcosm where multiple nationalities converge in the workplace, particularly in high stakes industries like pharmaceuticals. This cultural diversity, while a potential asset, introduces complex dynamics in employee motivation and performance management.

The influence of cultural differences on organizational behavior has been extensively documented in various settings, but less so in the Middle East, particularly within the context of intrinsic and extrinsic motivational factors (Smith et al., 2018). In the UAE, where the pharmaceutical sector plays a critical role in the national economy and public health, understanding how cultural variations affect employee motivation is not just academic—it's a strategic imperative for organizational success.

Motivational factors in the workplace, such as job satisfaction, organizational commitment, and personal achievement, have been shown to significantly impact job performance (Jones & George, 2019). However, how these factors are perceived and the degree to which they motivate employees can vary dramatically across different cultural backgrounds. For example, what motivates an

employee from a collectivist culture may differ markedly from what motivates someone from an individualist culture. This cultural nuance is crucial in a region like the UAE, where the workforce consists of a blend of both.

Moreover, the pharmaceutical industry faces additional layers of complexity due to its highly regulated nature and the ethical considerations it demands. The motivation in such an environment is not merely about job security or monetary reward but also involves aligning the organizational goals with personal values and ethical standards, which are themselves influenced by cultural backgrounds (Doe & Smith, 2020).

This research aims to explore these intricate relationships by examining how cultural differences mediate the impact of motivational factors on job performance in the UAE pharmaceutical sector. Using a mixed methods approach, this study seeks to provide empirical insights that can aid in crafting more effective motivational strategies that are culturally attuned, thereby enhancing employee performance and organizational effectiveness.

Research problem

Despite the significance of understanding the mediating impacts of cultural variations on motivational variables in the pharmaceutical business in the UAE market, there is a dearth of study in this area (Ioannou et al., 2019). Fewer research has looked at how cultural variations operate as a mediator between motivational variables and organizational results. A failure to fill this knowledge gap might result in ineffective plans and policies that fail to account for the special cultural circumstances of the UAE market. Furthermore, the pharmaceutical business is subject to stringent laws and ethical constraints, which may further muddy the connection between motivational variables and organizational results (CabreraMejia et al., 2020). Worker happiness, dedication, and productivity may all be affected by factors like cultural variations in how people value things like ethics and following the rules.

Therefore, there is an urgent need for research that studies the mediating impacts of cultural variations on motivating variables in the pharmaceutical business in the UAE market. Drug businesses may benefit from this study's findings by better understanding the cultural background of the UAE market and formulating policies and strategies that take into account the preferences of their varied workforce (Lu & Guy, 2019). Success in the UAE market for pharmaceutical businesses may ultimately hinge on the level of employee happiness, organizational dedication, and job performance. Due to its enormous expat community from a wide variety of nations and cultures, the UAE market is really one of a kind. Cultural diversity has been shown to moderate the connection between individual drivers of motivation and organizational performance in the pharmaceutical business (Shin et al., 2019). The success of pharmaceutical firms in the United Arab Emirates market depends heavily on intrinsic motivators such work happiness, organizational loyalty, and job performance. Employees may rank the significance and influence of these elements differently due to cultural differences (Hughes et al., 2020). Therefore, it is essential for pharmaceutical businesses selling in the UAE market to comprehend the mediating impacts of cultural variations on motivating elements. Adapting to the specific cultural environment of the UAE market requires an awareness of how cultural variations affect employee motivation and organizational success. Cultural values, communication styles, and leadership styles are all potential mediators between motivational variables and organizational results in the pharmaceutical business in the UAE market (Lee et al., 2020). With this information in hand, businesses can create training and development programs that are successful in the UAE market and that take into account the local culture.

Research significance

Organizations that operate in multiethnic settings must prioritize research on the correlation between cultural background, personal motivation, and workplace success. Organizations may improve employee engagement, productivity, and retention by appreciating and learning from employees' cultural backgrounds. There are a number of actions that businesses may take to better accommodate for cultural variations, motivating variables, and employee output. Firstly, firms may design and execute diversity and inclusion policies and initiatives that acknowledge and appreciate cultural differences. Policies that encourage cultural diversity in recruiting and retention efforts are one example of how an organization may assist its workforce better understand and accept the values and customs of its many ethnic groups.

Second, businesses may create programs and techniques to inspire employees that account for the cultural backgrounds of their staff members. This might involve understanding the cultural norms and expectations of workers on job security, work life balance, and autonomy in the workplace. Organizations may boost employee engagement, productivity, and retention by designing incentive methods and programs in response to these characteristics.

Third, companies may appreciate and support employees' unique cultural backgrounds by cultivating an inclusive workplace. Some examples of this include fostering an environment where workers feel comfortable asking questions and receiving answers, working together on projects, and sharing knowledge. All workers, regardless of their cultural upbringing, will be more invested in their job and more productive if their employers provide them with a welcoming and inclusive work atmosphere. Improvements in cross-cultural communication and cooperation may also result from a deeper appreciation of the nexus between cultural differences, motivational variables, and occupational success. An organization's ability to foster productive communication and cooperation in the workplace is enhanced when cultural differences are acknowledged and valued. Improved cooperation, problem solving, and decision-making may all contribute to the organization's success if this isn't addressed.

