

## **DOCTORATE in BUSINESS ADMINISTRATION**

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### **THE RESILIENCE OF HOST COUNTRY NATIONALS (HCNs) IN MULTICULTURAL WORK CONTEXTS**

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## Résumé

La présente thèse de DBA utilise des méthodes quantitatives et qualitatives pour comprendre et évaluer la résilience des Host Country Nationals lorsqu'ils travaillent dans un environnement multiculturel. Notre objectif est de trouver s'il existe des facteurs de stress qui peuvent affecter la satisfaction du travail, les dévouements organisationnels, la productivité, le sentiment d'appartenance et la performance du travail. En examinant les niveaux de résilience et de stress de nos répondants, nos données ont démontré que les personnes résilientes sont moins stressées. C'était aussi le cas lorsqu'on travaillait avec des étrangers. Tout au long de ce processus, rien n'indiquait que les niveaux de stress étaient liés au travail avec des étrangers. En comparant les niveaux de stress de trois groupes de participants, triés par fréquence d'interaction avec des étrangers, il n'y avait aucune différence entre les groupes, ce qui suggère que travailler avec des étrangers n'augmente pas nécessairement de manière significative le stress d'une personne au travail. Sur les trois groupes, nous avons trouvé que les employés des sociétés privées étaient moins stressés au travail. Les résultats quantitatifs étaient légèrement différents des résultats qualitatifs lors de l'examen du stress des HCN par rapport aux non-citoyens, nous considérons donc que cela n'est pas concluant. Les répondants résilients se sont révélés plus satisfaits au travail, en particulier les étudiants. Des résultats similaires ont été obtenus lors de l'analyse de la relation entre la résilience et le dévouement organisationnel, la résilience et la productivité au travail : les personnes résilientes étaient plus engagées dans leur organisation et plus productives, en particulier les employés privés.

**Mots-clés:** résilience, Host Country National (HCN), ressortissants étrangers, expatriés, stress, satisfaction du travail, dévouement organisationnel, sentiment d'appartenance, productivité au travail, performance au travail, pandémie et COVID-19.

## Abstract

The present DBA thesis utilizes quantitative and qualitative methods to understand and evaluate the resilience of Host Country Nationals when working in a multicultural environment. We researched whether certain stressors affect job satisfaction, organizational commitment, productivity, sense of belonging, and job performance. When examining the resilience and stress levels of our respondents, our data demonstrated that resilient people are less stressed. This was the case when working with foreigners, too. Throughout this process, there was no indication that stress levels are directly related to working with foreigners. When comparing the stress levels of three groups of participants, sorted by the frequency of interaction with foreigners, there was no difference between the groups, suggesting that working with foreigners per se does not necessarily significantly increase a person's work-related stress. Out of the three groups, we found employees working for private organizations to be less stressed at work. Quantitative results were slightly different from the qualitative results when examining the stress of HCNs compared to non-citizens; therefore we consider this to be inconclusive. Resilient respondents, especially students, reported being more satisfied at work,. Findings for the relationship between resilience and organizational commitment, resilience, and job productivity were similar: resilient people were more committed to their organizations and more productive, especially private employees.

**Key words:** resilience, Host Country National (HCN), foreign nationals, expatriates, stress, job satisfaction, organizational commitment, sense of belonging, job productivity, job performance, pandemic, and COVID-19

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## Chapter 1 – Introduction

“Persistence and resilience only come from having been given the chance to work through *difficult problems.*” – Gever Tulley

Individual psychological resilience may be an essential aspect that may allow Host Country Nationals (HCNs) to flourish while working in multicultural environments. An HCN is “an employee who is a citizen of a country in which an organization's branch or plant is located, but the organization is headquartered in another country” (MBA Skool Team, 2018). Individual psychological resilience is a quality that shapes a person’s response to dealing with stress and/or adversity (Fletcher & Sarkar, 2013). In particular, different levels or types of resilience may explain why some individuals are able to adapt, endure or thrive when they are challenged.

This subject is important to all individuals performing in cross-cultural workplace, and specifically to HCN employees because it reveals the challenges HCNs face interacting with foreign nationals, provides guidelines on how HCNs might adapt and cope with the situation and learn how to overcome these challenges, particularly concerning job satisfaction, organizational commitment, and productivity. Most prior research on working in cross-cultural contexts has focused on expatriates and their need to adjust to the host country, but little research has considered the perspective of HCNs. My thesis research contributes to this field of inquiry by promoting the importance of HCNs’ resilience across cultures, by developing propositions for future research in this area, and by providing practical insights for individual HCN and foreign national employees as well as business leaders in culturally diverse regions and managers in multinational corporations (MNCs).

The field of positive psychology and positive organizational behavior (Youssef & Luthans, 2007) is grounded in the social sciences and organizational behavior research, which has suggested that resilience has an impact on desired work-related employee outcomes, such as employee attitudes, behaviors, and performance (Luthans and Youssef, 2007). This investigation focused on the frameworks established by this field of research that links the constructs of resilience, job satisfaction, organizational commitment, and self-rated productivity.

Resilience represents successful adaptation in the face of adversity (Masten et. al., 1999), and the process of adaptation is influenced by numerous factors and their transactions in a person's environment (Sameroff, 2000). Less research has focused specifically on resilience in multinational workplaces and/or culturally diverse work contexts. Some studies have focused on resilience in the workplace, including in multicultural organizations, and there are a few studies on the resilience exhibited by expatriates. Studies on HCN's resilience, however, have generally been neglected in the social and behavioral sciences. Our study aims to fill this gap by investigating HCNs' resilience. From a practical standpoint, HCNs may be more dissatisfied with their organizations, jobs, and/or interactions as they may even feel inferior, ignored, disappointed by their organization's insensitivity to their status as "locals." As a result, HCNs may be disengaged and less productive.

Our thesis seeks to understand HCNs' own interpretations of their challenges, experiences, and adaptations in cross-cultural work contexts. "The psychological mobility required in global work assignment creates an exigency for psychological adjustment *conceptualized as the person's efforts to adapt to episodes of disorientation encountered when working in intercultural contexts*" (Potosky, 2016, p. 227).

## 1.1 - Research question

We explored the extent to which host country nationals (HCNs) need to leverage resilience to develop a positive attitude toward and positive relationships with foreign nationals in multicultural work contexts? To investigate the research question, we paid special attention to the relationship between stressors associated with working in a multicultural context and resilience. We evaluated resilience in multicultural environments and the relationship between individuals' resilience and their job (or school) satisfaction, organizational commitment, and productivity. To conduct data analysis, we used mixed methods: quantitative and qualitative, exploratory study and confirmatory study. This approach was chosen based on the premise that separate and dissimilar data collected for the same phenomena provides a richer picture of the concept and outcomes associated with HCN's resilience than would a mono-method approach (Spears & Barki, 2010). Data from primary and secondary sources were analyzed.

## Chapter 2 – Literature review

### 2.1 - Resilience as a concept

In this section, we define resilience and describe its main antecedents and outcomes, and we consider the extant research literature on resilience in cross-cultural work contexts. According to the Oxford Dictionary of English, the word resilient is defined as being “able to withstand or recover quickly from difficult conditions”, deriving from the present participle of the Latin verb ‘resilire’, or “to leap back” (Fletcher & Sarkar, 2013). The origin of the term resilience comes from science regarding “the capability of a strained body to recover its size and shape after deformation caused especially by compressive stress” (Merriam-Webster dictionary, 2006).

The roots of resiliency theory began in 1955 with Emmy E. Werner’s paper, “Risk, Resilience, and Recovery: Perspectives from the Kauai Longitudinal Study,” which focused on children who had learned to lead successful lives despite environmental hardships and extreme stresses during their upbringing (Werner et al. 1992). Out of these studies the term resiliency emerged to describe people who had overcome hardships and risk factors through self-efficacy. In fact, research has suggested that resilience may entail an inborn capacity for self-righting (Werner & Smith, 1992) and for transformation and change (Lifton, 1993). As resiliency unfolds naturally in the presence of certain environmental qualities, we are all born with some degree of innate resiliency.

Definitions of resilience are mostly based on two core concepts: adversity and positive adaptation (Fletcher & Sarkar, 2013). The first core concept is aligned with the notion of risk, hardship, or suffering related to difficulty, and the second core concept, positive adaptation, is defined as “behaviorally manifested social competence or success at meeting stage-salient developmental task” (Luthar & Cicchetti, 2000, p. 858). Experts have concluded that resilience is

a complex construct, and its definition may differ according to the context (Southwick, Bananno, Masten, Panter-Brick, & Yehuda, 2014). Resilience represents successful adaptation in the face of adversity (Masten et. al., 1999), and the process of adaptation is influenced by numerous factors and their transactions in a person's environment (Sameroff, 2000). The construct of resilience is characterized by positive coping and adaptation in the face of significant adversity or risk (Masten & Reed, 2002). Rutter (1985) described resilience as the ability to bounce back or cope successfully despite substantial adversity. Sharkey and You, (2008) highlight the importance of understanding whether flexible factors can act as turning points in individuals' lives to help them achieve positive outcomes despite the risk.

The term psychological resilience is viewed as “the positive role of individual differences *in people's response to stress and adversity*” (Fletcher & Sarkar, 2013). Psychological resilience is concerned with finding out why some individuals have the strength to adapt, endure or thrive on the pressure experienced in life and what are the factors that protect them from the stressors. The qualities characterizing those individuals are good self-esteem, supportive environment, and positive temperament (Fletcher & Sarkar, 2013).

Individual resilience consists of behavior, ideas, and dealings that promote mental health and wellbeing (Harland, et al., 2005). The U.S. Department of Health & Human Services defines individual resilience as “Individual resilience involves behaviors, thoughts, and actions that promote personal wellbeing and mental health. People can develop the ability to withstand, adapt to, and recover from stress and adversity—and maintain or return to a state of mental health wellbeing—by using effective coping strategies. We call this individual resilience.” (Public Health Emergency). Campbell (1970) suggested that the idea of individual resilience in the face of

adversity has been around for a very long time, as evident in myths, fairy tales, art, and literature over the centuries that portray heroes and heroines.

The term resiliency describes people who have overcome adversity through self-efficacy (Hamill, 2003). Research has suggested that resilience may entail an inborn capacity for self-righting (Werner & Smith, 1992) and for transformation and change (Lifton, 1993). “As resiliency unfolds naturally in the presence of certain environmental attributes, we are all born with some degree of inborn resiliency. Psychological resilience suggests that resilience is a quality that one either has or does not have (Luthar et al., 2000). Despite exposure to significant stressors, Rutter (1985) considered resilience as a popular concept due to the desire of injecting hope and optimism into the story of adversity.

## **2.2 - Antecedents**

From the recent concept-based analysis, researchers believe that adversity is the principal antecedent of resilience. Antecedents are events happening before a concept (Walker & Avant, 2005). Adversity and risk present a serious threat to the development of a negative outcome. If a stressor would not pressure adaptation, nor lead to negative outcomes, then resilience should not be necessary for that context.

Resilience has been conceptualized as a trait as well as a state, as a process as well as an outcome. Connor & Davidson (2003) visualized resilience as a trait, suggesting that resilience represents a set of characteristics that allow individuals to adapt to the circumstances they experience. In Steyer et al. (1992) traits are characterized as attributes of individuals relatively stable across occasions. A person who has a resilient personality is characterized as having traits that reflect a strong, well-differentiated, and integrated sense of self (self-structure) and traits that

promote strong, reciprocal interpersonal relationships with others (Reich, 2010). Some researchers have investigated resilience as a trait of individuals while others view resilience as a process (Jacelon, 1997). Psychological resilience has been conceptualized as a personality trait and has been considered as a process that changes over time (Fletcher & Sarkar, 2013), which is somewhat confusing as traits do not generally change in the course of a process.

Personality states may be viewed as temporal cross-sections in the stream-of-life of a person (Thorne, 1966). State-like constructs vary circumstantially and can be developed (Culberston, Fullagar & Mills, 2010). Resilience in the workplace may be developed through training as a state-like construct (Bonanno, 2005).

Having described the traits and states, it is important to add that in some cases a psychological attribute has traits and state components (Steyer et al., 1992). When resilience traits are current dominant states at a moment in time they are classified as State-Resilience, whereas if they have developed since childhood they are characterized as Trait-Resilience. This classification is reached while looking at resilience traits' intensity (Hiew, 2000).

“If circumstances change, resilience alters” observed Rutter (1981, p. 317). Researchers, who consider resilience as a process, disagree with the idea of resilience being an inert state of existence (Fletcher & Sarkar, 2013). This is clearly expressed by Skodol (2010) when stating that resilience is a dynamic developmental process that involves many influences. In Richardson's resiliency model (2002) the resilience process starts with a state of a comfort zone. Later on, when individual experiences disruptions, he/she would adapt and restart the process of the integration. Fletcher & Sarkar (2013) consider resilience to be the most desirable outcome in the majority of their theories. Agaibi & Wilson (2005) include optimal coping as another positive

outcome indicator in their theories, whereas Paton et.al (2008) incorporate job satisfaction and Riolli & Savicki (2003) include productivity.

### **2.3 - Resilience at work**

In simple terms, positive psychology is concerned with an individual's strengths and successes; it intends to concentrate on understanding and developing what is right with individuals and how they can prosper (Luthans, Norman, Avolio & Avey, 2007). Not limited to hope, resiliency, optimism, and self-efficacy are determined to be the best constructs to meet the positive psychology (Luthans et al., 2004; Luthans & Youssef, 2007).

From positive psychology we refer to theorizing on positive organizational behavior to relate positive psychology to the workplace (Luthans et al., 2008). In essence, positive organizational behavior is the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace (Luthans, 2002b). The construct to be included in positive organizational behavior should be a positive strength or psychological capacity (Luthans & Youssef, 2007). Theoretically and empirically, hope, resiliency, optimism, and self-efficacy make up the core construct of psychological capital (Luthans, Avolio et al., 2007). Psychological capital or PsyCap has been defined as “*an individual's positive psychological state of development that is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain*

success” (Luthans, Youssef et al., 2007, p. 3). When particularly tailored to the workplace, resiliency is understood as the “*ability of people to ‘spring back’ in the face of adversity*” (Jacelon, 1997).

“It is now possible for more people than ever to collaborate and compete in real-time with more other people on more different kinds of work from more different corners of the planet and on a more equal footing than at any previous time in the history of the world” is the thesis of Tom Friedman’s (2005) best-selling book *The World is Flat*. Caza & Milton (2012) define resilience at work as a positive developmental trajectory characterized by demonstrated competence in the face of, and professional growth after, experiences of adversity in the workplace. In their article, the authors stated that the phenomenon of “work intensification” has reached the limits of the human capacity to endure. Consequently, a substantial increase in the incidence of work-related stress injury, overwork, and fatigue has been detected. These create problems for individuals and organizations.

#### **2.4 - Outcomes associated with resilient employees**

Positive psychology and positive organizational behavior (Youssef & Luthans, 2007) have suggested that resilience has an impact on desired work-related employee outcomes and its contribution to various outcomes, such as employee attitudes, behaviors, and performance (Luthans and Youssef, 2007) including job satisfaction, organizational commitment, particularly addressed by psychological capital (PsyCap). Positive psychology offers a range for the improvement of satisfaction and productivity in the workplace (Martin et al. 2005). When an employee’s engagement is underpinned by a need to avoid failure or reduce guilt or shame, that employee is more motivated and productive (Wiegand & Geller, 2005). Studies have examined

moderators of the relationships between work stressors (workload, organizational constraints) and variable outcomes (physical and mental symptoms, performance), but have not involved employee resilience. Meredith et al., (2011), while reviewing the literature on resilience, noticed that for an employee to be considered resilient he/she must show growth or positive change following a stressful event. We have stated earlier that resilience is defined as the capacity to bounce back and there is a problem due to resilience being measured via self-reports, such as do people see themselves as resilient (Britt et al, 2016). During organizational changes, individual employees' resources play an important role in shaping their commitment and behavioral engagement. These resources are organizational inducements and employee psychological resilience (trait-like), which in return help employees overcome the challenges of change (Shin, Taylor, & Seo, 2012). Personality traits are antecedents to work experiences. Employee's psychological states are positive status varying according to the situations (Cetin, 2011).

Job satisfaction is described by Locke, (1969, p. 317) as a "pleasurable emotional state *resulting from the appraisal of one's job as achieving or facilitation one's job values*". When workers are satisfied, they have a better relationship with colleagues (Swider, Boswell, & Zimmerman, 2011); a higher commitment to their organization (Yoon & Thye, 2002), and their work performance is greater than that of their peers (Judge, Thoresen, Bono, & Patton, 2001). While the concept of organizational commitment attempts to understand the intensity and stability of employee dedication to work organizations, another view of this outcome focuses on the calculative aspect of the employee-organization relationship. (Eisenberger, al. et 1990). Employees' self-identity, loyalty, and commitment are increased when organizations support, value, and reward their high efforts and care about them. Employees' job performance and their commitment to the organization are positively affected when they are involved in the organization

(Mowday et al., 1982). Viswesvaran & Ones (2000) refer to job performance as scalable actions, behavior, and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals.

## **2.5 - Relationships between resilience, stress and other constructs**

Lounsbury et al., (2007) studied the relationship between personality traits and job satisfaction. Almost all the personality traits they have chosen were notably related to job satisfaction. The Big Five model of normal personality was used to investigate the five traits and one of them is emotional resilience. Holland (1997) wrote that people flourish in their work environment when there is a good fit between their personality type and the characteristics of the environment. Lack of congruence between personality and environment leads to dissatisfaction. One of the hypotheses the authors tested was that emotional resilience would be positively related to job satisfaction. Resilient individuals would be better at handling high levels of job stress, but that can lead to emotional exhaustion (Moore, 2000) or burnout (Huarng, 1998). Out of the five traits of the Big Five, they resulted that emotional resilience was one of the traits most highly related to job satisfaction.

Although PsyCap is focused on positive psychological components self-efficacy, optimism, hope, and resilience, and little investigation has been done toward the relationship between PsyCap and well-being (Culbertson, Fullagar, & Mills, 2010); however, we focused only on the component of resilience and its contribution to other constructs. Well-being is defined as the optimal psychological functioning and experience (Ryan & Deci, 2001). The construct of happiness is used interchangeably with well-being. The positive relation between resilience and happiness among employees undergoing downsizing has been demonstrated by Maddi (1987), a

link between PsyCap resiliency and job satisfaction (Larson & Luthans, 2006) and also to happiness (Youssef & Luthans, 2007). Overall, resilience appears to be positively related to well-being at work.