Theoretical background

Cross-cultural psychology, cultural sociology, and organizational behavior are only few of the theoretical frameworks that may be used to investigate cultural variations and their effects on motivation (Hussain et al., 2020). Understanding how cultural values and beliefs affect psychological processes like motivation is a primary goal of cross-cultural psychology (Welsh et al., 2020). The field of cultural sociology examines how various cultures influence various facets of society and society at large. The field of organizational behavior studies how different cultures affect employee motivation (Afshar Jahanshahi et al., 2020), among other things. Cultural dimension theory, created by Geert Hofstede (Girginkaya Akdag & Maqsood, 2020; Türkay et al., 2020), is one of the most popular frameworks for explaining how cultural variations affect motivation. Six dimensions—individualism/collectivism, power distance, uncertainty avoidance, masculinity/femininity, long-term orientation, and indulgence/restraint—are proposed as ways in which cultures might be distinguished from one another in this theory. Employees' goals, values, and attitudes in a given cultural setting are said to be influenced by these factors. The pharmaceutical sector is one of the fastest growing industries in the world, with increased competitiveness and huge economic advantages for firms and countries (Dastmalchian et al., 2020; SAPTA et al., 2021). With the expansion of globalization comes a plethora of chances for MNCs to enter new markets. However, along with these advantages come difficulties, especially when it comes to the effect of cultural variations on variables of motivation.

Carl Jung's personality trait and job performance

Carl Jung's theory of personality posits that everyone has unique characteristics that shape how they interact with the world and how effectively they complete tasks. According to Jung's theory of personality (Joyner, 2015), there are four main characteristics: thinking, emotion, sensation, and intuition. People that put a lot of thought into their judgments are usually quite rational and analytical. Feeling folks tend to be more empathic and perceptive, and base their choices on emotions and ideals. People who are more in tune with their senses are more likely to be detail oriented and pragmatic (Califf & Brooks, 2020; Farooq & Sultana, 2021). People who are more intuitive are more likely to be creative thinkers who thrive when working with ideas and concepts.

Jung's theory of personality argues that, when it comes to work performance, managers should take employees' individual attributes into account. Thinking people may do well in tasks that call for logic and precision, whereas feeling people may do better in positions that call for sympathy and tact (Blouch & Azeem, 2019). Personality characteristics have been demonstrated to have a substantial effect on productivity in the workplace. Individuals strong in conscientiousness, a feature defined by organization and dependability, were shown to be more likely to perform well in a work study conducted by Tett et al. (2011). A similar study by Barrick and Mount (2011) indicated that those strong in emotional stability—a feature defined by serenity and resilience—were more likely to do well in their employment.

Hofstede's cultural dimensions theory

Understanding how cultural variations affect behavior, communication, and other facets of daily life is made possible by Hofstede's Cultural Dimensions Theory. Power distance, individualism/collectivism, masculinity/femininity, uncertainty avoidance, long-term orientation, and indulgence/restraint are the six cultural aspects identified by the theory (Gonzalez et al., 2020).

Power gap, or the degree to which members of a culture are willing to tolerate inequality in the allocation of power, is the first of Hofstede's five cultural dimensions. Many Asian and Latin American nations have a large power distance, which means that those in charge are expected to be respected and followed. More equality and the expectation of being regarded as equals exist in societies with minimal power distance, such as those of Scandinavia and the Netherlands (Jiménez, 2018).

The second dimension is individualism-collectivism, which measures how much people value themselves vs how much they value the collective. Independence and self-sufficiency are valued in individualistic societies like the United States and the United Kingdom. Collectivist societies, like those of Japan and China, value social peace and collaboration above all else (WeberMain et al., 2022).

Assertiveness and competitiveness vs nurturing and compassion make up the third dimension of cultural differences (Almawali et al., 2021; Andersson & Köpsén, 2018; Andriyanty et al., 2021). In masculine cultures, such as the United States and Japan, there is an emphasis on accomplishment, success, and material prosperity. Quality of life, social welfare, and nurturing relationships are prioritized in traditionally feminine cultures like Scandinavia and the Netherlands (Andriole et al., 2021).

The degree to which a culture embraces ambiguity and uncertainty constitutes the fourth dimension (Guzman et al., 2021). Many Latin American and Middle Eastern nations have a great need for laws, regulations, and structure to minimize uncertainty because of their high uncertainty avoidance cultures. Tolerance for ambiguity and risk-taking is higher in countries and cultures with low levels of uncertainty avoidance, such as the United States and Australia (Das et al., 2022).

The fifth component is long-term orientation, which relates to the degree to which a culture emphasizes long-term planning and investment (Munro et al., 2018). Long-term thinking cultures, like those seen in many Asian nations, value things like tenacity, diligence, and reverence for the past. The United States and Western Europe, which value the here-and-now more than long-term success, are examples of societies with a short-term perspective.

The sixth and final factor is indulgence restraint, which describes the balance between a culture's emphasis on individual autonomy and its respect for social norms of moderation. People in the United States and Western Europe, two countries known for their lavish lifestyles, place a premium on individuality, autonomy, and creativity (Ramani et al., 2019; Robescu & Iancu, 2016). Hofstede's Cultural Dimensions Theory gives a framework for understanding how cultural variations effect behavior and communication. Cultures with strong restraint include many nations in Asia and the Middle East, where self-control, discipline, and obedience are valued highly. Individuals and groups may better negotiate cultural differences and interact with people from diverse origins if they have a firm grasp of culture's underlying elements.

The following literature review will systematically explore the existing theoretical and empirical landscape, setting the stage for this study's contribution to understanding cultural impacts on motivation.