Stress in the workplace has been defined as the inability to cope with a perceived threat to one's mental, physical, emotional, and spiritual well-being (Seaward, 1999) whereas resilience to stress means that employees can respond productively when faced with significant change or pressure to achieve outcomes (Home & Orr, 1997). *“More than education, more than experience, more than training, a person's level of resilience will determine who succeeds and who fails. That's true in the cancer ward, it's true in the Olympics, and it's true in the boardroom”* (Coutu, 2002). A potential solution to the stress in the workplace is anticipated in the development of resilience (Neenan, (2009); Foureur et al., (2013).

Organizational commitment is defined as an attitude that shows the relationship between employee and organization (Cetin, 2011). Bateman and Strasser (1984) refer to organizational commitment as employee's loyalty to the organization, eagerness to attempt on behalf of the organization, extent of goal and value relevance with the organization, and the desire to preserve membership. In recent years, organizational changes occur at a high pace and employees play an important role in the success or failure of these changes (Shin et al., 2012). The results of the analysis of the study of Cetin (2011) conclude that organizational commitment and job satisfaction attitudes of the employees are predicted by the resilience and other components of organizational PsyCap. Resilient individuals cultivate positive emotions in themselves, and transmit positive emotions to others as well, which creates a supportive social network to aid in the coping process (Zehir & Narcikara, 2016). Organizational resilience improves firm product innovativeness by increasing the utilization of ideas and knowledge (Zehir & Narcikara, 2016).

## 2.6 – Stress and Resilience in cross-cultural contexts

Resilience is a watchword that has popularity in cross-cultural organizations.. This study addressed Gunnestad's (2006) question about whether different organizational culture contexts generate resilience in different ways. Culture refers to everyday practices through which individuals and groups manifest a set of shared values, beliefs, language, and customs (Wong, Wong, & Scott, 2006). Culture also influences the way we form networks and the importance we sign to them (Gunnestad, 2006).

Some populations such as international students, migrant populations, or foreign workers, are considered to be at high risk for psycho-social-cultural issues. This is due to different risk factors experienced in the process of cross-cultural adaptation (Sandu & Asrabadi, 1991). Even though these groups of individuals are at higher risk that does not prevent them from developing and maintaining normal psychological functioning and being successful (Pan et al, 2008). Within resilience studies, some fields have shifted their framework from negative to positive, from focusing on problems to draw attention to the competencies and strengths of individuals (Michaud, 2006). Individuals exposed to the cross-cultural environment may have good judgments of social, physical, and psychological well-being, experience different types of positive emotion and satisfaction related to their situations. Berry et al, (2002) considered the context of the society of origin to affect the acculturation process and its outcomes. “The greater the cultural distance, the more difficulties students experienced” (Pan et al, 2008). This can be true not only for students but other migrants. From a cross-cultural perspective, Reich et al. (2010) tried to explore opportunities for any barriers to the diffusion, institutionalization, and implementation of resilience.

Research has shown that working in a culturally diverse workforce impacts employees. When referring to the work environment, today many companies are actively recruiting the best of the best from all over the world. Therefore, the need for studying and understanding different cultures, how resilience is generated in different cultures, has increased. We needed to explore the values, thinking, and cultural meanings of different expressions and ways of living and working. Ting-Toomey et al. (2018) views culture as an iceberg, where the uppermost layers are easily seen, but we must look deeper. The way resilience is expressed and created differs from a culture to another (Gunnestad, 2006). For example, individual achievements have high value in some cultures and competition is encouraged, whereas in other cultures cooperation is important. Individuals from different cultures have different work styles, attitudes, and behaviors and that creates some challenges in the workplace. These challenges were further explored in our research. Some cultures promote resilience and give strength to their people. However, some other cultures may make people less resilient. Serious problems can arise in multicultural contexts; thus, challenges are greater and generate a higher need for resilience. The more diverse the cultures are in the workplace, the greater the need for resilience is. Earlier, we described the differences cultures have from one to another, what about the challenges faced when trying to cope with multiple cultures in a cross-cultural workplace?

## **2.7 - Expatriates and resilience**

Globalization has required businesses to expand to other geographic areas causing exposure to new and different cultures. This has led to the expatriation of employees to these countries, facing various challenges for the organizations, employees, and their families. The results have been appealing. The selection process has been focused on employee knowledge,

skills, and capabilities to perform, and not so much on the ability to adapt to the new cultural context (Ribeiro & Andrade, 2015). Organizations should carefully select and identify the right candidate taking into consideration his/her ability to adjust to the job situation in a multicultural workplace. For this reason, professionally qualified and resilient foreign national employees have better chances to succeed. Not all selections are successful; the failure rate in the expatriation process is between 16% and 40% (Lin, Lu & Lin, 2012). These employees, on the other hand, experience difficulties with a new language, adaptation to local culture, resistance to change, differences in administration capabilities, contrast in legal framework, the skill level of the workforce, and diversity in job performance (Ribeiro & Andrade, 2015). As Caligiuri and Paul (2010, p.795) refer “subjective constructs as «integrity», «teamwork» and «trust» will have a company-driven understanding leveling any nationally driven cultural differences”. Finally, the families of the expatriates also faced serious challenges.

## 2.8 - HCNs and resilience

Extensive literature is available on employee resilience and resilience of expatriates, but to date, little interest has been given to HCN resilience. Hence, to fill this gap, this study aimed to examine the relationship between resilience and its variables. We were looking at resiliency as a construct applicable to everyday life aspects, resilience in the workplace, and resilience of HCNs. What can organizations do to develop employee resilience?

“The psychological mobility required in global work assignment creates an exigency for *psychological adjustment conceptualized as the person’s efforts to adapt to episodes of disorientation encountered when working in intercultural contexts*” (Potosky, 2016). When individuals lack interpretive frame during episodes of cross-cultural interaction, they experience

“extra-cultural” disorientation. It is particularly this disorientation that activates the psychological adjustment process. Both local nationals and foreigners working in a given country experienced disorientation and responded to this adjustment in various ways, trying to apply their own cultural patterns and learning from new interactions. This is an empirical question, however, and the extant research on expatriates and/or foreign workers is relatively silent about the adjustment processes that host country nationals may engage in.

## Chapter 3 – Theoretical background

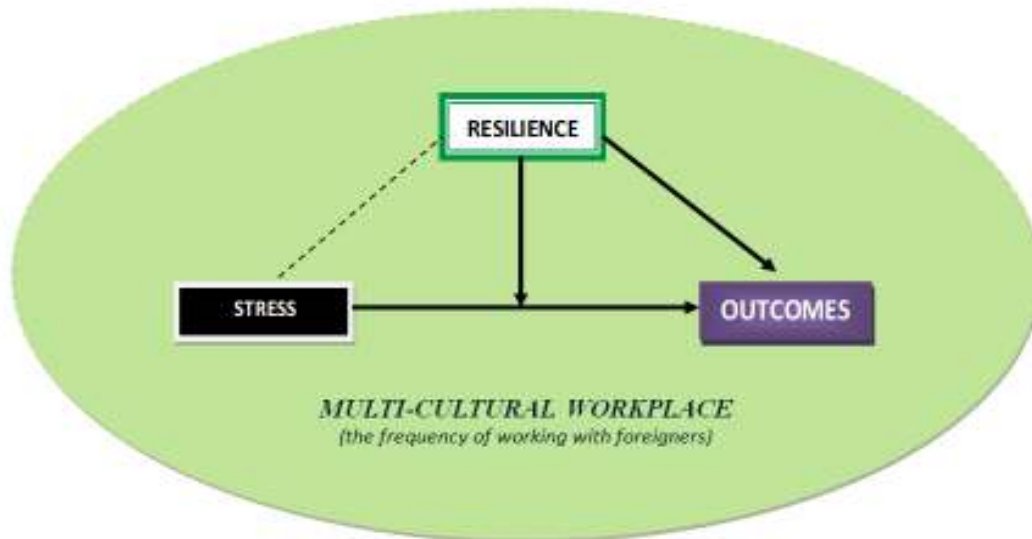
Our overall expectation is that a person's resilience moderates the influence of stressors associated with working with foreign nationals on job-related outcomes (e.g., satisfaction, commitment, performance). Our literature review found extensive research on employee resilience and the resilience of expatriates, but no theory to address HCN resilience or resilience associated with work in multi-cultural contexts. Therefore, we did not endeavor to test a theory in our study, but instead we engaged in theorizing in order to generate the research questions and the propositions. Our study aimed to examine the relationship between resilience, stress and its variables. The literature review indicated that all employees, including both expatriates and HCNs, are affected by resilience and its relationship to job satisfaction, organizational commitment, and job productivity. Specifically, we analyzed the relationships between resilience, as the focal independent variable, and three important outcomes, or dependent variables: job satisfaction, organizational commitment, and productivity of HCNs when working with foreigners. Our literature review had shown that resilience has not been studied for HCNs, and so we subsequently formulated our research question as: To what extent do host country nationals need to leverage resilience when working with foreign nationals in multicultural work contexts?

Research has demonstrated that resilience is positively correlated with work outcomes such as job satisfaction, organizational commitment, and performance. Importantly, resilience stems from the experience of adversity. Hence, it may be that the positive effects of resilience are more likely to be observed in stressful situations. Overall, our review suggests that work in multi-cultural contexts can be stressful for everyone involved, and some research has shown that expatriates who are resilient are likely to attain better outcomes than those who are not. Precious

little research, however, has focused on the experiences of HCNs working with expatriates or other foreign nationals, and the relationships between the stress, resilience, and work outcomes in multi-cultural work contexts are all but nonexistent.

Our first proposition sought to explore if working with foreign nationals prompt HCNs to experience stressors that require resilience. Home & Orr, 1997 indicated that resilient employees could respond productively to stress related to significant change or pressure in the workplace. We anticipated that the development of resilience could be a potential solution to the stress in the multi-cultural workplace as per Neenan, 2009. In our theoretical model, we propose that resilience may be prompted by stress, but clearly stress does not “cause” resilience. Both experienced or perceived stress and latent resilience may be triggered by the multi-cultural work context. We presented this relationship with a dashed line and not an arrow. Stress is expected to negatively impact work outcomes, but for those who are high in resilience, this negative impact may be minimized. Hence, we reasoned that resilience would moderate the relationship between stress and work outcomes. In addition, resilience itself, as an individual characteristic, is likely to be positively related to desirable work outcomes (e.g., job satisfaction, organizational commitment, productivity).

**Figure 1 – Theoretical model**



Inspired by Luthans et al.'s (2008) PsyCap framework, when building our framework we focused on resilience as an important moderator between stress in the workplace and related job outcomes as well as a direct predictor of work outcomes. What is unique about our research is that it is amongst the first studies to consider the potential stress associated with the challenges of working in culturally diverse settings. We have carefully studied the focal constructs generally in organizational settings and specifically when working with foreigners.

The first author's extensive experience working with expatriates and HCNs in multi-cultural workplaces, the need to understand what triggers various work related behaviors and the desire to discover how different cultural backgrounds affect employees performance inspired her to conduct this study. Given the reasons mentioned above, we began our investigation with a pilot study. This preliminary, exploratory investigation was carried out because the existing literature did not include many studies of HCNs perspectives and we wanted to find the best approach to collect data before designing the full study. After the pilot study and the literature review, we chose a mixed-method approach with a questionnaire distributed to more than 300

participants and a set of interviews. It is important to mention here that Covid-19 pandemic aroused when I was designing my study, therefore we could not ignore the distress the pandemic had on everyone. We ended up distributing the survey again to measure the same variables during the pandemic that we assessed pre-pandemic. Although we expected HCNs to be stressed when working with foreigners, the results showed that working with foreigners did not cause as much stress as the Covid-19 pandemic. After collecting responses to our surveys, phase 2 of the mixed-method approach of data collection was by conducting interviews.

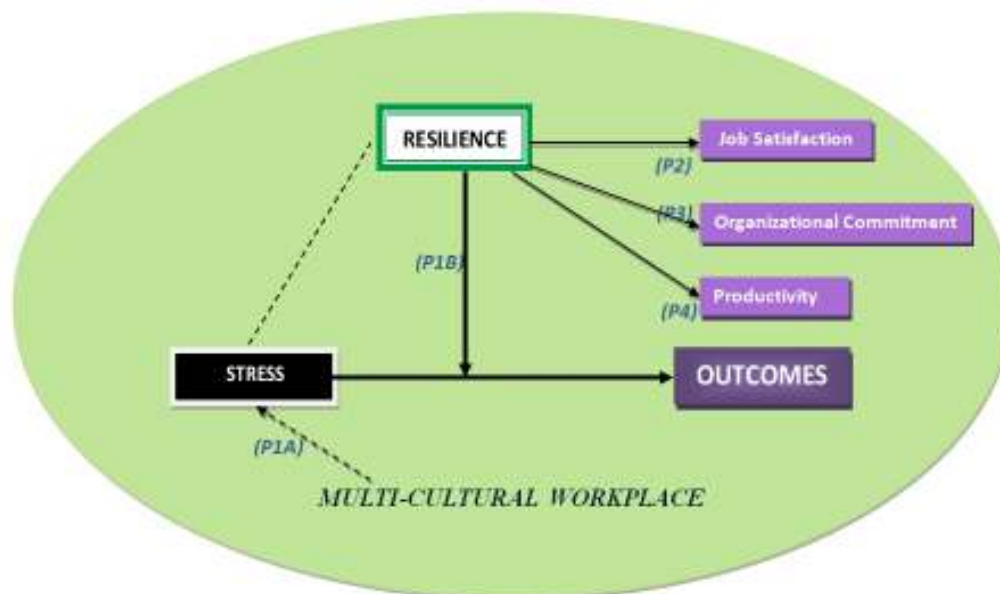
### **3.1 - Research model and analytical framework**

Our review has suggested that a culturally diverse workforce impacts all employees: HCNs and foreign nationals. Particularly, in recent years, a number of studies have concentrated on the resilience of expatriates working across cultures, but research on the resilience of HCNs has been ignored. HCNs compose a considerable percentage of MNCs' workforce. Organizational commitment and job satisfaction attitudes of the employees are predicted by resilience (Cetin, 2011), whereas positive psychology offers a range for improvement of productivity in the workplace (Martin, 2005; Zehir & Narcıkara, 2016). The literature review has indicated that all employees, expatriates, and HCNs, are affected by the resilience and its relationship to other concepts. HCNs' perception of their organizations' support was investigated. The outcome is expected to vary according to the context. Specifically, we analyzed the relationships between resilience, as the focal independent variable, and three important outcomes, or dependent variables: job satisfaction, organizational commitment, and productivity.

### 3.2 - Propositions:

- Proposition 1A: Working with foreign nationals prompts HCNs to experience stressors that require resilience
- Proposition 1B: Resilience moderates the negative impact of workplace stress on work-related outcomes.
- Proposition 2: HCNs' resilience will be positively related to HCNs' job satisfaction
- Proposition 3: HCNs' resilience will be positively related to HCNs' organizational commitment,
- Proposition 4: HCNs' resilience will be positively related to HCNs' productivity

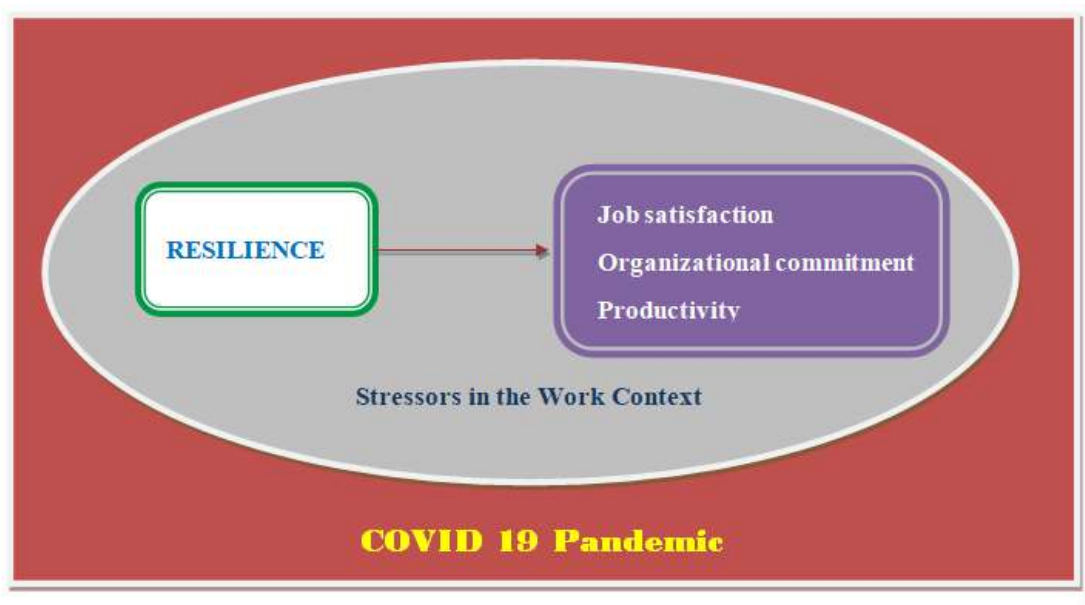
**Figure 2 – Conceptual framework with propositions**



With Figure 2 we wanted to present a visual outline of our conceptual framework with propositions. Arrows labeled P1A and P1B represented proposition 1 where we propose that multicultural workplace might cause stress and resilience act like the moderator between stress and outcomes in a multi-cultural workplace. We continued with P2 proposing a positive

relationship between resilience and job satisfaction, followed by P3 and P4. P2, P3 and P4 combined represented the job outcomes.

**Figure 3 – Dependent and independent variables during COVID-19**



This figure takes stress out of its own box and just blends stress to the whole multi-cultural context in the state of Covid. We acknowledge the difference between Figure 2 and Figure 3 and the reason is that once Covid happened it was not possible to distinguish stress from working with foreign nationals, stress from wondering if employees still had a job, stress about getting sick. It is not by mistake that we replaced “Multi-cultural Workplace” from Figure 1 and 2 with “Stress in the Work Context “ in Figure 3, because during the pandemic, stress levels increased, many employees were working remotely, and the multicultural aspect of work was muted. Figure 1 describes our theoretical model and what we set out to study , Figure 2 depicts our research model with our propositions, and Figure 3 illustrates the alterations we made under the circumstances. Due to the Covid-19 pandemic our initial expectations shifted to reflect that it

might not be possible to separate the specific influence of a multi-cultural work context from other stressors in this context. Hence, our Figures show the evolution of our understanding of the relationship between the focal constructs.