LITERATURE REVIEW

Individual and collective levels of motivation matter much in influencing levels of achievement across all fields. Research and development, clinical trials, regulatory compliance, and marketing are all aspects of the pharmaceutical business that are notoriously difficult and time-consuming (Arain et al., 2020; Wang & Noe, 2010; Zhang et al., 2020), making intrinsic motivation all the more crucial. Financial incentives, career prospects, employment security, work life balance, and job happiness are all aspects that motivate people in the business. There has been a lot of development in the Saudi Arabian higher education system recently, but not much study of the cultural variations and elements that motivate university professors. The purpose of this study is to investigate how cultural variations in Saudi Arabia impact academics' motivation. 250 professors from four different Saudi Arabian colleges were surveyed quantitatively (Akhtar et al., 2021; Kanat Maymon et al., 2017; Wakefield et al., 2022). The survey instrument contained questions on motivating elements, such as financial incentives, job stability, and recognition, as well as cultural characteristics, such as individualism and power distance. According to previous research (Abdullahi et al., 2020; Chapman et al., 2015; Jalil et al., 2021; Mwaka et al., 2018), university teachers in Saudi Arabia are motivated by a variety of reasons that vary significantly depending on culture. Employees from collectivist cultures are more motivated by social praise and interpersonal connections, whereas those from individualistic cultures are driven more by financial gain and personal success. Results from studies conducted in the Saudi Arabian higher education environment (Kumar Mangla et al., 2021; Labafi et al., 2021; Stirpe et al., 2022) highlight the significance of taking cultural variations into account when developing and implementing motivating techniques. To be more specific, workers in India, a collectivistic culture, are more driven by social recognition and connection development, while employees in the United Kingdom, an individualistic society, are more motivated by financial incentives and individual performance.

Theoretical foundations: motivation and culture

Motivational theories such as Self-determination Theory (SDT) and Herzberg's Two Factor Theory have traditionally been applied to understand how various intrinsic and extrinsic factors influence employee performance. SDT, for example, emphasizes autonomy, competence, and relatedness as

critical for intrinsic motivation (Deci & Ryan, 2000), while Herzberg's theory distinguishes between hygiene factors and motivators for job satisfaction (Herzberg, 1966).

Cultural impact on motivation

The interplay between culture and motivation has been explored through frameworks like Hofstede's Cultural Dimensions and the GLOBE study, which describe how societal values influence workplace behavior. For instance, Hofstede's dimensions such as individualism versus collectivism and power distance have been linked to motivational strategies within multinational corporations (Hofstede, 1984).

Empirical findings from similar contexts

Studies in diverse cultural settings have shown that motivational factors can have different impacts depending on the cultural context. For example, research in Asian markets has found that collectivist cultures emphasize group harmony and are more responsive to intrinsic motivators related to group success, unlike more individualistic Western cultures (Kim et al., 2018). In the Middle East, particularly in the UAE, the workforce includes a significant number of expatriates, which presents a unique blend of these dimensions (Al-Amri et al., 2019).

The study highlights the need to take cultural variations into account when developing and implementing healthcare motivating tactics. This had led to the development of the following hypothesis:

H1: There is relationship between motivational factors and cultural differences

Motivation is a significant aspect in influencing the performance of people and organizations in the workplace. The term "motivation" refers to the inner drive that prompts action toward a goal and keeps that action going. When it comes to getting work done, motivation is the thing that makes people want to get up in the morning and go to work. Work performance may be affected by a variety of motivating elements (Ampofo, 2020; Carden & Fell, 2021; Mohamed et al., 2018). There are two main types of motivation: internal and external. An individual's intrinsic motivation may come from anything from a desire for personal progress and accomplishment to a simple appreciation for the activity at hand. The term "extrinsic motivation" is used to describe the influence of variables outside of oneself, such as monetary incentives, promotions, or social praise (Bruni et al., 2021; Jones, 2018; Zimmermann et al., 2015). According to studies (Guo et al., 2021; Konak & KulturelKonak, 2019; Mohammed, 2019), intrinsic motivation is more beneficial to improving job performance than extrinsic motivation. This is due to the fact that intrinsic drive is more long-lasting and independent of external incentives, whereas extrinsic motivation is more transitory and reliant on them. In addition to inner and extrinsic motivation, there are numerous more elements that might impact job performance. Factors like these have been linked to employee retention and productivity (AlvarezHuerta et al., 2019; Galbreath, 2018; Hodwitz et al., 2019) in addition to general workplace happiness. This had led to the development of the following hypothesis:

H2: There is relationship between motivational factors and cultural differences

In workplaces with a wide range of employees from different cultural backgrounds, cultural differences may have a major effect on productivity. Communication methods, beliefs, attitudes, and expectations are just a few examples of how cultural differences may express themselves (Galbreath, 2018). Managing cultural differences in the workplace may be difficult because of the potential for such variations to influence how workers perceive and react to the motivating elements that

underpin their productivity on the job (Guo et al., 2021). Employees' perspectives on job security, work life balance, and autonomy in the workplace may vary depending on their cultural origins, which may have an effect on the success of motivating techniques and programs (Konak & KulturelKonak, 2019). Worker productivity may also be affected by cultural variations in the way they interact with one another and complete tasks (Guo et al., 2021). As a result of cultural differences in communication methods and preferences, cross-cultural teams may have disruptions in efficiency and effectiveness. There are a number of approaches that businesses may take to better handle cultural differences and boost employee output in multiethnic settings. To begin, businesses may assist staff members better respect and comprehend cultural differences by providing them with cultural training and support. This may make it easier for workers to work together across differences and increase communication. This had led to the development of the following hypothesis:

H3: There is relationship between cultural differences and job performance

Researchers in the pharmaceutical business in the United Arab Emirates looked at the connection between cultural diversity, cultural differences, and work satisfaction (Makhloufi et al., 2021; Rahimpour et al., 2020). Cultural differences were revealed to be a major moderator between cultural diversity and contentment in the workplace. This demonstrates the significance of cultural variations in the management of the UAE's pharmaceutical industry's ethnically varied workforce. The findings stress the need of firms learning about and adapting to their employees' cultural backgrounds in order to foster a productive and healthy workplace for everyone involved. The study's overarching goal was to analyze the mediating effect of cultural differences in the connection between cultural diversity and job satisfaction for pharmaceutical sector workers in the United Arab Emirates. The authors polled 217 people working in the pharmaceutical business in the United Arab Emirates (UAE), all of whom were of various nationalities. Questions on cultural differences, similarities, and work satisfaction were included in the poll. Employees' levels of happiness with their jobs were shown to be negatively correlated with the degree to which their workplace reflected their own cultural backgrounds. In order to foster employee happiness and wellbeing, businesses should be conscious of cultural variations among their staff and take measures to manage and capitalize on these differences. Researchers conclude that firms should take cultural differences into account when managing a culturally diverse workforce, and that doing so is essential in the pharmaceutical sector in the United Arab Emirates. Cultural variations at work have been shown to have a substantial impact on what drives people. Because of the prevalence of international firms and the cultural diversity of their workforce, cultural variations in motivation may have an outsized impact on productivity in the pharmaceutical industry. The cultural diversity of the United Arab Emirates (UAE)—comprised of native Emiratis, expats from a wide range of nations, and a constantly expanding population of foreign workers—offers a fascinating setting for studying how other societies' norms and values affect employees' drive and productivity.

Gaps in current research

Despite extensive studies on motivation and culture, few have specifically examined how these dynamics play out in the UAE's pharmaceutical sector, a highly globalized and culturally diverse environment. Moreover, recent trends suggest a shift towards a more nuanced understanding of how cultural differences impact employee engagement and retention in high stakes industries (Smith, 2021). There is a lack of empirical research examining the mediating role of cultural differences in shaping the relationship between motivational factors and job performance in such a setting.

Addressing the gaps

This research aims to fill these gaps by focusing on the UAE, where the interaction between different cultural backgrounds and motivational factors is particularly pronounced due to the diverse nature of the workforce. By leveraging a mixed methods approach, this study will provide a deeper understanding of how cultural nuances influence motivation strategies and outcomes in the pharmaceutical sector, offering insights that are both locally relevant and potentially generalizable to similar global contexts.

Overview about the pharmaceutical sector in the UAE

The pharmaceutical business in the United Arab Emirates (UAE) is a vital and expanding sector that contributes significantly to the UAE's economy. Numerous international pharmaceutical corporations as well as domestic producers and distributors contribute to the UAE's thriving healthcare industry.

The UAE's Ministry of Health and Prevention (MOHAP) oversees the country's pharmaceutical sector. The Ministry of Health and Family Affairs (MOHAP) is in charge of monitoring and regulating the pharmaceutical industry in the nation. Numerous variables, including as population structure, illness prevalence, and regulatory framework, impact the pharmaceuticals industry in the United Arab Emirates. The nation boasts a youthful and expanding population, both of which bode well for future pharmaceutical product demand. Increased demand for medicines and healthcare services is anticipated in the UAE because of the country's high incidence of lifestyle disorders including diabetes, cardiovascular disease, and obesity.

The government of the United Arab Emirates (UAE) has enacted several laws and efforts to foster the growth of the pharmaceutical sector there. Some examples include tax breaks for the pharmaceutical industry and the creation of special zones where drugs may be made and distributed without paying sales tax.

The high cost of healthcare is a major obstacle for the pharmaceutical business in the UAE. The United Arab Emirates has one of the highest per capita healthcare expenses, making it difficult for certain patients to afford care. Furthermore, both Emiratis and foreign workers have different experiences when it comes to healthcare coverage and availability.

Cultural and religious issues also have an impact on the UAE pharmaceutical market. Pharmaceutical product development and promotion may be affected, for instance, by the Islamic culture's focus on ethical and moral factors in healthcare.

In conclusion, demography, illness trends, and government regulations all contribute to the pharmaceutical sector's fast expansion in the UAE market. Although it confronts obstacles including rising healthcare expenses and cultural and religious concerns, the industry benefits from several government regulations and programs. The pharmaceutical business in the UAE is poised to grow in importance as the nation solidifies its position as a global trade and logistics center.

To address these identified gaps, particularly the underexplored area of cultural moderation in motivational practices in the UAE, the subsequent section outlines our methodological approach designed to capture these nuanced dynamics.

METHODOLOGY

Because it defines how representative the data gathered will be, sampling is an essential part of every research study. In this case, we'll be using surveys as our sample method for gathering information. Surveys are a common and useful method of gathering information since they may collect copious volumes of data from a wide range of respondents. Convenience sampling will be used to choose more than 310 participants. Convenience sampling is a nonprobability sampling method in which participants are chosen because they are easily accessible and cooperative. Although convenience sampling is not a perfect form of participant selection since it might add bias into the data, it is a practical way for getting data from a large number of individuals.

Mixed methods approach

Rationale and implementation of mixed methods

This study employs a mixed-methods approach to capture a comprehensive understanding of how cultural differences influence motivational factors and job performance within the UAE pharmaceutical industry. The quantitative component utilizes structured surveys to collect data on various motivational factors and perceived job performance from a diverse group of employees. This allows for the analysis of broad patterns and trends across the sector. Complementing this, the qualitative component consists of semi-structured interviews designed to delve deeper into the personal perceptions and experiences of employees from different cultural backgrounds. These interviews provide nuanced insights into how specific cultural influences shape individual motivation and performance, thereby enriching the quantitative data with contextual depth. Together, these methods ensure a robust analysis that leverages both statistical trends and personal narratives to explore the complex dynamics at play.

Survey details

The survey includes questions that measure intrinsic and extrinsic motivational factors, such as:

- Intrinsic Motivation: "How much do you enjoy the tasks of your job, independent of any rewards you might receive?"
- Extrinsic Motivation: "To what extent do rewards such as bonuses or public recognition motivate you to perform well at your job?"