Given the exogenous shock of the COVID-19 pandemic, we anticipated that a person's resilience moderates the influence of stressors on the focal job-related outcomes, but there are additional stressors to consider. Under these unprecedented circumstances, we did develop specific propositions, but rather included some additional questions to explore:

- 1) Has the stress associated with the pandemic altered the stress one might experience from working with foreigners? We compared stress measures for pre- and post-pandemic survey responses.
- 2) Has the stress associated with the pandemic altered the level or nature of one's resilience? This was achieved by comparing resilience measured by pre- and post-pandemic survey responses.
- 3) Has the stress associated with the pandemic influenced the focal job outcomes (e.g., satisfaction, commitment, performance)? We evaluated post-pandemic responses with the added survey items.
- 4) Does resilience moderate the relationship between pandemic stress and the focal outcomes better or worse than it moderates the relationship between multi-cultural workplace stressors and job-related outcomes? Resilience as a moderator in the stressor-outcomes relationships was evaluated.
- 5) Can we distinguish between the influences of stressors associated with working with foreigners and stressors associated with the pandemic?

## Chapter 4 – Methodology

### 4.1 - Participants

For our study, a host-country national (HCN) is an individual who is a citizen of a country in which a school or an organization is located. Although we conducted the feasibility study interviewing HCNs from Bahrain, for the next phase we surveyed and interviewed HCNs from other countries, not restricted to Bahrain. In cases when some survey respondents (and interviewees) indicated they do not work with foreign nationals, we did not need to survey additional people; however, these respondents provided valuable insight into Proposition 1, as these individuals had experienced other stressors not associated with foreigners.

#### 4.1.a - Survey participants

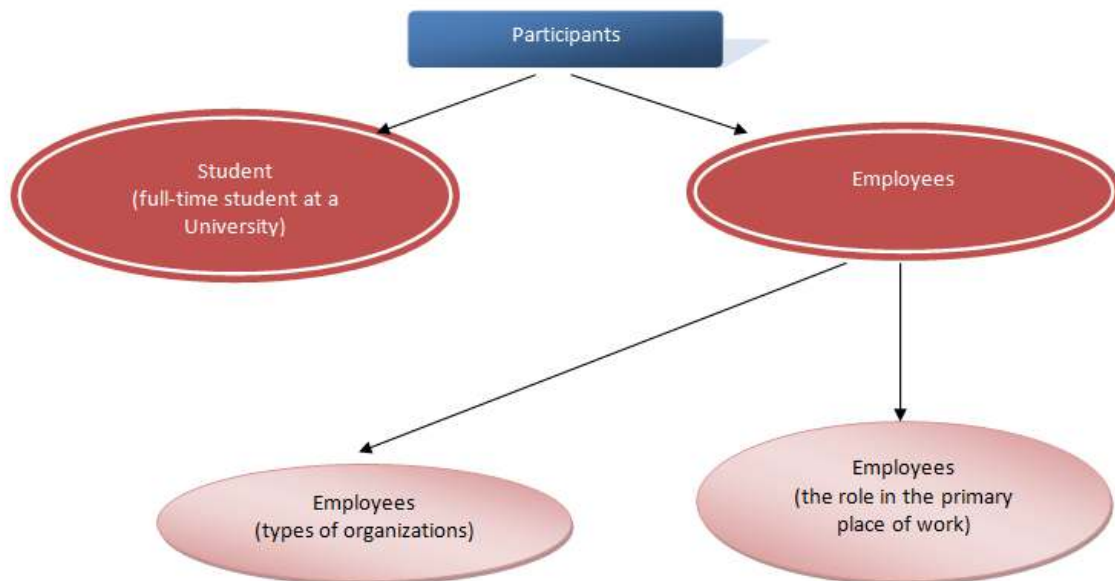
To recruit participants for the survey the “snowballing” technique was used, whereas the author’s extensive network list, including colleagues, businessmen and businesswomen, professionals, and university contacts, was used to identify employees to be interviewed. We selected three hundred HCNs for surveys, from Bahrain and other countries, composed of three diverse groups: undergraduate university students representing inexperienced young adults, soon to join the workforce; employees working at Host National-owned entrepreneurial firms/ companies representing the workforce who share the same culture with the owners of the organization; and employees working at MNCs in the HCNs own country representing a workforce that does not share the same culture with the owners or managers of the organization. We aimed to get one hundred participants for each group. We carefully selected three groups of participants, pertaining to three different contexts, and distinguishing between non-working participants (students) and working participants (employees). The focus was to select participants

with vast experience working or studying with foreign nationals, but not limited to specific number of years. To capture this data, we included into our questionnaire three variants for grouping participants' experience when interacting with foreigners: interacting with foreigners very often, sometimes or never. The responses were recorded in our data. We chose these groups because they were likely to work with foreign nationals under conditions that might generate stress, and that all study participants were asked about the main sources of work-related stress, including the extent to which they interact with foreign nationals. We measured the resilience by asking people to call to mind their interactions with foreigners and to closely examine the resilience of Host Country Nationals. Of all the people surveyed, we were specifically looking at HCNs resilience, but we did not know if someone was an HCN until they answered our questions.

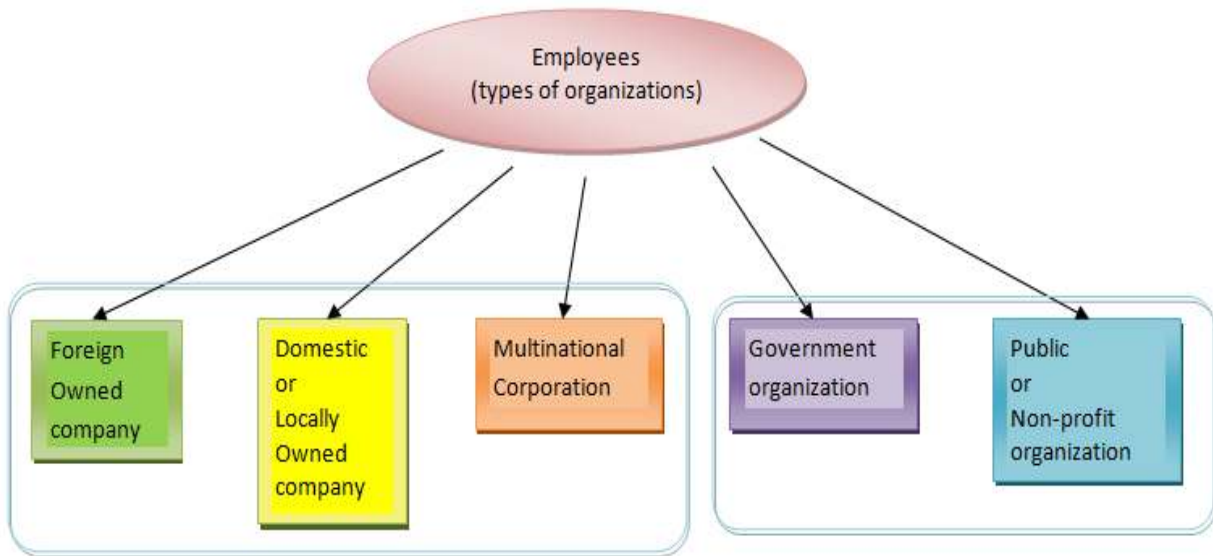
After describing the purpose and nature of the study, we asked study participants to share some background information about their work (or university) setting, main sources of stress related to work (or school), and the extent and frequency with which they interact with foreign nationals. It was important for us to enlighten the fact that by completing this survey, they contributed to this research effort to promote the importance of resilience across cultures. Most importantly we reassured our participants that their responses to this survey were confidential and were combined with the responses of approximately 200 other people. Their participation in this project was voluntary and they could discontinue the survey at any time if desired. Prior to launching the survey, we did some tests on how it works and how long did it take and based on the results we forecasted that it would take around 10 minutes to complete this survey and we shared this information with the participants. For any questions about the project or in case participants would like to receive a summary of the results of this survey, the author provided her Hotmail address.

To make sure that we are getting the most relevant answers regarding the participants' social position, we arranged some questions. Firstly, we recorded their gender and age (in years). We then focused on three essential introductory questions: "In what country is your current place of work (your organization or university)?", "What is your nationality?", and "Are you a citizen of the country in which you are currently working or studying?" The question "How often do you interact with foreign nationals, expatriates, or non-citizens at work or school?" was asked to see the level of interaction with foreigners. We divided our participants into two large groups: Students and Employees, and further, the Employees' group into two main groups according to the types of organizations and the role in the primary place of work, further divided into sub-groups:

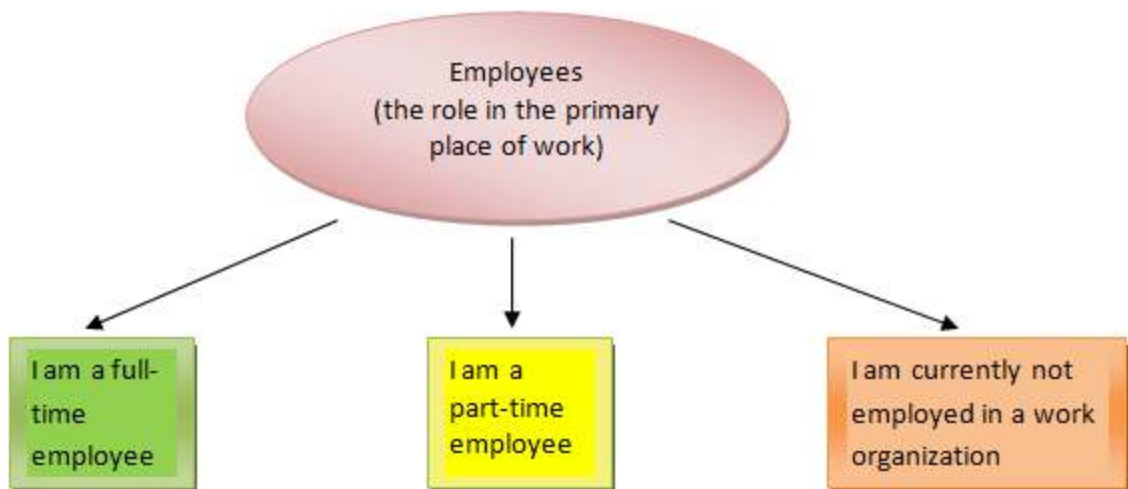
**Figure 4 – Main groups forming Participants**



**Figure 5 – Types of organizations forming Employees' groups**



**Figure 6 – Categorization of Employees According to Place of Work** – The last question was: “Do you share the same local culture as the owners or managers of your organization?” and the response choices were: Yes/No.



Soon after the survey was launched, the Covid-19 pandemic occurred. The pandemic could be considered an exogenous shock, or something in the environment that has nothing to do with the study but that has impacted everybody: the people surveyed as well as the researcher. The pandemic shock happened at the time of data collection, and this timing was both perfect and terrible. It was perfect given that we had already set up the questionnaire, samples were identified, and we had established the measures. It was terrible because we were forced to assess people's resilience and stress in response to the situation that they were in because of the coronavirus, which was not necessarily the same situation that they were in when thinking of their interactions with foreigners. Considering that we were already set up with the measures in place and the samples identified, we decided to exercise our own resilience in light of the terrible disruption to our original planned thesis and take advantage of the opportunity to evaluate the focal constructs in the context of the pandemic. We describe our study participants and measures below, and we note any modifications made with respect to the COVID-19 pandemic.

#### **4.1.b - Interview participants**

We recruited participants from Bahrain, some being survey participants and some new participants. For interviews, even though we attempted to select a minimum of forty-five HCNs, with the intention to receive fifteen responses from each group of participants: undergraduate students, employees working in the private sector and employees working in non-private sector, we were unable to interview that many HCNs due to Covid pandemic. As a result, we interviewed seventeen Bahraini HCNs, employees working for MNC or semi-private companies. Participation in this study was voluntary, and we explained the purpose of the study and requested subjects' consent to participate and also their consent to record their responses. Some of the

interviewed participants had taken our survey too. Understandably, in cases when a selected candidate refused to participate, we added another participant. Most importantly, we made sure we have at least fifteen subjects to analyze this group.

Only one group of HCNs was invited to be interviewed: employees working at MNCs in the HCNs own country. We conducted a total of 17 interviews with participants being Bahraini citizens, 9 of whom had previously taken our survey too, which makes more than 50% of the interviewees' population. With the exception of three participants, who worked for companies having government and private shares, the remaining was working for entirely private sectors.

## **4.2 - Measures**

This research investigates HCNs' resilience using a mixed-method, two-phase exploratory design. The first step of the chosen mixed-method approach was the questionnaire. The questionnaire was used to collect data from three different groups of respondents to gather information specifically about our topic of interest. The second step of the mixed-method approach were the interviews. The interview questions mimicked the questionnaire and by doing just that we wanted to compare the responses from surveys with the interview responses.

### **4.2.1 - Survey Measures**

Our questionnaire included several measures, which were grouped according to the type of response options (e.g., a scale from 1 to 6 or from 0 to 4 or from 1 to 7). This questionnaire is presented in Appendix A.

#### **4.2.1.a – Measuring Resilience**

Various psychometric scales exist to assess resilience, and for our study, we used the questionnaire developed and validated by Luthans et al. specifically for organizational contexts, the PsyCap Questionnaire (PCQ). The PCQ has 24 items, six for each of four dimensions (hope, optimism, self-efficacy, and resilience). Of these four dimensions, we assessed resilience using the six PCQ items of resilience (permission to restrict the items only to resilience was received from MindGarten on 2 July 2019). Study participants indicated their level of agreement or disagreement using a six-point Likert-type scale, with response options ranging from 1 (“strongly disagree”) to 6 (“strongly agree”) (Luthans et al., 2007).

the 6 PCQ questions indicated a person’s to general Resilience (see Appendix B). Considering that English may not be the native language for every participant, we added some explanations to items 1 and 4 (in parentheses). In addition to the general resilience items from the PCQ, we introduced five more questions to measure resilience associated with interacting with foreigners in workplace context (see Appendix B). Seven questions were added to measure resilience during the Covid-19 pandemic (See Appendix B).

#### **4.2.1.b - Measuring Stress**

Given the self-report nature of our study, we measured stress in terms of self-perceived stress.. The Perceived Stress Scale (PSS) is one of the most used psychological instrument for measuring the perception of stress (Cohen, 1994). Cohen (1994) explains that the items were designed to assess how unpredictable, uncontrollable, and overloaded respondents find their lives to be. The items ask about feelings and thoughts during the last month and the participants are asked how often they felt a certain way. Perceived Stress Scores were obtained by reversing

responses (e.g., 0 = 4, 1 = 3, 2 = 2, 3 = 1 & 4 = 0) to the four “positively stated items” (items 4, 5, 7, & 8), i.e., items that suggest a lack of stress, before calculating an overall score across all scale items. A high overall score on this measure suggests more perceived stress. We added three more questions to measure stress specifically when working with foreigners (questions 11 through 13) (See Appendix B). We also added three questions to measure the stress employees and students perceived during the coronavirus pandemic (see Appendix B)

#### **4.2.1.c - Measuring Job Satisfaction and Organizational Commitment**

The Job Satisfaction measure and the Organizational Commitment measure used a seven-point Likert-type scale (Cammann et al., 1979; Cammann, Fichman, Jenkins, & Klesh, 1983). Before the COVID-19 pandemic, all questions measuring Job Satisfaction and Organizational Commitment applied to all students and working participants. In the survey during and after the impact of the pandemic, we installed a jump to this section of our online questionnaire to accommodate the students who quit their studies and workers who no longer had a job due to COVID-19.

Job satisfaction was measured using a three-item measure developed for the Michigan Organizational Assessment Questionnaire (MOAQ-JSS). As reported by Bowling and Hammond (2008), scores on the MOAQ-JSS are computed by averaging responses to these three items. (See Appendix A). Organizational commitment was assessed using a measure developed by Mowday, Steers, and Porter, (1978) using a seven-point scale with anchors labeled from “strongly agree” to “strongly disagree”. As suggested by Mowday et al. (1978), we used the short form of this measure, which includes 9 items (6 negatively phrased and reverse-scored items were omitted). The series of statements represent possible feelings that individuals might have about the

company or organization for which they work. Survey respondents indicated the level of agreement or disagreement with each statement by checking one of the seven alternatives (questions from 4 through 12 pertain to Organizational Commitment).

#### **4.2.1.d - Measuring Sense of Belonging (Fitting In)**

Although we did develop propositions about people's relationship to foreign nationals, we included a few items to better understand a person's sense of belonging with respect to working or studying in a multi-cultural context. Six items were included in the questionnaire to ask about whether participants felt that the foreign nationals they worked with were interested in helping or learning about them and whether they felt like they "fit in" with their co-workers. . We also added three items about the extent to which their work situation changed due to the Covid-19 pandemic (see Appendix B).

#### **4.2.1.e - Measuring Productivity and Job Performance**

The Productivity and Job Performance measures used the same seven-point Likert-type scale (Cammann et al., 1979; Cammann, Fichman, Jenkins, & Klesh, 1983) as the Job Satisfaction and Organizational Commitment measures. We measured job productivity with six items asking about the quantity and quality of work. For self-rated job performance, we adapted a five-item self-report questionnaire described by Janssen (2001). The response format ranged from "strongly disagree" (1) to "strongly agree" (7), with item 3 being reversed-keyed. We added 5 items to ask about performance during the coronavirus pandemic (see Appendix B).

### **4.2.2 - Interview Measures**

Slightly modifying the questions from our survey, we created seven sets of three questions each for each focal measure. The first question of each set was about the main construct, such as resilience, stress, job satisfaction, organizational commitment, job productivity, job performance, etc. , ex: “How do you describe your level of resilience?” A 10-point scale was used where 1 was the lowest and 10 was the highest, and the interviewer noted each interviewee’s response.