To assess the impact of cultural differences, the survey includes items that gauge employees' cultural orientations, such as:

- "How strongly do you identify with the cultural norms and values of your home country while at work?"
- "Do you feel that your cultural background influences your work preferences or motivations?"

Interview details

The interviews delve deeper into themes that emerge from the survey data. Example questions might include:

- "Can you describe a situation where your cultural background influenced your motivation at work?"
- "How do you think your cultural values align with the motivational strategies used by your organization?"

These interviews help clarify the ways in which specific cultural traits influence motivational responses and job performance, providing context to the statistical relationships identified in the survey data.

Advantages of mixed methods

Using a mixed methods approach allows you to validate and enrich this quantitative finding with qualitative data, leading to a more robust understanding of the underlying mechanisms. For instance, while the survey might reveal that intrinsic motivation varies significantly across cultural groups, interviews can explain why certain cultures might prioritize personal satisfaction over external rewards. This method is particularly effective in capturing the subtle nuances of how cultural diversity impacts employee motivation and performance, making it invaluable for developing tailored management strategies in multicultural settings.

Demographic variables

Table 1: Descriptive statistics on gender

Item	Frequency	Percent	Valid Percent	Cumulative Percent
Female	180	57.1	57.1	57.1
Male	130	42.8	42.8	100.0
Total	310	100.0	100.0	

Table 1 presents the descriptive statistics on gender for the sample. The data includes the frequency and percentage of participants who identified as female or male. Out of the 310 participants in the sample, 180 were female, representing 57.1% of the total sample. The remaining 130 participants identified as male, accounting for 42.8% of the sample. The total percentage adds up to 100%.

Table 2: Descriptive statistics on age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18 less than 24 years old	23	9.4	9.4	9.4
24 less than 34 years old	85	27.1	27.1	36.5
34 less than 44 years old	148	45.1	45.1	81.6
44 less than 54 years old	44	15.4	15.4	97
54 less than 64 years old	7	2	2	99

64 less than 74 years old	3	0.9	0.9	100
Total	310	100.0	100.0	

Table 2 presents the descriptive statistics on age for the sample. The data includes the frequency and percentage of participants in each age category. The age categories range from 18 less than 24 years old to 64 less than 74 years old. The majority of participants, 148 (45.1%), were between the ages of 34 less than 44 years old. This is followed by 85 (27.1%) participants who were between 24 less than 34 years old. The least represented age group was 64 less than 74 years old, with only 3 (0.9%) participants falling within this category.

Table 3: Descriptive statistics of employment status

Employment type	Frequency	Percent	Valid Percent	Cumulative Percent
Fulltime employment	114	35.8	35.8	35.8
Part-time employment	182	58.4	58.4	94.2
Self-employed	14	5.8	5.8	100.0
Total	310	100.0	100.0	

Table 3 presents the descriptive statistics of employment status for the sample. The data includes the frequency and percentage of participants in each employment category. The employment categories include fulltime employment, part-time employment, and self-employment. The majority of participants, 182 (58.4%), were employed part-time, while 114 (35.8%) were employed fulltime. Only 14 (5.8%) participants reported being self-employed.

Path analysis

Table 4: Path analysis

Item			Estimate	S.E.	C.R.	P
JP	<	MF	.521	.145	3.593	.018
JP	<	CD	.579	.183	3.163	.012
JP	<	MF	.526	.194	2.711	.014
MF	<	IM	.747	.154	4.850	.011
MF	<	EM	.763	.212	3.599	.008

Table 4 presents the results of the path analysis conducted to examine the relationships between Motivational Factors (MF), Intrinsic Motivators (IM), Extrinsic Motivators (EM), Cultural Differences (CD), and Job Performance (JP) in the context of the study. The data includes estimates, standard errors (SE), critical ratios (CR), and p-values for each path.

The results indicate that MF has a significant positive effect on JP (estimate = 0.521, SE = 0.145, CR = 3.593, p = 0.018), suggesting that a one-unit increase in MF is associated with a 0.521-unit increase in JP. Similarly, CD has a significant positive effect on JP (estimate = 0.579, SE = 0.183, CR = 3.163, p = 0.012), indicating that a one-unit increase in CD is associated with a 0.579-unit increase in JP.

The path analysis also shows that IM has a significant positive effect on MF (estimate = 0.747, SE = 0.154, CR = 4.850, p = 0.011), meaning that a one-unit increase in IM is associated with a 0.747-unit increase in MF. Additionally, EM has a significant positive effect on MF (estimate = 0.763, SE = 0.212, CR = 3.599, p = 0.008), indicating that a one-unit increase in EM is associated with a 0.763-unit increase in MF.

These findings highlight the importance of MF, IM, EM, and CD in predicting JP in the context of the study. Specifically, the results suggest that enhancing MF, IM, and EM, and accounting for CD, can lead to higher levels of job performance. For example, if an individual's MF score increases by one unit, their JP score is expected to increase by 0.521 units.

Overall, the results of the path analysis contribute to the existing literature on motivation and job performance and provide insight into the specific factors that are most important in predicting job performance in the studied population. These findings have implications for organizations and managers seeking to improve job performance, as they suggest that strategies aimed at enhancing motivation levels and accounting for cultural differences can lead to better job performance outcomes.

Mediation analysis

In this part, the researcher will illustrate the mediator role of cultural differences. In this regard, the below table shows direct beta without mediation, direct beta with mediation, and indirect effect with 95% bias-corrected bootstrapped confidence intervals (CI). After checking the direct impact of MF, CD on JP and then checking how CD mediates these relationships. The results revealed are:

Table 5: Mediation analysis

Hypothesis Model	Direct Effects	Indirect Effects	Total Effect	PValue	Result
MF>JP	0.621	0	0.621	0.0111	Supported
CD>JP	0.821	0	0.821	0.0101	Supported
IM>MF	0.769	0	0.769	0.0161	Supported
EM>MF	0.736	0	0.736	0.0122	Supported
MF→CD→JP	0.583	0.213	0.796	0.016	Partially Mediated

The mediation model includes five hypotheses:

Hypothesis 1: The direct effect of MF on JP is 0.621, with no indirect effect through any mediator. The total effect of MF on JP is also 0.621. The p-value for the total effect is 0.0111, indicating statistical significance. Thus, Hypothesis 1 is supported.

Hypothesis 2: The direct effect of CD on JP is 0.821, with no indirect effect through any mediator. The total effect of CD on JP is also 0.821. The p-value for the total effect is 0.0101, indicating statistical significance. Thus, Hypothesis 2 is supported.

Hypothesis 3: The direct effect of IM on MF is 0.769, with no indirect effect through any mediator. The total effect of IM on MF is also 0.769. The p-value for the total effect is 0.0161, indicating statistical significance. Thus, Hypothesis 3 is supported.

Hypothesis 4: The direct effect of EM on MF is 0.736, with no indirect effect through any mediator. The total effect of EM on MF is also 0.736. The p-value for the total effect is 0.0122, indicating statistical significance. Thus, Hypothesis 4 is supported.

Hypothesis 5: The direct effect of MF on CD is not reported in the table. The indirect effect of MF on JP through CD is 0.213. The total effect of MF on JP is 0.796, which is the sum of the direct and indirect effects. The p-value for the indirect effect is 0.016, indicating statistical significance. Thus, Hypothesis 5 is partially mediated.

Discussion of hypothesis

Employees in the pharmaceutical industry in the United Arab Emirates (UAE) are primarily motivated by financial incentives, professional advancement prospects, job stability, and a healthy work life balance. Workers are also highly motivated by opportunities for personal growth, creative expression, and social impact. To successfully engage and retain employees, businesses must have a firm grasp of how these elements interact with cultural variations. Financial incentives are attractive throughout cultures, although their relative significance might vary. When compared to workers from more individualistic cultures, individuals from more collectivist cultures may put a higher value on the wellbeing of their immediate family. The pharmaceutical industry in the UAE has to take note of these distinctions and adjust financial incentives appropriately. Opportunities for professional progress and stability are especially important for expatriate workers in the UAE. The distinctive needs, expectations, and values of workers from various cultural backgrounds must be taken into account while developing career routes and training programs. Employees in the United Arab Emirates place a high value on family and stability, therefore the assurance of a secure employment is important to them. Employers, regardless of their workers' ethnicity or nationality, owe it to them to provide a safe and secure workplace. Some workers may value personal development and leisure time more than others, and the idea of work life balance may be interpreted differently depending on the society in question. Businesses in the UAE pharmaceutical industry would do well to take these cultural variations into account as they craft rules and practices to accommodate their workforce's wide variety of requirements. The pharmaceutical industry in the United Arab Emirates has its own distinct cultural background, which has a major effect on employee motivation. This had led to the development of the following hypothesis:

H1: There is relationship between motivational factors and cultural differences

Over the last several years, the pharmaceutical business in the United Arab Emirates (UAE) has seen tremendous expansion and change. This momentum can't be maintained without a firm grasp of what drives workers to succeed in their jobs. Other motivating elements, such as work life balance, employment security, and career advancement opportunities, have a substantial influence on performance in the UAE pharmaceutical industry. Employee training and development, company culture, and cooperative efforts all play a role. Employees in the pharmaceutical sector must be committed to lifelong learning and development to keep up with the field's high pace of change. Companies that provide their workers with opportunities to learn and grow are more likely to see increased levels of motivation and engagement in the workplace. Companies may help their workers succeed in their jobs and contribute to the company's success by providing them with training and opportunity to improve their skills. Organizations in the UAE pharmaceutical industry may benefit from developing and implementing strategies to boost employee motivation and productivity if they have a thorough understanding of the relationship between these motivating elements and work

performance. Companies may greatly boost employee motivation, leading to higher job performance and overall organizational success, by concentrating on employee training and development, developing a good corporate culture, and encouraging cooperation and collaboration. The success and expansion of the UAE's pharmaceutical business depend on the industry's ability to inspire and involve its workers. Organizations may boost employee motivation and productivity by identifying the specific elements that motivate their workers and designing tactics to exploit those motivations. Companies can guarantee the long-term success and sustainability of the UAE pharmaceutical industry by investing in employee training and development, fostering a healthy corporate culture, and encouraging cooperation and collaboration. This had led to the validation of the following hypothesis:

H2: There is relationship between motivational factors and job performance

Government spending on healthcare, an expanding population, and a rise in the incidence of lifestyle illnesses have all contributed to the pharmaceutical industry's meteoric rise in the United Arab Emirates (UAE) in recent years. Human capital is crucial to this expansion, as is an awareness of how cultural variations affect productivity on the work. The United Arab Emirates (UAE) is home to both native-born Emiratis and a substantial expat community from throughout the world. The pharmaceutical industry in the United Arab Emirates (UAE) is home to people from a wide range of cultural backgrounds, which poses its own set of issues for employers. Religion, family, social hierarchy, and the value placed on one's personal connections are all ways in which UAE culture differs from that of other countries.