### **4.3 - Procedure**

The general organization of the survey began with the consent, followed by taking the survey, which took about 10 minutes on average. We used Sphinx to administer the survey and downloaded the data to Excel. Before COVID-19, we recorded 118 responses to our survey. After adding some questions pertaining to COVID-19, we were interested in requesting participants to retake the survey.. We also invited new participants to take our survey not only from Bahrain but other locations too. Although we were not able to match individual responses for those who took the survey twice, in order to avoid “double counting” responses, we asked a question at the beginning of the survey: - How many times have you taken this survey? Only seventeen people took the survey a second time.

The exact number of people who received our survey is unknown, but we distributed around three hundred surveys (one hundred to each group) and conducted interviews. We anticipated receiving around thirty percent of survey responses from each group and achieving a minimum of fifteen responses from each interview group. Our data collection started by asking the participants for their consent in participating in our study to measure the focal constructs. First-round self-reported questionnaires were sent to survey participants using the author’s

networking emails, messages in LinkedIn and WhatsApp. Sampling targeted were mainly Bahraini citizens, but not limited to only Bahrainis. We distributed our survey to other Gulf Country citizens to receive as many responses as possible, in case we were lacking enough responses from Bahraini citizens. The second time around, after the manifestation of the COVID-19, we expanded our geographical boundaries to more than Bahrain and Gulf Countries

Interviews were originally planned to take place face-to-face, after work, in a neutral setting such as a café, away from distractions. Instead, due to COVID-19 interviews were conducted virtually through Skype, Zoom, or Whatsapp. The interviews were timed, calculating the period needed to read the question out loud, the period the participant needs to comprehend and answer the question. We ensured those participants' anonymity and confidentiality of the data and ethical situations were considered. All the interviewees consented and the interviews lasted 25-30 minutes on average. All the interviews were conducted by the first author, who took notes during the interviews and recorded the voices. Immediately following each interview, all interviews were transcribed in order to prepare for analysis.

As with the surveys, the schedule of interview questions included background questions. After giving a short introduction about the interview and few questions about the participant's social position, we continued with our focal variable: resilience. The interview approach enabled deeper investigation about resilience "in general", resilience at work, and resilience toward foreign workers in the workplace. Throughout the interview process, we were able to sense HCN's feelings when working with foreigners, by observing their tone of voice or facial expressions.

Responses, voice recordings, and observations were transcribed immediately after each interview, without judgment. Participants' responses and their physical and emotional appearance during interviews helped the interviewer to discern their stress level when describing the work context, their feelings when describing working with foreign nationals, and their emotional level when describing their interactions and work with foreigners. Data analysis included how to classify these emotions: positive or negative, for example, as well as other emergent qualitative aspects (e.g., How do HCNs describe their organizational commitment? How do they perceive the interviewer being a foreign national? How important is resilience for HCNs in the workplace?) To gain depth of understanding, the qualitative analysis started with organizing all the notes and then coding transcripts for concepts and anything unsuspected that would not be likely to be expressed in the emailed surveys.

## Chapter 5 – Results

Expected Results - Overall, we expected to learn more about the construct of resilience and discover any possible correlations between variables, as this was a new area of research. Although organizations were aware or not, we aimed to find out where does resilience kicks in, do foreign nationals present a problem for HCNs, were there any positive or negative correlations between HCNs' resilience and job satisfaction, organizational commitments and productivity, and how did they relate to each other. By conducting surveys and interviews, we anticipated having a better understanding of the relationships between variables and have some new ideas to propose for new research and practice. We presumed to find that individuals with high resilience tend to be better at adapting when faced with negative experiences and changes in the external surroundings. At the end of our study, we expected to gain more insight into the potential sequence of the variables, to have a more refined model or idea where resilience fits in respect to job satisfaction, organizational commitment, and productivity, and to propose a model of the relationships between variables. Descriptive statistics for overall survey results are shown in Table 1.

From interviews of 17 participants, all HCNs working for private sector, we found that the overall average score of stress and sense of belonging were lower than the other variables; whereas resilience and job satisfaction scored higher than the remaining variables. Resilience however was the lowest overall score when analyzing standard deviation and sense of belonging was the highest score. Results from surveys, including all 3 groups of participants, the overall average score of stress was the lowest in comparison to other variables and job performance was the highest. When analyzing standard deviations sense of belonging scored the lowest, followed by stress whereas organizational commitment was the highest. Only Stress' average score was

the lowest concluding from both quantitative and qualitative analysis, whereas contradicting findings of sense of belonging standard deviation score was the lowest resulting from quantitative analysis and the highest resulting from qualitative analysis

### 5.1 - QUANTITATIVE ANALYSIS - General overview of total responses

Figure 7 shows a summary of statistics by respondent gender identity. Of the 218 participants, 82 or 38.0 percent identified as males, 57 or 26.0 percent as females, and 79 or 36.0 percent as unknown.

**Figure 7 – Participants summary statistics by gender identity**

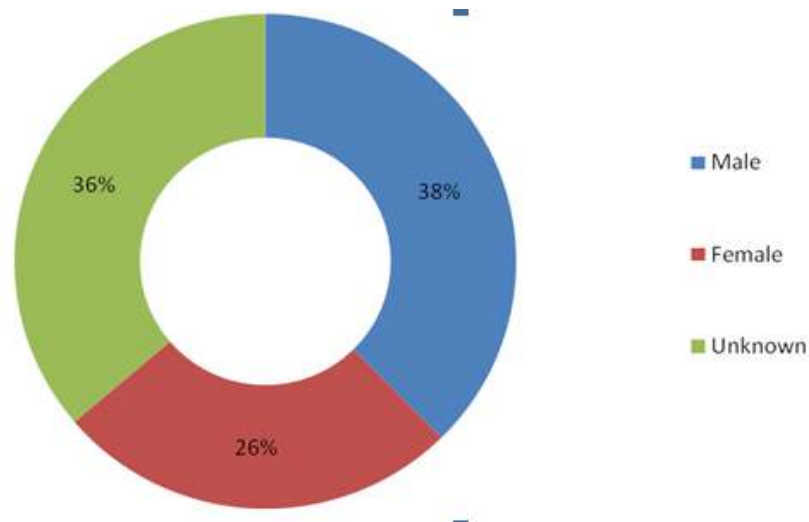
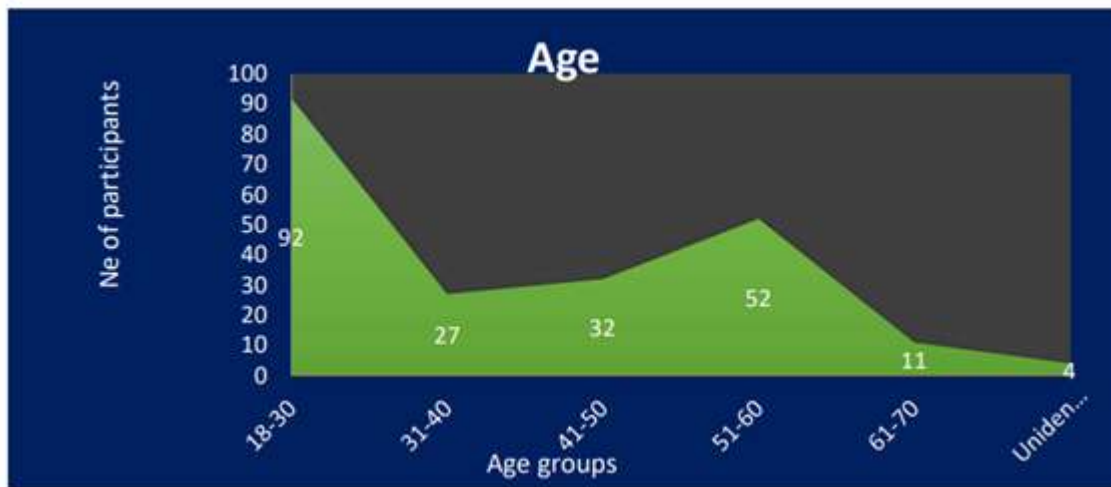


Figure 9 details statistics based on the respondent's age. 92 respondents or 42.0 percent are of the age group between 18 to 30 years, 27 or 12.0 percent are of the age group between 31-40 years, 32 respondents or 15 percent are between 41-50 years, 52 or 24.0 percent are of the age group between 51-60 years and 11 respondents or 5.0 percent are of the age group between 61-70 years. The age of the remaining 4 respondents or 2.0 percent is unidentified.

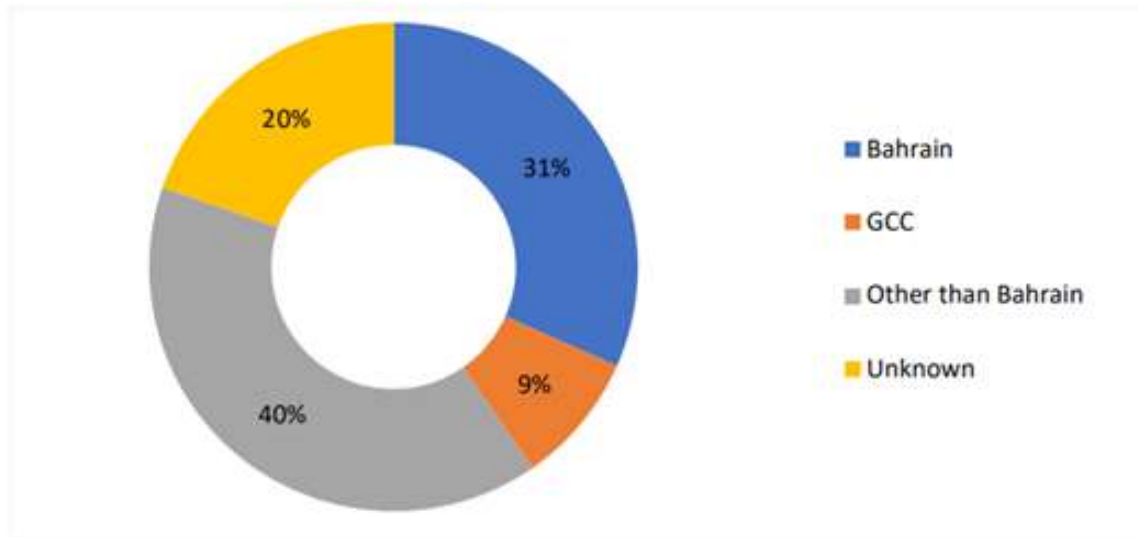
**Figure 8 – Participants summary statistics by age identity**



Due to COVID-19, the questionnaire was distributed two times. The first time was before World Health Organization declared the COVID-19 as pandemic and the second time it was after the declaration of the pandemic. The second time around we tried to include new participants, therefore the results showed that out of 218 respondents, 18 took the survey two times, which makes only less than 1.0 percent.

Figure 9 details statistics based on participants' country of current place of work (organization or university). 69 respondents or 31.0 percent listed their country of the current place of work as Bahrain, 19 or 9.0 percent listed GCC, 87 respondents or 40.0 percent stated that they work outside GCC, whereas the remaining 20.0 percent did not specify the country of their current place of work.

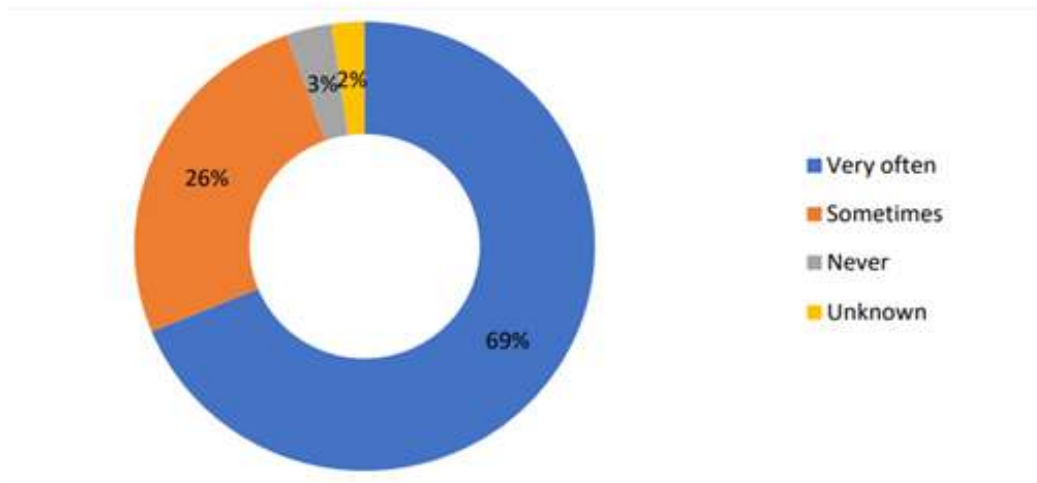
**Figure 9 – Participants summary statistics by country of current place of work**



Only 45 participants or 20.6 percent of the entire population of the participants were of Bahraini nationality, whereas 152 participants, or 70.0 percent, were Host Country Nationals. Our study must know that 70.0 percent of the respondents to our survey are HCN, them being Bahraini nationals working in Bahrain, or non-Bahrainis working in their own country. Our interest is mainly focused on HCNs.

Figure 10 details statistics based on respondent's frequency of interaction with foreign nationals, expatriates, or non-citizens at work or school. 150 respondents or 69.0 percent interact very often with foreign nationals, 56 or 26.0 percent interact sometimes, 7 respondents or 3.0 percent never interact with foreign nationals and 5 or 2.0 percent of the respondents are unknown.

**Figure 10 – Participants summary statistics of the interaction with foreign nationals**



### 5.1.1 - Students

When the analysis of each group of participants took place, an additional selection of responses was carried out. Originally 48 responses were received from student participants; only 47 were considered valid answers. After the distribution of the questionnaire for the second time, introducing the questions concerning COVID-19, the number of responses increased by 22, totaling 69.

Participant's summary statistics by personal status commenced with gender identity: Of the 69 student participants, 29 or 42.0 percent identified as males, 19 or 28.0 percent as females, and 21 or 30.0 percent as unknown. Continuing with summary statistics by age identity, we received 55 respondents or 80.0 percent of the age group between 18 to 30 years, 6 or 9.0 percent were of the age group between 31-40 years, 3 respondents or 4.0 percent were between 41-50 years, 5 or 7.0 percent of the age group between 51-60 years and no respondents of the age group between 61-70 years. After introducing COVID-19 questions we asked the same participants to retake the survey. Results showed that out of a total of 69 students who participated in our

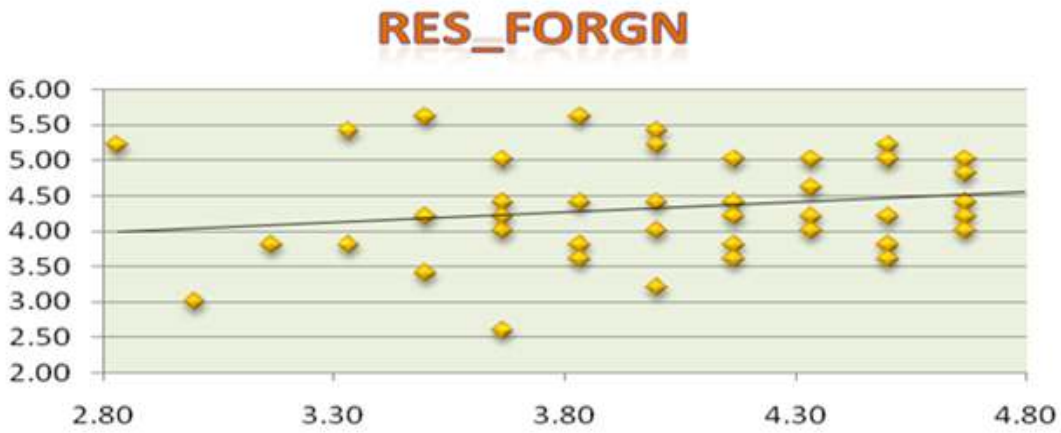
survey, only 6 completed the questionnaire two times, which makes only less than 1.0 percent. The country of current place of the university was of interest to us: 26 respondents or 38.0 percent listed their country of current place of the university as Bahrain, 3 or 4.0 percent listed GCC, 29 respondents or 42.0 percent stated that they study outside GCC, whereas the remaining 16.0 percent did not specify the country of their current place of university. Data showed that participants' summary statistics by nationality was such as 24 participants or 34.7 percent of the students were of Bahraini nationality, whereas 55 students or 79.7 percent were citizens of the country in which they were currently studying (HCNs). Forty-four respondents or 64.0 percent interacted very often with foreign nationals, 22 or 32.0 percent interacted sometimes, and 3 respondents or 4.0 percent never interacted with foreign nationals at school.

Participants' summary statistics of the university enrollment arrangements revealed that all students were full-time in universities, resulting in 100.0 percent. Our participants took the survey for the 2<sup>nd</sup> time after the WHO declared the pandemic and the participants' summary statistics after the declaration of the pandemic was that from a total of 69 responses received from students, 22 or 31.8 percent responded to questions related to COVID-19. No responses were given to our question about school situation changes due to the novel coronavirus (COVID-19) pandemic, and only 3 of them or 13.6 percent had quit the studies because of COVID-19.