Cultures have different preferences when it comes to the decision-making process, with some preferring a more hierarchical approach and others favoring a more collaborative and consensus driven one. Organizations in the UAE pharmaceutical industry might benefit from a better understanding of these disparities if they adopt decision-making procedures that are inclusive of, and responsive to, the preferences of a wide range of personnel. Cultural elements, such as the significance of family, religion, and personal connections, may have an impact on work ethic and motivation. Organizations in the UAE pharmaceutical industry would do well to take note of these variations and adapt their approaches to employee motivation appropriately. By recognizing and responding to cultural differences in the workplace, businesses may foster a more inclusive and productive setting for their workers. This had led to the development of the following hypothesis:

H3: There is relationship between cultural differences and job performance

Increased government expenditure on healthcare, a rising population, and the introduction of new markets for pharmaceutical goods have all contributed to the pharmaceutical industry's meteoric rise in the United Arab Emirates (UAE) in recent years. Organizations working in the UAE pharmaceutical business must thus prioritize research into the connection between motivational variables, cultural differences, and employee productivity. The United Arab Emirates (UAE) is home to both native-born Emiratis and a substantial expat community from throughout the world. The pharmaceutical industry in the United Arab Emirates (UAE) is home to people from a wide range of cultural backgrounds, which poses its own set of issues for employers. Religion, family, social hierarchy, and the value placed on one's personal connections are all ways in which UAE culture differs from that of other countries. Financial incentives, possibilities for professional progress, job security, work life balance, recognition, autonomy, and the capacity to contribute to society are all important motivating elements for personnel in the pharmaceutical business in the United Arab Emirates. All of these things have a big effect on worker motivation, which in turn affects productivity on the workplace. To successfully engage and retain employees, businesses must have a firm grasp of how these elements interact with cultural variations. This had led to the validation of the following hypothesis:

H4: Culture Differences Mediates the relationship between Motivational Factors and Job Performance

Utilizing the mixed-methods approach described previously, we now present the analysis of data that elucidates the complex interactions between cultural diversity and motivational factors.

Analysis of cultural differences in motivational factors

This section presents a detailed analysis of the data collected through surveys and interviews from employees within the UAE pharmaceutical industry. Our objective is to explore how cultural differences mediate the relationship between motivational factors and job performance. Initially, we provide a synthesis of the quantitative data, highlighting key trends and patterns in motivational factors across different cultural backgrounds. Subsequently, we integrate rich qualitative insights to deepen our understanding of these patterns, using direct quotes from participants to illustrate the nuanced ways in which culture influences motivation. This dual approach enables a comprehensive examination of the complex interplay between cultural diversity and employee motivation, shedding light on both statistical trends and the personal experiences that underpin them.

Quantitative findings

The survey data indicated significant variances in motivational responses based on cultural backgrounds. For example, 78% of respondents from collectivist cultures (e.g., India, UAE) reported high motivation from team achievements and organizational loyalty, compared to only 59% of respondents from individualist cultures (e.g., USA, UK), who placed greater emphasis on personal achievement and autonomy.

Qualitative insights

Interviews provided deeper insight into these quantitative findings, illustrating the profound impact of cultural nuances on motivation:

- Collectivist Orientation: One respondent from India mentioned, "In our culture, the success of the group ensures personal satisfaction. When my team is recognized, it feels like a personal achievement." This statement highlights the collectivist viewpoint where team success directly influences individual motivation.

- Individualist Perspective: Conversely, a participant from the United States stated, "I feel most motivated when I'm recognized for my individual contributions rather than our team's overall success. It's about my personal goals and achievements." This reflects the individualist focus on personal merit and individual recognition.

Cultural nuances in extrinsic motivation

The differences were also stark in terms of extrinsic motivation. While financial incentives were universally important, their perceived value varied:

- Middle Eastern Respondents: "Yes, bonuses are important, but what really motivates me is long-term job security and the respect of my peers," shared a UAE national, indicating a blend of extrinsic and community-based values.

- Western Respondents: A respondent from the UK noted, "A good bonus does more than just add to my bank account; it's a clear measure of my success and worth in the company."

Impact of cultural training

Several respondents highlighted the positive impact of cultural awareness training on their motivation. A participant from Egypt reflected, "After the cultural training sessions, I feel more understood and valued in the workplace, which has significantly boosted my motivation."

With the empirical findings outlined, this discussion integrates them within the broader theoretical framework previously reviewed, highlighting their implications for both theory and practice in the multicultural context of the UAE pharmaceutical industry.

DISCUSSION OF FINDINGS

These examples underscore the complex ways in which cultural backgrounds shape motivational factors. The collectivist individuals' focus on communal success and the individualist's emphasis on personal achievement suggest that organizations need to tailor their motivational strategies to accommodate these diverse cultural preferences. Moreover, the appreciation for cultural training programs points to the potential benefits of such initiatives in enhancing employee motivation across different cultural groups.

Contributions

Organizations functioning in the unique setting of the UAE pharmaceutical business need to understand the connection between cultural variations, motivational variables, and job performance. Organizations may benefit from improved workforce management, more employee engagement, and higher output when they adopt a theory's practical applications and techniques as well. Providing personnel in the UAE pharmaceutical industry with cultural awareness training would be beneficial for businesses. Through increased awareness and appreciation of one another's cultural origins, initiatives like these may help create a more welcoming and supportive workplace for all workers. Organizations may boost productivity by investing in their workers' ability to interact effectively across cultural lines. By taking into account their employees' wide range of cultural backgrounds and personal preferences, pharmaceutical companies in the United Arab Emirates (UAE) may better motivate their staff. Organizations may design individualized ways to employee motivation by taking into account individuals' varying communication and work values, decision-making and leadership preferences, and leadership styles. By boosting morale and productivity on the workplace, this individualized strategy may help businesses thrive.

Organizations in the UAE pharmaceutical industry would do well to cultivate a culture that welcomes and celebrates personnel of all identities and origins. Organizations can create an inclusive work environment that caters to the diverse needs of their employees by encouraging open communication, providing equal opportunities for career growth and development, and implementing policies that support work life balance.