We expected changes to classes status after the declaration of the pandemic and all our students changed the classroom settings after COVID-19 from taking classes at the university in person into taking classes online. The three students who stated that they quit the studies also responded "yes", we decided to classify them unclear because it was not possible to respond "taking classes online", whereas statistics of changes in the number of study hours after declaration of the pandemic showed that for 11 students or 50.0 percent the number of studying

hours had decreased (less), 2 students or 9.0 percent were studying more (the number of hours had increased) and 9 students or 41.0 percent stated that no changes to the studying hours (the same amount of hours). The following figures are presented in a form of graphs to conceptually illustrate the scores collected from quantitative analysis (Figure 11 – Figure 22):

**Figure 11 – Resilience – Scores A**



**Figure 12 – Resilience – Scores B**

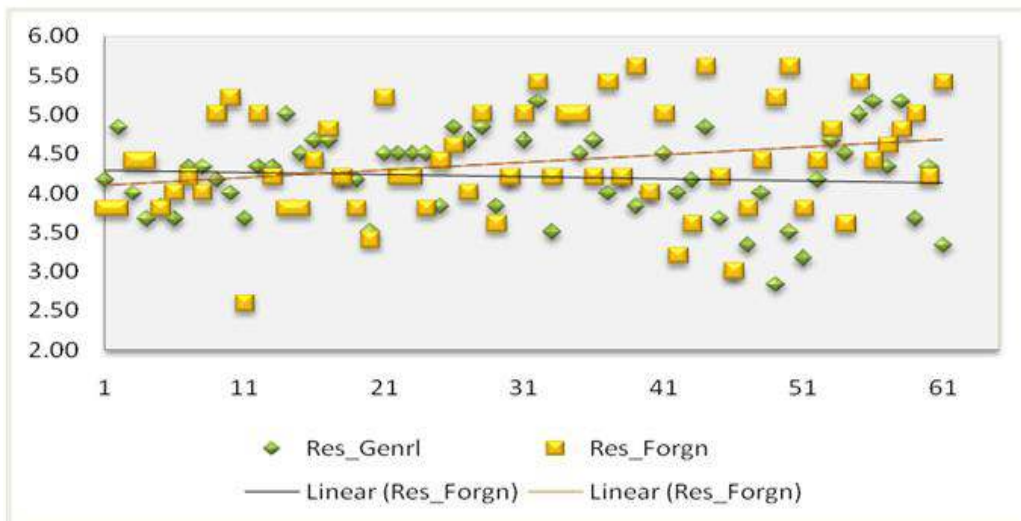


Figure 13 – Resilience – COVID-19 A

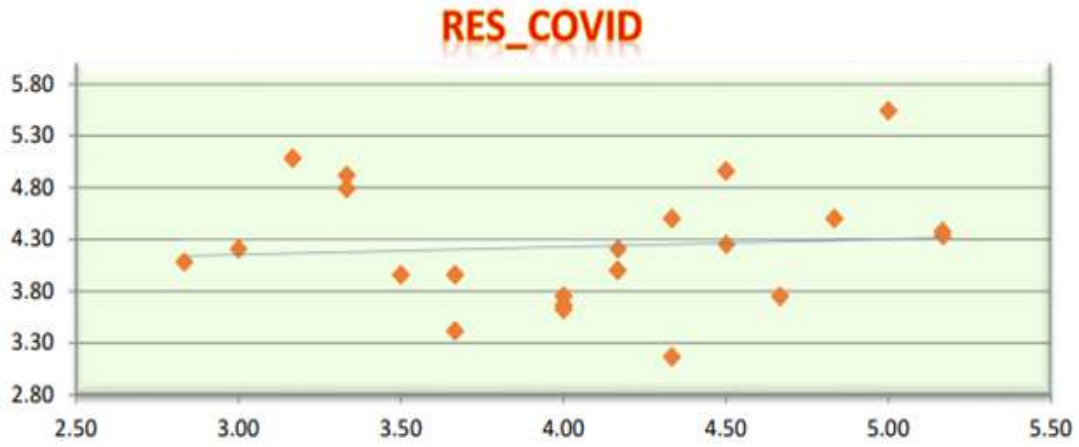


Figure 14 – Resilience – COVID-19 B

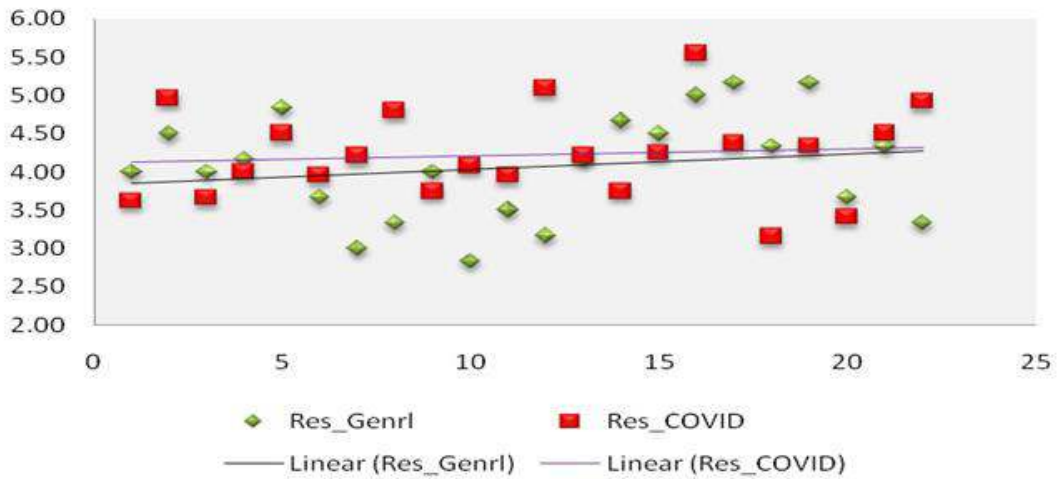


Figure 15 – Stress - Score A

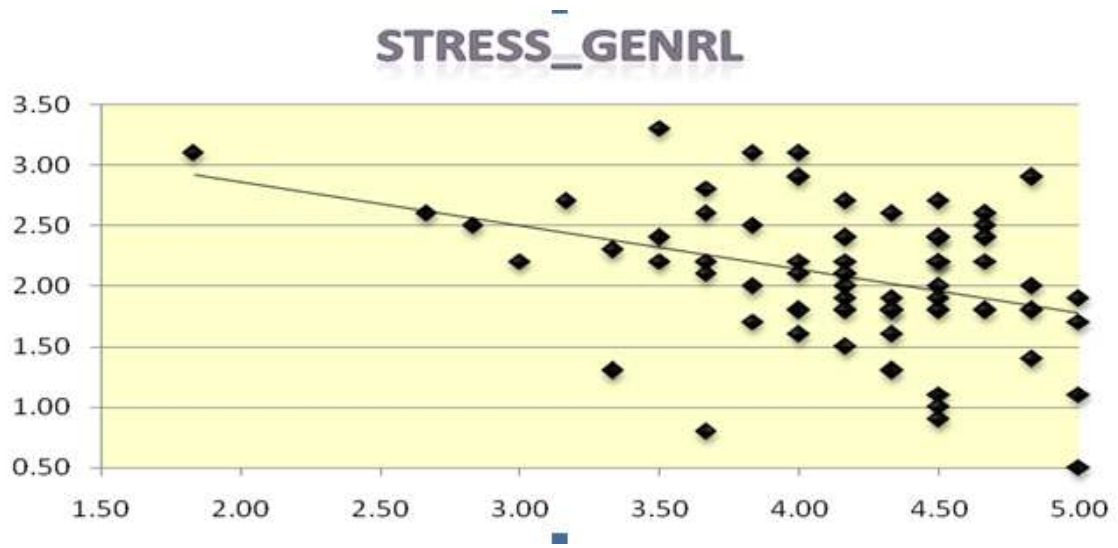


Figure 16 – Stress - Score B

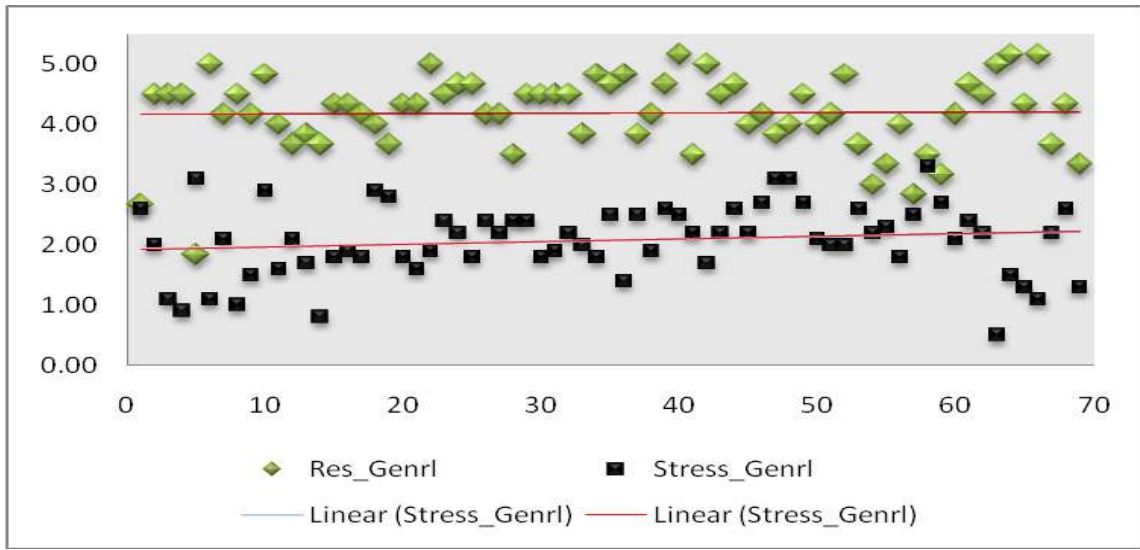


Figure 17 – Job satisfaction and Organizational Commitment - Score A

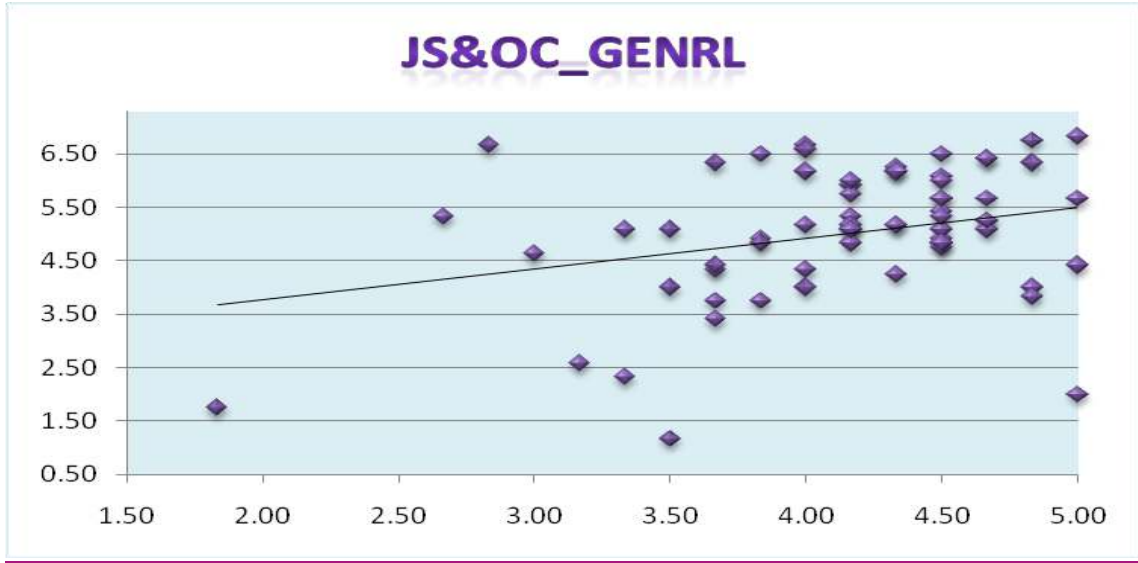


Figure 18 – Job satisfaction and Organizational Commitment - Score B

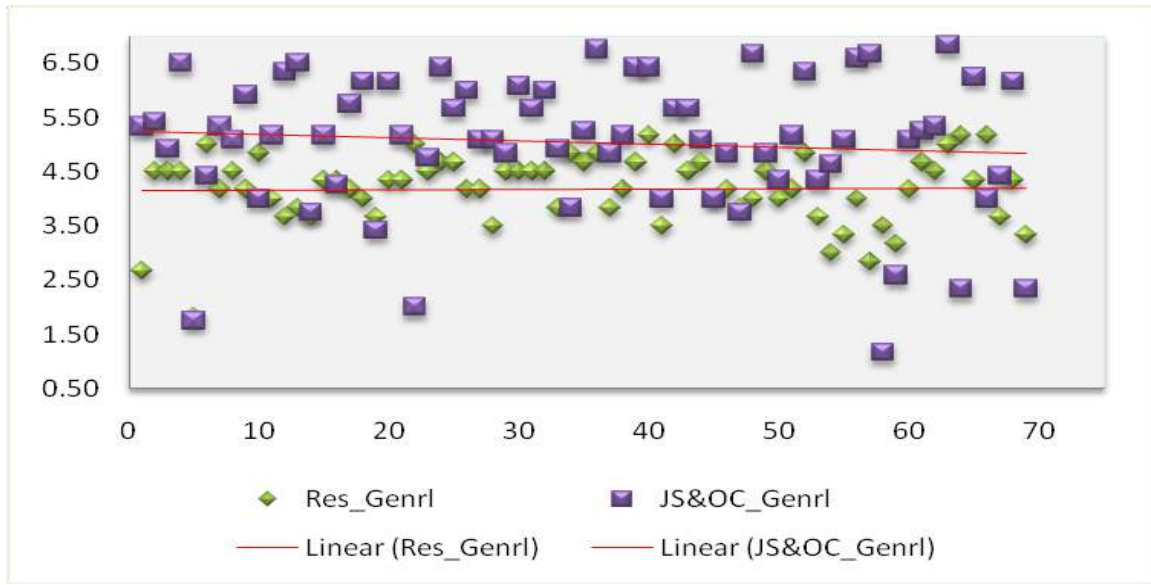


Figure 19 – Sense of Belonging (fitting in) – Scores A

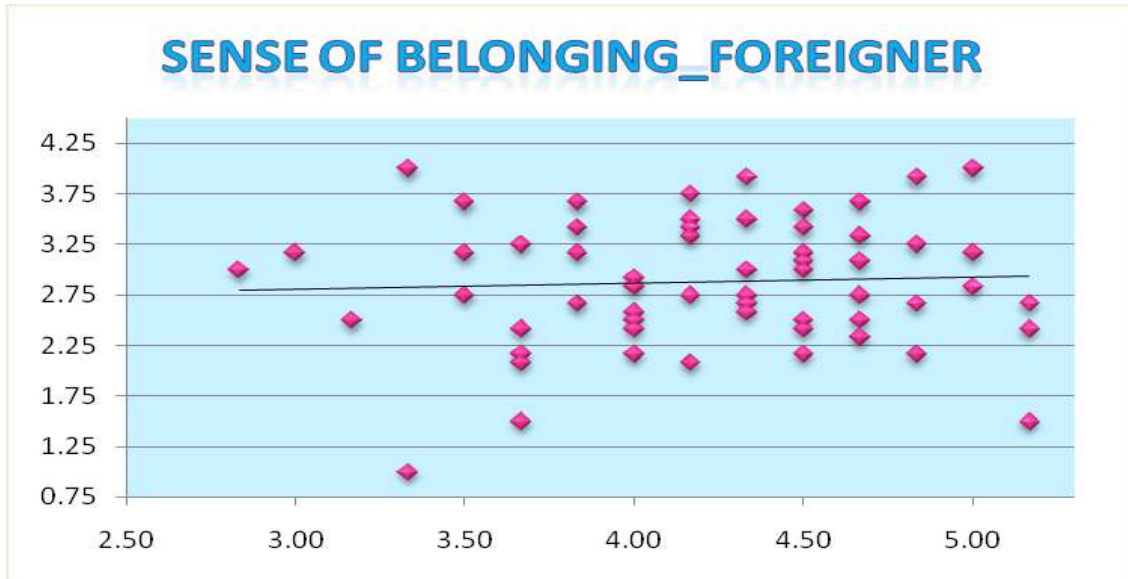


Figure 20 – Sense of Belonging (fitting in) – Scores B

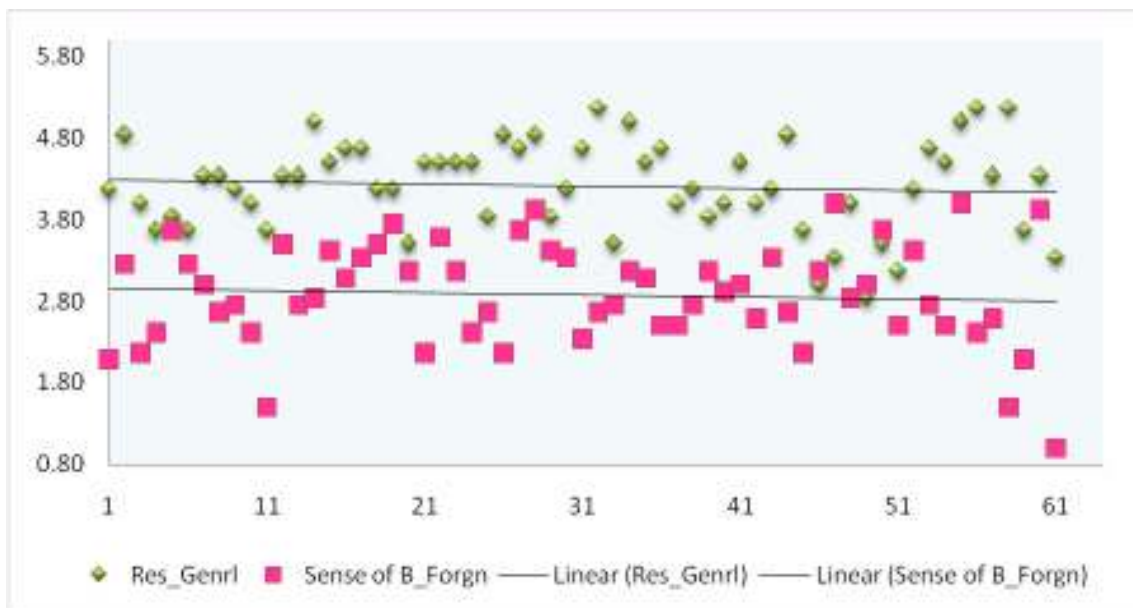


Figure 21 – Productivity and Job Performance – Scores A

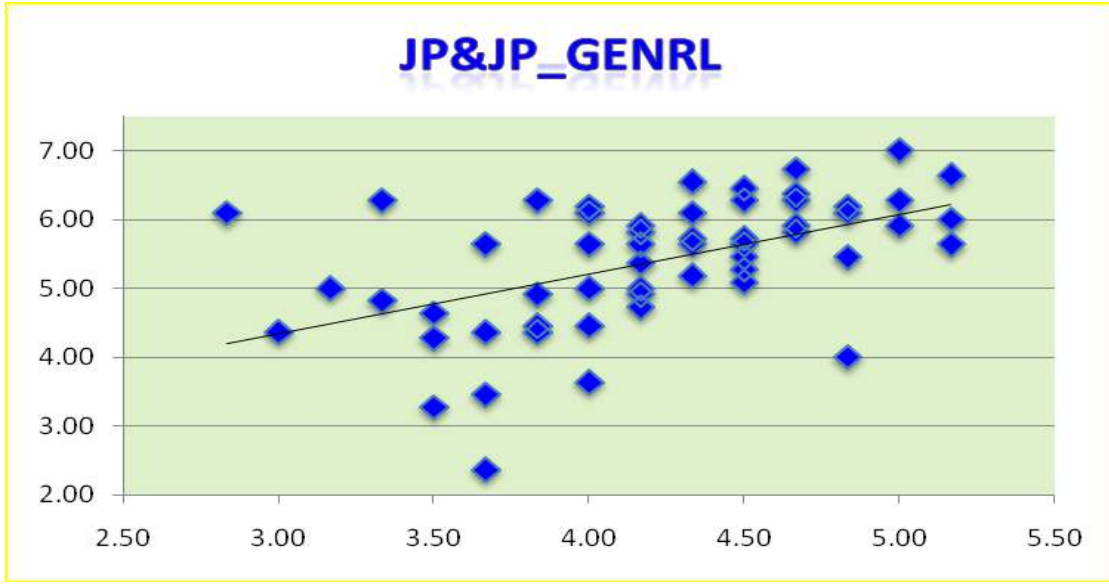
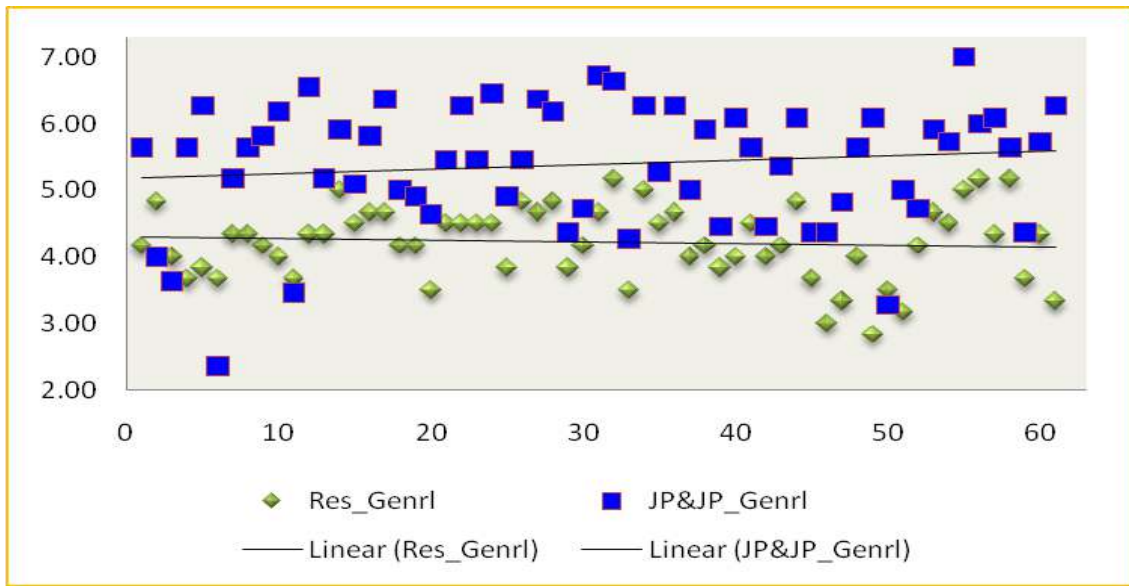


Figure 22 – Productivity and Job Performance – Scores B



### 5.1.2 - Employees working in Non-Private Sector

Originally 18 responses were received from employees (participants) of non-private sectors. The number of responses increased by 22, totaling 40 after re-distribution of the questionnaire for the second time introducing the questions concerning COVID-19.

Participants' summary statistics by personal status commenced with gender identity: Of the forty participants, ten or 35.0 percent identified as male, sixteen or 40.0 percent as females, and fourteen or 25.0 percent as unknown. Continuing with summary statistics by age identity, we received ten respondents or 25.0 percent are of the age group between 18 to 30 years, five or 12.0 percent are of the age group between 31-40 years, seven respondents or 18.0 percent are between 41-50 years, ten or 25.0 percent are of the age group between 51-60 years and six respondents or 15.0 percent were of the age group between 61-70 years. Two participants or 5.0 percent did not respond. After introducing COVID-19 questions we asked the same participants to retake the survey. Results showed that out of a total of forty respondents who participated in our survey, only four completed the questionnaire two times, resulting in 10.0 percent. The country of current place of work (organization) was of interest to us: thirteen respondents or 32.0 percent listed their country of current place of work as Bahrain, four or 10.0 percent listed GCC, fourteen respondents or 35.0 percent stated that they work outside GCC, whereas the remaining nine respondents or 23.0 percent did not specify the country of their current place of work. Data showed that participants' summary statistics by nationality was such as eighteen participants or 45.0 percent of the employees working in non-private sectors were of Bahraini nationality, whereas thirty-three employees or 82.5 percent were citizens of the country in which they were currently working (HCNs). Twenty-five respondents or 62.0 percent interacted very often with

foreign nationals, thirteen or 33.0 percent interacted sometimes, and two respondents or 5.0 percent never interacted with foreign nationals at school.

Participants' summary statistics of the role in the primary place of work. 29 respondents or 72.0 percent were full-time employees, 4 or 10.0 percent were part-time, six respondents or 15 percent were unemployed, and one participant did not respond to this question. Statistics of the type of organizations our participants worked at resulted in: 19 respondents or 47.5 percent were working in non-private – public sectors, 19 or 47.5 percent were working for non-private – government sectors, and 2 participants did not respond. When asked about participants' culture shared with the owners or managers of their organization, 22 participants or 55.0 percent responded that they shared the same culture as the owners or managers of their organization, whereas 12 or 30.0 percent did not share the same culture, and six participants did not respond.

Our participants took the survey for the 2<sup>nd</sup> time after the WHO declared the pandemic and the participants' summary statistics after the declaration of the pandemic was that from a total of 40 responses received from employees working in non-private sectors, 22 or 55.0 percent responded to questions related to COVID-19. Ten respondents or 45.0 percent stated that the novel coronavirus (COVID-19) pandemic had significantly changed their work situation, whereas nine or 41.0 percent responded "somewhat", and for three participants or 14.0 percent the work situation did not change at all.

We expected changes to work location status after the declaration of the pandemic and 15 respondents or 68.0 percent started working remotely during the pandemic, six or 27.0 percent continued to work from an office, and one participant did not respond to this question. Only one employee was laid off from their jobs due to the pandemic, whereas statistics of changes in the number of working hours after the declaration of the pandemic showed that for 7 employees or

32.0 percent the number of working hours had decreased (less), five employees or 23.0 percent were working more (the number of hours had increased), nine employees or 41.0 percent stated that no changes to the studying hours (the same amount of hours), and one participant did not respond to this question.

### **5.1.3 – Employees working in Private Sector**

Originally 39 responses were received from employees (participants) of private sectors, out of which two responses were considered incomplete; therefore we analyzed only 37 responses. The number of responses increased by 50 (five answers were not considered for further analysis due to inconsistency, the valid responses were 50), totaling to 92 after re-distribution of the questionnaire for the second time introducing the questions concerning COVID-19.

Participants' summary statistics by personal status commenced with gender identity: Of the 92 participants, 43 or 47.0 percent identified as male, 20 or 22.0 percent as females, and 29 or 31.0 percent as unknown. Continuing with summary statistics by age identity, we received 24 respondents or 26.0 percent are of the age group between 18 to 30 years, 14 or 15.0 percent are of the age group between 31-40 years, 20 respondents or 22.0 percent are between 41-50 years, 31 or 34.0 percent are of the age group between 51-60 years and three respondents or 3.0 percent were of the age group between 61-70 years. After introducing COVID-19 questions we asked the same participants to retake the survey. Results showed that out of a total of 92 respondents who participated in our survey, only seven completed the questionnaire two times, which makes only less than 1.0 percent. The country of current place of work (organization) was of interest to us: 30 respondents or 33.0 percent listed their country of current place of work as Bahrain, 12 or 13.0

percent listed GCC, 38 respondents or 41.0 percent stated that they work outside GCC, whereas the remaining 12 respondents or 13.0 percent did not specify the country of their current place of work.

Data showed that participants' summary statistics by nationality was such as 28 participants or 30.4 percent of the employees working in private sectors were of Bahraini nationality, whereas 60 employees, or 65.0 percent, were citizens of the country in which they were currently working (HCNs). 72 respondents or 78.0 percent interact very often with foreign nationals, 16 or 18.0 percent interact sometimes, two respondents or less than 2.0 percent never interact with foreign nationals, and two participants did not respond to this question.

Participants summary statistics of the role in the primary place of work. 72 respondents or 78.0 percent were full-time employees, 9 or 10.0 percent were part-time, 10 respondents were unemployed or 11.0 percent, and one participant did not respond to this question.