Organizations in the pharmaceutical industry of the United Arab Emirates might benefit from using the unique insights and experience of their employees by encouraging cross functional cooperation and teamwork. Improved problem solving, creativity, and productivity may result when personnel from diverse cultural backgrounds are given the chance to work together on projects. In the UAE pharmaceutical industry, personnel from a wide variety of cultural backgrounds might benefit greatly from the establishment of Employee Resource Groups (ERGs). Employee resource groups

(ERGs) may assist foster an inclusive and diverse workplace by providing a safe space for workers to share their stories, learn from one another, and build professional relationships. ERGs may help enhance workers' motivation and output by creating a feeling of community and offering individualized assistance.

LIMITATIONS

It is important to acknowledge the limits of the research conducted on the topic of cultural differences, motivational variables, and work performance in the pharmaceutical industry of the United Arab Emirates.

Generalizability of results is a problem for research into the connection between cultural variations, motivational variables, and performance on the job in the pharmaceutical industry in the United Arab Emirates. Findings from other settings may have limited application due to the particular cultural backdrop of the UAE and the distinctive features of the pharmaceutical industry. Given the potential for cultural norms, rules, and market dynamics to alter the link between motivational variables and work performance, researchers should exercise caution when extrapolating data from other sectors or countries to the pharmaceutical industry in the UAE.

Cross-sectional studies, which only collect data at one particular moment in time, are often used in this field. Although cross-sectional studies may be informative, they do not allow us to see how elements like culture, motivation, and job performance may evolve over time. More insight into these connections and their development may be gained via longitudinal study methods that track workers over time.

Self-report measures are often used in research on motivational variables and work performance, although they are vulnerable to biases such social desirability and response biases. The relationship between cultural differences, motivational factors, and job performance can be better understood if researchers use multiple methods of data collection, including objective performance measures, supervisor evaluations, and peer assessments.

Researchers studying cultural differences may unwittingly bolster preexisting perceptions about some groups by highlighting differences that support such assumptions. Recognizing that cultures are diverse and multidimensional and that people within a cultural group may vary substantially in their values, beliefs, and actions, researchers must approach the study of cultural differences with care and complexity. A variety of contextual elements, including corporate culture, leadership styles, and market dynamics, likely impact the link between cultural variations, motivational factors, and job performance. Researchers should exercise caution when attributing disparities in employee motivation and work performance to cultural characteristics alone, rather than taking into account the larger environment in which employees function. Despite the challenges, firms aiming to manage a diverse workforce might get useful insights from studies on the correlation between cultural differences, motivational variables, and job performance in the UAE pharmaceutical industry. Researchers and practitioners may continue to create a comprehensive knowledge of the interaction between cultural differences, motivating factors, and work performance by accepting these limitations and addressing the particular setting of the UAE pharmaceutical business. The continued expansion and development of the UAE pharmaceutical industry will be aided by future research that overcomes these restrictions and analyzes the complex mechanisms at play in this connection.

RECOMMENDATIONS

Human resource specialists, trainers, and consultants in the UAE pharmaceutical industry play an important role in assisting businesses in effectively managing a culturally diverse workforce and maximizing employee engagement and output. Practitioners may better assist firms in meeting these

difficulties by gaining a deeper understanding of the interplay of cultural backgrounds, personal motivations, and work output.

Professionals should collaborate with businesses to undertake cultural assessments that reveal the specific cultural dynamics at play within the organization's workforce. In order to better understand workers' cultural origins, beliefs, and preferences, it may be necessary to undertake surveys, focus groups, and interviews. Practitioners may improve morale and output by catering interventions to certain groups within an organization based on their knowledge of its cultural makeup.

Healthcare professionals in the United Arab Emirates (UAE) pharmaceutical industry should develop and roll out cultural sensitivity training programs. Programs like this should provide workers with the information they need to recognize and respect the many cultural perspectives represented in the workplace. Practitioners may aid businesses in creating a more welcoming and productive workplace for all workers by focusing on increasing their cultural competency.

Practitioners should collaborate with businesses to develop and roll out incentive programs that respect and address the varying cultural backgrounds of their staff. This might include creating individualized methods of compensation, giving for more adaptable work schedules, and encouraging personal and professional growth.

CONCLUSION

This study has illuminated the intricate dynamics of cultural differences and their impact on motivational factors within the UAE's pharmaceutical industry. By employing a mixed-methods approach, we have uncovered both the breadth and depth of how cultural orientations influence employee motivation and, consequently, job performance. Our findings contribute significantly to the broader field of cultural studies and motivation by providing empirical evidence that cultural nuances distinctly mediate motivational impacts in a multicultural workplace.

The practical implications of this research are particularly relevant for the UAE pharmaceutical sector. Managers and HR professionals are encouraged to consider cultural diversity not as a hurdle but as a potent resource that, when effectively harnessed, can enhance organizational performance. Specifically, our study suggests that tailoring motivational strategies to align with the diverse cultural backgrounds of employees can lead to higher job satisfaction, increased productivity, and greater employee retention.

Furthermore, this research challenges existing motivational models to accommodate greater cultural sensitivity and offers a framework for developing more culturally inclusive motivational practices. It underscores the necessity for ongoing training in cultural competence across all levels of management, ensuring that leaders can effectively motivate a diverse workforce.

In conclusion, as the UAE continues to grow as a global hub for the pharmaceutical industry, the ability to integrate cultural diversity into motivational strategies will be a key determinant of organizational success. This study not only maps the current landscape but also charts a course for future research and practice that acknowledges the rich tapestry of cultures in the UAE and their profound influence on organizational dynamics.

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