72 respondents or 78.0 percent were full-time employees, 9 or 10.0 percent were part-time, 10 respondents were unemployed or 11.0 percent, and one participant did not respond to this question.

Statistics of the type of organizations our participants worked at resulted in 21 respondents or 23.0 percent were working in private - foreign companies, 35 or 38.0 percent were working for private-local companies, and 36 respondents or 39.0 percent worked in private – MNC companies. When asked about participants' culture shared with the owners or managers of their organization, 55 participants or 60.0 percent responded that they shared the same culture as the owners or managers of their organization, whereas 35 or 38.0 percent did not share the same culture, and two participants did not respond this question.

Our participants took the survey for the 2<sup>nd</sup> time after the WHO declared the pandemic and the participants' summary statistics after the declaration of the pandemic was that from a total of . From a total of 92 responses received from employees working in private sectors, 55 or 60.0 percent responded to questions related to COVID-19.

Twenty-five respondents or 45.5 percent stated that the novel coronavirus (COVID-19) pandemic had significantly changed their work situation, whereas 25 or 45.5 percent responded "somewhat", and for five participants the work situation did not change at all. We expected changes to work location status after the declaration of the pandemic and 36 respondents or 65.0 percent started working remotely during the pandemic, 13 or 24.0 percent continued to work from an office, and six participants or 11.0 percent did not respond to this question.

Six employees or 11.0 percent were laid off from their jobs due to the pandemic. While statistics of changes in the number of working hours after the declaration of the pandemic showed that for 10 employees or 18.0 percent the number of working hours had decreased (less), 18 employees or 33.0 percent were working more (the number of hours had increased), 21 employees or 38.0 percent stated that no changes to the studying hours (the same amount of hours), and six participants or 11.0 percent did not respond to this question.

## **5.2 - QUALITATIVE ANALYSIS of all variables**

When coding scaled interview responses, we used two approaches to convert the numbers from 1 to 10 into "low, average, and high." One way to choose what most people think low, average, and high would be on this scale. The "cutoff" for each rating group was the algebraic expression of:  $< 4 = \text{low}$ ;  $3 < \text{average} < 8$ ; and  $> 7 = \text{high}$ . Conversely, a low rating of stress would be a positive outcome. The other way was to calculate the mean and standard deviation for everyone who

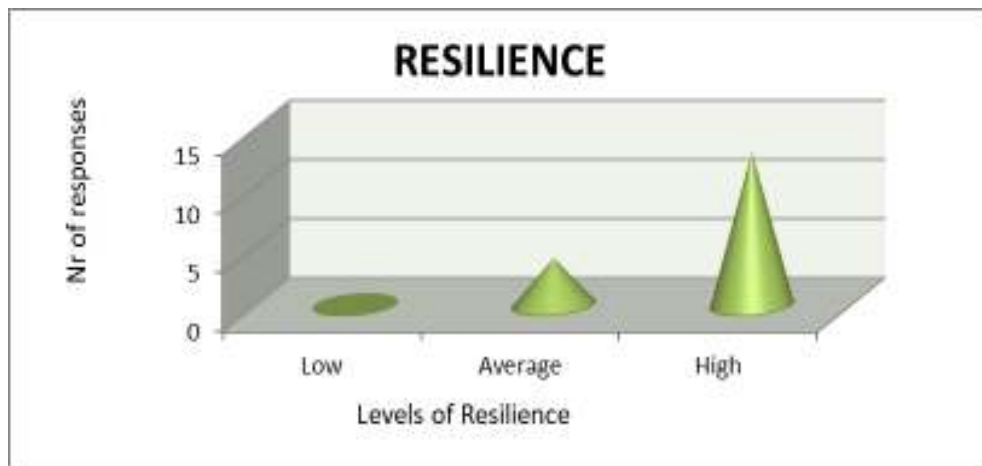
responded on the 10-point scale. Ratings of 5 to 9 would be coded as “average”, “10 as “high”, and < 5 as “low”.

### 5.2.1 - Resilience:

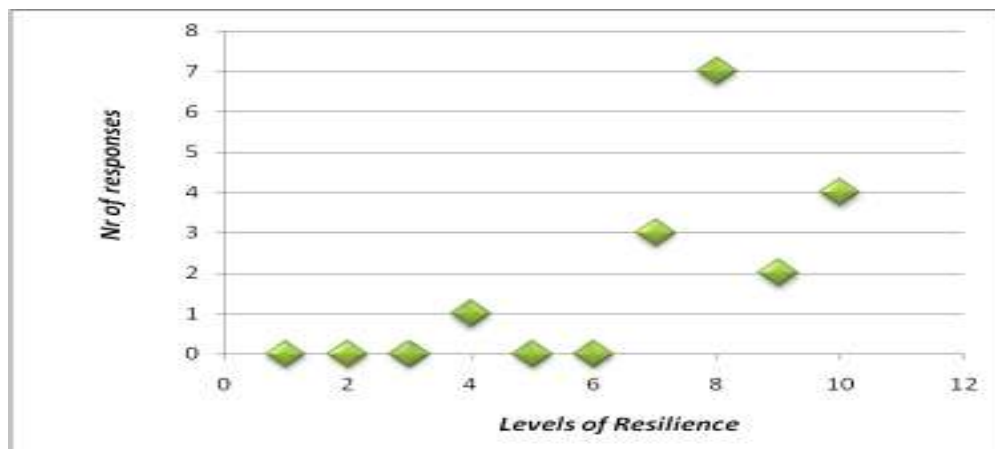
**Main question:** How do you describe your level of RESILIENCE at work?

To our surprise, we received no answers identifying the low level of resilience; four participants rated their level of resilience as average and thirteen high levels.

**Figure 23 – Resilience levels graph A**



**Figure 24– Resilience levels graph B**



Resilience has a mean of 8.06, plus or minus a standard deviation of 1.43.

Note: One participant did not provide a number score, instead he responded with “high”. For this analysis, we considered the score of 9 to be the best to reflect the participant’s response. Throughout the interviews, we were interested to hear about the importance of resilience when working in a multicultural environment. We were thrilled to find that 76% of the participants responded having a high resilience.

Four participants who rated their level of resilience to be average revealed that sometimes the management uses one’s mistake to make an example for the others, instead of focusing on solving the problem of being on a temporary employment contract. *“It’s not as rosy as we would like to be when working with foreigners in your own country”* was a comment made by another participant. He added: *“The organizations that we work in Bahrain don’t make it a healthy environment when working with expatriates. Why? Because of their rules and regulations, they actually create friction. Should have some kind of equality. This does cause some level of friction with the people because they expect to be treated fairly and they don’t get that treatment, that fairness”*. The main issue was that the foreign workers get paid double of what Bahrainis get paid, expatriates get benefits that HCNs do not get, and our interviewee reflected on it as *“It’s not fair”* This was one of the important findings that create frustration and negatively affects not only the local employees and their resilience but also unhealthy working environment. The interviewee suggested a solution to this problem by implementing a rule, either by the government or private companies, that the expatriates, who are coming to Bahrain, should train the locals and prepare them professionally.

When analyzing the remarks gathered from interviews with participants who rated their level of resilience as high, we noticed that the level of resilience fluctuated due to responsibility

falling on the HCN whereas this is the duty of the foreign supervisor, who unfortunately cannot take decisions. For an HR employee, although she felt that the level of her resilience was high, it was not to the level she would like to and that was because of strict rules and policies which do not open the door for new ideas and suggestions. The trust the company management has in the employees and the flexibility of working hours positively affected the level of resilience of one of our participants. One of the youngest participants contributed his high level of resilience to the salary and benefits he receives from the employer. For a couple of legal professionals, who's level of resilience was at the high end, they saw no difference between local customers and foreigners, in fact sometimes the foreigners may be more understanding than Bahraini. The youngest participant did not feel like he would use the word resilient for himself, contrary he thought that everyone deserves respect; there is no differentiation between local and foreigner.

**Sub-question 1:** Does working with foreigners (expats) affect your Resilience? If yes, please explain?

Three participants strongly disagreed and seven disagreed with the resilience being affected by working with foreigners, whereas two agreed and five strongly agreed to the resilience being affected by working with foreigners. The majority (58%) of the participants disagreed or strongly disagreed with the question of where resilience is affected by working with foreigners. One participant, whose response was “strongly disagree”, believed that because he is the senior in the company, he is respected by all whereas another one replied: “No, has nothing to do with foreigners.” Interestingly, one interviewee responded, “No, ...*because* Bahrain is a tourism-based country and we are always considering, let's say, expats or people from outside as source of income to the country, source of income to *the business*.” The interviewee continued to say

that the (Bahraini) culture itself is considering expats as investors and most of the expats are generating money in the country. For this reason, foreign workers are not seen as workforce competing with locals.

One participant, who responded “strongly agree” when asked to clarify “why you feel this way?” explained that the foreign supervisor he reports to is not qualified for the job and he does not understand the job. That creates some problems and conflicts. A similar explanation we heard from another participant who responded, “Strongly agree”. While another interviewee, who also responded “strongly agree” explained that due to different cultures many times she has to approach them differently and has to be “very alert all the time”. Interestingly, one participant stated: “It depends from person to person. I would strongly agree because it could positively affect the resilience of someone or can negatively affect, but at the end of the day it would affect the resilience, whether positively or negatively”. Responding positively to the question “Does working with foreigners (expats) effect your Resilience?” created two different outcomes whether positive or negative. We understood that if the resilience is affected positively, causes the level of resilience to elevate, and contradictory if resilience was affected negatively, it means that the level of resilience decreases. In one isolated case, we noticed that the participant expressed some sort of dissatisfaction stating that the foreign workers “they don’t like us” or “they are rude to us just because we are Bahrainis”.

**Figure 25 - Resilience and Foreign workers**



**Sub-question 2:** Did COVID 19 affect your overall Resilience at work? If yes, how?

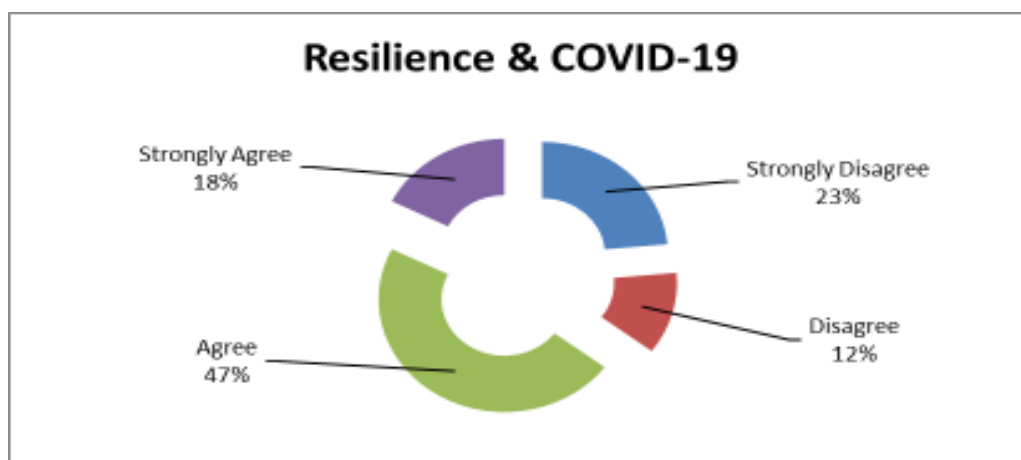
Four participants strongly disagreed and two disagreed with the resilience being affected by COVID-19, whereas eight agreed and three strongly agreed to the resilience being affected by working with foreigners. Fifty-eight percent of the interviewees agreed / strongly agreed with the fact that COVID-19 affected their overall resilience at work. A participant believed that COVID-19 has an impact on education due to the reduction of interaction with students. “Teaching is based on only one principal and *that is “chalk and talk”* he added. Regardless of the difficulties caused by COVID-19, the participant “got used to the change” and is trying to adapt to the new way of teaching. For a businessman, lack of traveling to visit companies, where he usually purchases merchandise, and the inability to interact in person, face-to-face with clients, were two factors that were discouraging and caused distress. For a travel agent, COVID-19 ruined his business forcing him to change the core of the business from a traveling agency to an accounting firm.

Though employees received significant bonuses before the pandemic, it was predicted that COVID-19 would impact the bonuses; one participant accepted the reality and learned how to

manage without any bonuses due to his high level of resilience. Miss L, who was an accountant in an MNC, became more flexible during COVID-19 while working from home and as a result, her productivity increased too. The shocking answer came from a security guard who expressed himself as “I love it: less traffic on my way to work, it’s beautiful”. On one hand, we saw the phenomenon of acceptance of the pandemic’s effects on salaries and benefits, such as reduction in salaries and small or no bonuses, and on the other hand, we noticed a trend of adaptation, such as working from home (very new concept) or switching from one type of business to another. Companies, business owners, and even individuals are becoming creative to overcome the obstacles created by the pandemic and survive this situation.

Six interviewees, who either strongly disagreed or disagreed with the fact that COVID-19 affected their overall resilience at work, did not present any explanation except for one comment. The interviewee responded, “Strongly disagree”, but when asked to further elaborate on the answer, he stated: “*Actually we are more flexible right now as we have been working from home since April (2020)*” which caused a little contradiction with the answer “strongly disagree”. The takeaway is that COVID-19 did affect his overall resilience at work but in a positive way.

**Figure 26 - Resilience and COVID-19**



### 5.2.2. - Stress:

**Main question:** How do you prescribe the level of STRESS at work?

We received no answers identifying the low level of stress; eleven ratings of average levels and six high scores. From the review of the scores, all our participants (100%) felt some sort of stress, whereas the majority (65%) of the participants expressed their level of stress to be average and 35% to have a high level of stress.

Our participant, the participant, when describing his level of stress to be 5, he stated: "... because there is no such thing as stress and resilience". He contributed the average level of stress to being punctual "If you are punctual, you will never have a stress and even if you have stressed the density of that stress will be lower and lower, ...*but you organize yourself*, you can *avoid stress*." Interestingly, the participant concluded his explanation by saying: "Stress does not come automatically, because it is not a disease, stress is man-made problem."

When we asked a participant, who rated his level of stress at 4, he responded: "Depends *actually*...on how a person accepts challenges". "*Some people take the challenge as a stress, some people consider it a positive thing, which makes them want to work harder and produce. So, I think it depends on the perspective of the person rather than the work itself.*"

It was obvious for an HR employee to charge COVID-19 for her stress level 5 because before the pandemic it was less: "*Because of the restriction, because of pandemic we're having stressed job*". In this instance we were able to differentiate the level of stress before and after COVID, but unfortunately not for all cases. For a businessman, the average stress level came as a result of dealing with customers. He stressed out if he received any complaint, delivery delay, or any problem with the sale. In many companies, employee performance is measured by targets and certainly, during the pandemic, achieving the objectives is not easy. Similar to HR

employees and businessmen, for legal professionals the level of stress is dedicated to dealing with customers, with courts, with cases, bureaucracy, meetings, and keeping notes.

For 35% of the participants, the level of stress was on the high end. Although some people's stress was caused by dealing with customers, for some others, it was caused by dealing with colleagues. Colleagues are team members and if there are tasks to be completed and colleagues are not doing their part, work becomes stressful. Another interviewee thought that *"when people at work are not agreeing, there are issues with senior management, experienced staff are kept aside while less experienced, unskilled staff is running the company."* To summarize all this, we concluded that when a company has weak leadership, the top management is inexperienced and the company is in chaos, inevitably employees would be diverted, uncertain, and stressed. On more than one occasion, we have seen during the interviews that participants would mention that especially during Covid-19 time the stress has increased a lot. A shocking fact: during the pandemic, while employees were teleworking, they were working more hours and that was the experience of the authors too. "But customer service is not an easy job; it's not an easy job at all. If you can handle this, you are great" – over and over we have seen that customer service is not easy and it causes a lot of stress. Stress has a mean (an average) of 7.00 plus or minus a standard deviation of 1.84.

**Sub question 1:** Is your Stress, related in any way, to working with foreigners (expats)? If yes, how?

Six participants strongly disagreed and five disagree with the stress being affected by working with foreigners, whereas four agreed and two strongly agreed to the stress being affected by working with foreigners. Sixty-five percent of the interviewees answered "strongly disagree"

or “disagree” to the question of stress is related to working with foreigners. The majority believed that working with foreigners does not cause stress. The experienced legal professional stated that even though working with customers, generally speaking, is stressful, if there is trust between the lawyer and the client, the latest being a foreigner or local, it is less stressful, so: “...*there is no difference between Bahrainis and foreigners* in the way of dealing between lawyer and customer”. A participant responded that he disagrees, there is no relationship between stress and working with foreigners; however, he did specify that if you are working with Bahrainis it’s easier because of the same language you are communicating with: “Sometimes, not all the time, but it means like you can talk with them in our language better than with foreigners, you can describe exactly what you want, *it’s the language problem*”. Our other interviewee responded: “I would relate my stress to working with locals, not foreigners.”

Four participants “agree” to stress is related to working with foreigners and two “strongly agree”. Once more, when answering “agree” or “strongly disagree” to the stress relating to working with foreigners, the outcome could take a positive form or negative, example: “Sometimes it's because, maybe because, they came from different cultures they would emphasize let's say some certain things in different way, but other than that they would like to have another long-term plan or they would see something that we don't see but they would try to explain it in a way that we would not understand where are they coming from, because of the difference in culture. But they would actually try to bend and stretch the whole target thing and they would try to pressure you as much as they can just so you can *reach your target*”. This was an example that emphasizes the culture in general and works culture in particular that foreigners demonstrate. Although stress is related to working with foreigners, we must highlight that it is a positive relation.

**Sub question 2:** Did COVID 19 affect your overall Stress at work? If yes, how?

One participant strongly disagreed, and no one disagreed to the stress being affected by COVID-19, whereas six agreed and ten strongly agreed to the stress being affected by COVID-19. Ninety-four percent of the answers received for these questions are positive, which means participants either “agree” or “strongly agree” that COVID-19 has affected their overall stress at work. Online teaching has created some difficulties for educators. Educators do not have the proper tools and help is not available as if it were in classroom settings. Issues between cultures were created due to laying off of employees, because of cost-cutting. While the Bahrain government is protecting its citizens, foreign workers are at risk of losing their jobs and returning to their countries. Most importantly, COVID-19 has caused financial difficulties. Not only has it slowed down industries, but it has halted many businesses. As one business becomes weak or closes, other businesses depending on the first one fail, like a chain of businesses. In short, manufacturing companies cannot secure raw materials and they reduced staff due to the pandemic; suppliers cannot travel to inspect the merchandise, and clients are reluctant to spend due to insecurity of their employment and overall unknown future. “It made it worse” – was the reply of one of the participants, letting us believe that stress was present before the pandemic, but certainly during COVID, it worsened.

Although the examples stated above have caused an increase in stress levels, some professions surprisingly have created some simplicity, such as legal case filings or applying for judicial decisions that are done electronically without the need to physically be present in courts. Some businesses have found ways to adapt to the changes, by modifying some of the business sectors, accommodating staff, and equip them with proper tools to do work from home.

### 5.2.3 - Job Satisfaction:

**Main question:** How do you describe your JOB SATISFACTION?

A good number of participants felt good about job satisfaction, and we were pleased to see that. Eleven participants, 65% responded that they were very satisfied with their jobs and that was because either they were able to work with the degrees they earned in college or in the same field they have been trained for. Although one participant was obligated to close her own business due to COVID, she was very excited to talk about her business and the satisfaction she had when running her salon/spa. When the author expressed her wish where the participant can reopen her business, the reply was: *“That’s my idea: to open it stronger than before”*. It was a good feeling to see her confidence and resilience. This was undoubtedly the best example of a resilient businesswoman. It has been eye-opening for us to see that people find joy and satisfaction in their jobs even in difficult times and situations. That was our next example, our participant, who was struggling to learn new computer skills to enable him to perform his teaching from home. Regardless of obstacles presented by the pandemic, his answer to the question was: “I love my job”, *“Teaching is my passion and I love my students, the atmosphere.”* When the security guard interviewee asked the author: *“Does being satisfied with my salary have anything to do with job satisfaction?”* and the author responded: *“Yes”*, the guard added: *“Then 10 out of 10.”* It is worth mention that four participants stated that they love their jobs.

Analyzing the responses where participants rated their job satisfaction to be average, we aimed to discover the reasons for scoring average and not high. *“... a lot of changes: different strategies, different managers have passed by. Basically, I’m stuck. I’m at the place where I cannot move up the ladder. I’m just like right there and whatever I have done for the past years they did not recognize anything.”* In one single individual we discovered three reasons why

someone may not be satisfied with their job: if the company implements changes continuously whether that being changing strategies or changing management; when the employee feels like he/she has reached the maximum growth in that company or when employees are not recognized for their hard work. All these create dissatisfaction in the workplace. Other reasons can decrease the level of job satisfaction such as customers' complaints or inability to fulfill assigned tasks. Throughout the responses, we observed that for two participants having a job or having a decent salary, position and title were attributions to their job satisfaction. All respondents seemed to be satisfied with their job at different levels. No one reported a low score on job satisfaction and six participants reported average. Job Satisfaction has a mean (an average) of 8.06 plus or minus a standard deviation of 2.16.

**Sub question 1:** Is your Job Satisfaction affected in any way when working with foreigners (expats)? If yes, how?

Three participants strongly disagreed and seven disagree with the job satisfaction being affected by working with foreigners, whereas six agreed and one strongly agreed to job satisfaction being affected by working with foreigners. While the majority of participants (58%) responded negatively, 42% responded positively and we were at first interested to analyze "agree" and "strongly agree" responses. One interviewee not only agreed that his job satisfaction was affected when working with expats, but it was a positive effect, due to expats' experience that is not known in Bahrain; whereas another participant agreed that job satisfaction is negatively affected because of language difficulties.

The reaction of the accountant, working at MNC was unexpected. *"...because the manager is foreigner, an employee who works with me is of the same nationality as the manager,*

HR manager same nationality as my manager, so I feel I don't know how to say it “tameez?”

The author translated the word “tameez” from Arabic into English, and the meaning was ‘discriminated’. To make sure, the author repeated the word: “Discriminated?” – and the answer was: “Yes, so they are on their side more than ours”. How can this be possible? A local employee, feeling discriminated against working in an MNC, in her own country, is not what we expected. Positive feedback came from the guard who commented “...when foreigners come in I love dealing with them. They are a thousand times nicer than locals, they are mannered, they smile, they thank me, and they even notice that I'm putting in an effort. I would say dealing with foreigners is easier than dealing with locals.” HCNs’ job satisfaction is affected positively or negatively.

From the group of participants who answered “strongly disagree” or “disagree” one participant is comparing his experience and opinion of working with expats versus locals as follows: “...*some expats actually* when you work with them they have this sense of responsibility like they work in a different way, like to them the job is even a career is not a job anymore, it's something they want to advance in life.” whereas when working with locals: “...*when you're* working with locals is more like: I just come here for 8 hours, I do my thing and leave, and there is no affection to the thing that you're doing. They're not even concentrating where they want to be in 2 to 3 years, just doing their job and leave.”

**Sub question 2:** Is your Job Satisfaction the same before and after COVID 19?

Two participants strongly disagreed and five disagreed with the job satisfaction being affected by COVID-19, whereas eight agreed and two strongly agreed to the job satisfaction being affected by COVID-19. Unexpectedly a large group of interviewees agreed or strongly agreed

that job satisfaction is the same before and after COVID 19 due to few organizations not being affected by the pandemic or where interviewees saw opportunities in challenges “I always see challenges as opportunities.” A participant believed that COVID-19 has nothing to do with job satisfaction. However, remarks like “Well, of course not. I closed down the business, so it's not the same” or “some jobs cannot be online”. One participant acknowledged: “...*it is not over yet for me*”, which made us think, how experiences could change during the course of this pandemic until it's all over?

#### 5.2.4 - Organizational Commitment:

**Main question:** How do you describe your ORGANIZATIONAL COMMITMENT?

We received one answer identifying a low level of organizational commitment: six ratings of average levels and ten scored high. Good pay “*Only because the pay was good*” was one contribution to the average score on organizational commitment, along with dealing with customers.

Conversely, interviewees who rated themselves high, contributed that to exposure to different experiences within one organization, very good salary packages “They give you good benefits, good salary, allowances, petrol money, medical benefits. Very good company to work for”, involvement in various organizations activities, continues learning something new “...*involvement in various organizational activities I always learn something*”. The mean of Organizational Commitment was 7.82 plus or minus a standard deviation of 2.51.

**Sub question 1:** Is your Organizational Commitment affected in any way when working with foreigners (expats)? If yes, how?

Five participants strongly disagreed and seven disagreed with the organizational commitment being affected by working with foreigners, whereas two agreed and three strongly agreed to the resilience being affected by working with foreigners. Interviewees who strongly disagreed or simply disagreed with organizational commitment being affected when working with foreigners made 70% of the participants and could not link organizational commitment with working with foreigners: “...*it has nothing to do with expats*”. Then we intended to analyze comments from the interviewees who responded “agree” or “strongly agree”, even though they made only 30% of the responses. It seemed like respondents were relating organizational commitment and working with foreigners in a negative way “*Yes, negatively, agree*”

**Sub question 2:** Is your Organizational Commitment the same before and after COVID 19?

In the previous question, 70% believed that organizational commitment is not affected by working with expatriates; similarly, 70% “agree” or “strongly agree” that organizational commitment is not affected by COVID 19, so it is the same before and after COVID 19. That is because in few companies in Bahrain no one lost their jobs “In our company nobody lost their job”, or instead of lecturing in classroom settings “face to face”, it was replaced by virtual teaching, or the fear of losing the job “...*if I'm not committed, I would not have a job*”. The security guard participant is confident that “As a matter of fact, organizational commitment will go up by 100% after Covid because you need the job”.

For businesswomen who closed out her business, the reply was “strongly disagree” that the organizational commitment is the same before and after COVID 19 “*because I close down my business, it has been affected*”. Two participants strongly disagreed and three disagreed to the

organizational commitment being affected by COVID-19, whereas seven agreed and five strongly agreed to the organizational commitment being affected by the pandemic.

### 5.2.5 - Job Productivity:

**Main question:** How do you describe your JOB PRODUCTIVITY?

We received one answer identifying a low level of job productivity: “*I think before Covid-19 was high, after Covid we did not tested yet. During Covid-19 we are low, very low. Before it was 9, and now is 1”.* Very detailed answer: very high job productivity before Covid versus very low during Covid; a steep decline of job productivity. “Average” rating we received four responses and comments like “...*it is negatively impacted*”. A considerable number of high job productivity scores was received “...*answering around 800-900 calls per day, giving correct answers...*”, “I may complete 8 tasks out of 10”, “I have achieved 3 out of 4 quarters”, “...when they give me something to do, I get it done very quick, you don't have to tell me twice...”, “I give 120% to this company and the quality of my job is very good” very quantitative answers. “For us teachers, job productivity is different from the people who work in the industry. Lectures and exams are given on time, exams are graded on time, and any question from the students is answered within the same day”. Twelve participants scored themselves high in job productivity. We did calculate the mean of Job Productivity to be 7.88 plus or minus a standard deviation of 2.20.

**Sub question 1:** Is your Job Productivity affected in any way by working with foreigners (expats)? If yes, how?

Job productivity is not much affected to working with foreigners: “It does not matter to us *if you are foreigner or local*”. The respondents who replied “agree” or “strongly agree” are only seven. A businesswoman described the effect that foreigners have on her job productivity “...*they're the one who can raise you, give you a good name. They are the tools, your tools.*” When asked “... is the quantity and quality of your overall business depending on foreigners?” To further describe her statement, the spa owner added: “Yes, of course because they're the one who has direct contact with a customer. They are the one to welcome, they are the one to offer the service, to do the service, they're the one who say goodbye to the customer, they are the one to *answer the phone, and they are frontlines.*”

Bahrainization is a law obligating companies in Bahrain to employ more than 30% HCNs. Bahraini government subsidizes these companies who achieve a higher percentage of Bahrainis. “*Sometime if you go for expat as your employee and you are not encouraging the locals, you will not get benefits from government, so they call it Bahrainization. So, you have to reach a limit of percentage to get the benefits: like loans, supporting, consultation, tamkeen, so many things. Many benefits you can get if you reach the Bahrainization in your company. So, if you go for foreigners, you will not get the benefits and it's not good for the business*”. Due to government regulations hiring all expats is not in the best interest of businesses in Bahrain whereas, for our security supervisor, job productivity is positively affected when working with foreign security guards “...when I joined this company, the security staff were foreigners (Indians, Bengalis, and Nepalese) and when I gave them something to do they would do it without complaints and very fast, as compared to the locals working with me right now they complain about small things.”

Three participants strongly disagreed and five disagreed to the job productivity being affected when working with foreigners, whereas five agreed and two strongly agreed.

**Sub question 2:** Is your Job Productivity the same before and after COVID 19?

Three participants strongly disagreed and five disagreed with the job productivity being affected by COVID-19, whereas seven agreed and two strongly agreed that their job productivity has negatively been affected. Job productivity “it's affected very badly” from COVID 19 and it takes longer to complete out tasks “something we can solve it in 1 hour; it takes too much time right now”. “*Since December 2019 until June, 70% was affected. It was going bad, from bad to worse.*” Above we gave examples of job productivity affected negatively by COVID 19, but contrarily for our HR employee COVID 19 increased her job productivity “*More productivity. We are more focused. It helps us not getting distracted from others or people. You can focus on your job, so productivity is more*”. The same experience comes from the accountant: “...because *we're working from home. I can work more than when I was in the office...*”

### 5.2.6 - Job Performance:

**Main question:** How do you describe your JOB PERFORMANCE?

The base for rating the job performance, the author advised the participants to refer to the scoring received during annual appraisals, to reassure that the scoring is as compelling as possible. Only one participant scored herself low, four scored average, and twelve scored themselves as high performers. We received one answer identifying a low level of job performance “Before Covid I would say 9 out of 10, but during Covid or after Covid, which did

not finish yet, we *are not doing anything, so I would say I*". Even though this question is more about the level of job performance, the participant expressed the difference of job performance before and during COVID (this is a later question).

Focusing on the high scores of job performance, employees are motivated to perform well so they can have a good appraisal, promotions, get a raise, better opportunities, for instance: "I put a lot of effort to highly perform so I can receive a good appraisal"; "I get "8" in my appraisals"; "I have reached 3 out of 4 targets..."; "I give my best to my university"; "More than his (my supervisor's) expectations"; "My appraisal is very good, so I say 10"; "For teachers the best way to see how they perform is to observe their students how they perform. Job Performance has a mean of 7.65 plus or minus a standard deviation of 2.50.

**Sub question 1:** Is your Job Performance affected in any way by working with foreigners (expats)? If yes, how?

For the most part, we see that the majority disagree (ten participants) that their job performance is affected by working with foreigners and one responded, "Strongly disagree". The participants who answered "yes" either "agree" (four respondents) or "strongly agree" (two respondents) it was a positive effect "*Agree, positively, not negatively*"; "It has been affected *since they started giving me positive feedback, so is positive*"; "Yeah, it did to certain extent"; but for one interviewee the experience was negative "My boss is a foreigner, my boss's boss is a foreigner and my colleague, who I brought in, is a foreigner. I look not so productive, and they look so good"

**Sub question 2:** Is your Job Performance the same before and after COVID 19?

Two participants strongly disagreed and nine disagreed with the job performance being affected by COVID-19, whereas four agreed and two strongly agreed to the job performance being affected by COVID-19. One businessman disagreed that the job performance is the same before and after COVID-19: “No, not the same, because during Covid-19 the country lockdown and closed many times so we stayed at home. Of course, the performance will be different if you are working from office”; or for the bank employee job performance was less: “No, it's not the same, is less”. The reason our legal interviewee felt that her job performance has been affected by the pandemic, was only that she had to adjust to too many new ways of doing our job, and it reflected on the performance a little.

### 5.2.7 - Sense of Belonging (fitting in):

**Main question:** How do you describe your SENSE of BELONGING (fitting in)?

We asked the two participants who rated their sense of belonging low to elaborate on their rationale one participant’s reason was the difference in education compared to the peers “Most of the people I work with are high school graduates and some of them are high school dropouts, so they came to work here through connections. They are narrow-minded, illiterate. I would say: I *don't fit at all*” and for the Security manager, she felt that she didn’t fit anymore. That was not due to COVID, but due to changes in senior foreign management “*Before I took the lead, loyalty and fulfillment was there, I felt I am part of this company, but now I became a stranger, I don't belong here, they make me look like I have no value*”.

Our accountant working in MNC felt like she doesn’t belong in this organization because foreign senior management doesn’t treat HCNs equally “As I mentioned before, they are not

equal” Our participant is a naturalized Bahraini and his experience is unique: ‘Absolutely, I belong to this university. I started working in this university when I was still Pakistani citizen and later, I became Bahraini citizen. There is no difference in the way I was treated when I was Pakistani *versus Bahraini*’. His rating was high along with nine other participants’. One participant requested to skip answering this question and four rated themselves “average”. Sense of Belonging has a mean (an average) of 7.00 plus or minus a standard deviation of 3.26.

**Sub question 1:** Is your Sense of Belonging (fitting in) affected in any way by working with foreigners (expats)? If yes, how?

Most of our interviewees disagreed (seven responses) or strongly disagreed (three) with the effect that working with foreigners may have on their sense of belonging in their organization: “*Not at all, not even 1%*”. Although one participant responded positively to our question about the sense of belonging and foreign workers, she did not see the problem with foreign colleagues, but with foreign management: “No, the problem is not working with foreigners, the problem is with the management “. Three interviewees responded “agree” and two “strongly agree” to the sense of belonging question.

**Sub question 2:** Is your Sense of Belonging (fitting in) the same before and after COVID 19?

A large number of participants agreed (nine) or strongly agreed (three) that COVID 19 did not affect their sense of belonging in their organizations. Two participants did not respond to this question, one strongly disagreed and two disagreed.

### 5.2.8 - Additional interview questions

To complete our interview, six questions were added and the possible answers to these questions were: no, somewhat, or yes.

#### 1. Did COVID 19 affect your overall relationship with foreign workers at your company? If yes, how?

Thirteen participants responded negatively when asked about COVID-19 affecting their relationship with foreign workers, whereas four participants responded “yes” and no one responded “somewhat”. A lot of foreign workers left Bahrain and went back to their country for an unknown period; therefore the participants felt that their relationship didn’t change. “No, not at all. We work as a team, we cope with changes, and we get advised. We are trying to do our best in the organization”

When the interviewees who answered “yes” were asked to further elaborate on their answers, they explained that due to COVID-19 some companies had to cut costs and were forced to lay off foreign workers or ordered them to stay idle in Bahrain, with reduced salaries: “yes, because we tell staff to stay idle without work”. This created some conflicts, foreign workers became more afraid, more cautious and created a distance between the two groups: HCNs and the foreign workers: “Yeah, they became more afraid, they are generally more cautious. Covid has put more distance between us”, “It has been an impact because of foreign workers involvement there have been an impact due to Covid”

2. If you think Resilience is important when working in a multicultural environment, and especially now during COVID-19, how can we strengthen, (improve) it?

Except for one participant, all the participants agreed to the importance of resilience when working in a multicultural environment, especially during COVID-19: “Resilience at work is important regardless of working with foreigners or locals. It is important to have inner peace and especially now during the *pandemic*” Some of our businessmen had to change the core of their business which require resilience and persuasion: “I have to find another way to generate revenue to survive, because I was having travel agency, now I have accounting company”, “*Certain rules and guidelines have to be in place in organizations in order to help build resilience.*” How to improve resilience in an organization with multinational employees was explained by one of our interviewees as follows: “*Improving the resilience is only through the way the media work and the way the culture is driven. So the media and the culture are driving the resilience. I'm not talking only about foreigners; I'm talking about color, gender, and nationality. Overall is driven by the media, the movies, the culture and how we can teach the kids. Only by making people understand each other, each human. Learning from different cultures, different people*” or by incentivizing our employees: “incentives are the best way to improve anyone's resilience” “*One way to increase resilience is to reinforce laws and policies that there is no discrimination between local and foreigners. At the same time when a foreigner is protected by labor law and civil law, all of these will help increase resilience of locals when working with foreigners*”

Throughout the discussions and interviews, multiple times we noticed that Bahrainis feel that they are resilient with foreigners this being in a work environment or outside work. Our youngest participant, who at the same time is a legal professional, expressed his opinion: “*I believe that it (resilience) is something, personally, is something that you're raised with it. It is*

something that is in you as a child growing up those foreigners and locals doesn't really matter. Everybody deserve respect because she or he is a human being and that by itself demand respect and I believe that is a cultural shift and I think rather than teaching adults we should teach the kids with this resilience. Children are the future so if we teach them to be more resilient weather with foreigners or locals then we guarantee then they will be resilient *to everything.*”  
Observation: participants used the term resilience interchangeably with flexibility.

### 3. Did your organization support you with the adjustments needed to continue working during COVID-19?

Except for cases where working from home was not possible due to the nature of the work, like the ATM technicians, most organizations (thirteen responded positively and three to a certain degree) provided the necessary equipment, tools, and utilities to their staff to enable them to perform their duties from home as if they were in the office. That includes cell phones, the internet, laptops, etc.

### 4. Do you think the resilience in you helped overcome the difficulties faced while working during COVID-19?

Few participants (four of them) believed that there is no relationship between resilience and overcoming difficulties of COVID, while the largest group (thirteen) agreed to dedicate their success of overcoming COVID 19 difficulties to their resilience *“This decision is part of my resilience.”* *“Always* the employee should be resilient with the situation to cope in their performance or in their job”.

5. Did you ever have training in strengthening resilience at work? Did you receive any coaching or mentoring sessions on how to build and support resilience?

Twelve interviewees responded that they did not have formal training on resilience, but they had some sort of training on the job. The few participants (a total of five) who claimed to have had training while talking about it, the author noticed that their training was not specifically about resilience, but instead, it was about flexibility or teaming and collaboration. As a result, this is a disturbing finding to see that no companies deliver training about resilience.

6. Would you like to add any information that you think may help me understand your point of view and your experiences?

Only 10 participants had comments other than our questions. *"We have these values mission and vision in the company "GIFT" and one of them is flexibility as well, but I always wondered they have introduced GIFT, which stands for growth, integrity, flexibility, and teamwork, but then all of these values in the company should be reflecting people and the old staff have these skills, these capabilities, but the newcomers, the new foreign staff they lack all these capabilities."* It is disturbing to see that companies prepare and announce their company's mission, vision, and values, but they don't apply them.

The resilience was present not only when we asked our interview questions, but when some participants add their opinions: *"we had to learn something because I'm sure we will not be the same when this is over"* *"I want to add: we always complain, always want better, we humans want: better car, better phone. And being too much into wanting and wanting and wanting we*

forget to enjoy what we have. We should enjoy. We have a lot of blessings; we are full of blessings. Now I'm afraid that things I have today I may not have tomorrow. I pray and enjoy everything now. I'm thankful for the things I have.”

Table 1a – Means, Standard Deviations, and Correlations for All Key Variables (part 1)

	Mean	StDev	1 Gndr	2 Age	3 Citz	4 Rltn_For	5 F-T Stdn	6 ResG	7 Cd 1	8 Cd 2	9 Cd 3	10 ResF	11 Cd 1	12 Cd 2	13 Cd 3	14 StressG	15 Cd 1	16 Cd 2	17 Cd 3	
1. Gender	1.400	0.490	1.000																	
2. Age	32.670	14.900	-0.021	1																
3. Citizen	0.740	0.440	0.075	0.047	1															
4. Rltn_For	2.673	0.540	-0.060	0.039	-0.273	1														
5. F-T Student	0.340	0.480	-0.008	-0.497	0.094	-0.107	1													
6. Res_Gen	4.390	0.720	-0.130	0.042	-0.143	0.111	-0.211	1												
7. -Res_Gen Code=1	4.180	0.630	-0.094	-0.017	-0.217	0.154			1											
8. -Res_Gen Code=2	4.450	0.740	-0.430	0.080	-0.126	0.019				1										
9. -Res_Gen Code=3	4.530	0.750	-0.036	-0.174	-0.080	0.028					1									
10. Res_For	4.460	0.710	0.023	-0.038	-0.153	0.161	-0.069	0.511				1								
11. -Res_For Code=1	4.390	0.680	0.060	-0.015	-0.078	0.185			0.233	0.232			1		1					
12. -Res_For Code=2	4.420	0.680	-0.134	0.072	-0.228	0.085								1		1				
13. -Res_For Code=3	4.530	0.750	0.109	-0.182	-0.175	0.154											1			
14. Stress_Gen	1.820	0.640	0.163	-0.299	0.150	-0.048	0.283	-0.446										1		
15. -Stress_Gen Code=1	2.070	0.590	0.118	-0.353	0.180	0.141			-0.385	-0.385									1	
16. -Stress_Gen Code=2	1.750	0.610	0.311	-0.053	-0.164	-0.015														1
17. -Stress_Gen Code=3	1.670	0.640	0.121	-0.174	0.174	-0.141														1
18. Stress_For	0.790	0.930	-0.050	0.086	0.055	-0.108	-0.087	-0.220												0.310
19. -Stress_For Code=1	0.680	0.960	-0.176	0.061	0.047	-0.242			-0.190	-0.190										0.133
20. -Stress_For Code=2	0.860	1.040	0.225	0.146	0.012	0.171														0.336
21. -Stress_For Code=3	0.850	0.870	-0.101	0.013	0.083	-0.179														0.510
22. Stress_COVID	1.760	1.050	-0.013	-0.230	0.124	0.009	0.198	-0.298	-0.237	-0.089	-0.347	-0.135	0.107	-0.170	-0.241	0.555	0.411	0.380	0.655	
23. JobSat_Gen	5.540	1.280	0.010	0.109	-0.051	0.086	-0.157	0.232	0.239	0.049	0.258	0.222	0.132	0.115	0.303	-0.305	-0.165	-0.064	-0.450	
24. OrgCom_Gen	5.320	1.290	0.116	0.172	-0.042	0.022	-0.206	0.180	0.285	-0.119	0.144	0.191	0.101	0.049	0.276	-0.279	-0.187	0.080	-0.385	
25. SenseOfB_For	3.210	0.610	0.172	0.081	-0.022	0.000	-0.171	0.200	0.019	-0.222	0.344	0.360	0.114	0.123	0.552	-0.234	0.088	-0.149	-0.331	
26. J Prod_Genr	5.490	1.060	-0.057	0.183	-0.174	0.026	-0.244	0.393	0.433	0.359	0.333	0.232	0.247	-0.041	0.310	-0.347	-0.202	-0.295	-0.347	
27. J Perf_Gen	5.960	1.050	0.036	0.008	-0.106	0.146	-0.166	0.378	0.434	0.566	0.273	0.286	0.346	0.318	0.242	-0.241	-0.104	-0.266	-0.260	

Key:  
 ID: A number assigned to each unique survey respondent. Students were numbered 101-199,  
 ID: Employees working for non-private were numbered 201-299,  
 ID: Employees working for private were numbered 301-399  
 Type: 1=Employee, 2=Student  
 Citizen: 1=Yes, 2=No  
 OrgType: according to 5 response options  
 Role: 1 = FT, 2=PT, 3=not working  
 Note: N = 201, including 69 Students, 40 non-private employees, and 92 private employees

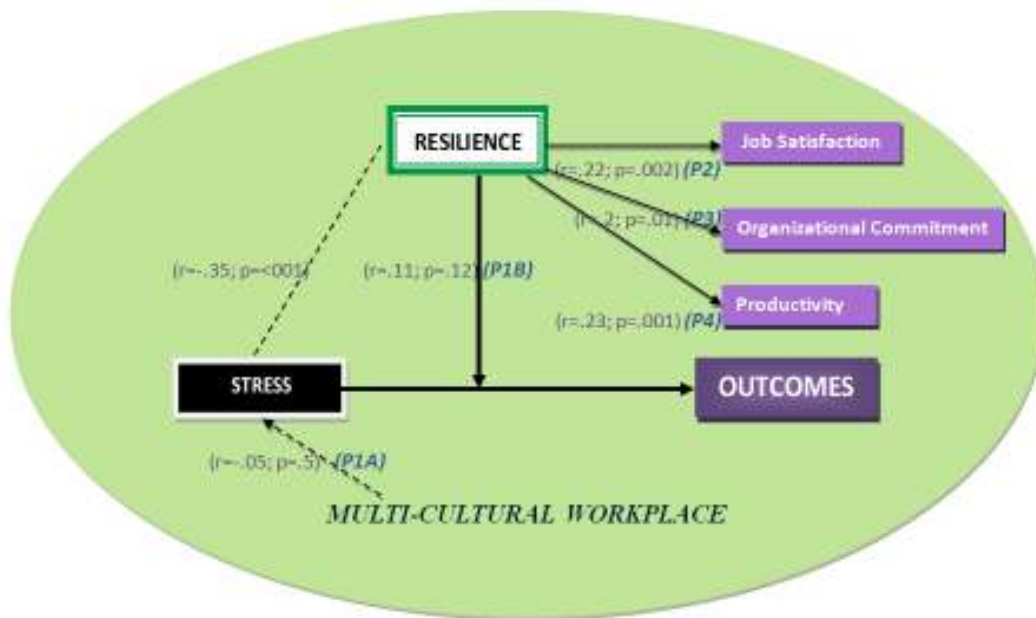
Table 1b – Means, Standard Deviations, and Correlations for All Key Variables (part 2, continuation)

	Mean	StDev	1 Gndr	2 Age	3 Citz	4 Rltn_For	5 F-T Stdn	18 StressF	19 Cd 1	20 Cd 2	21 Cd 3	22	23	24	25	26	27
1. Gender	1.400	0.490	1.000														
2. Age	32.670	14.900	-0.021	1													
3. Citizen	0.740	0.440	0.075	0.047	1												
4. Rltn_For	2.673	0.540	-0.060	0.039	-0.273	1											
5. F-T Student	0.340	0.480	-0.008	-0.497	0.094	-0.107	1										
6. Res_Gen	4.390	0.720	-0.130	0.042	-0.143	0.111	-0.211										
7. -Res_Gen Code=1	4.180	0.630	-0.094	-0.017	-0.217	0.154											
8. -Res_Gen Code=2	4.450	0.740	-0.430	0.080	-0.126	0.019											
9. -Res_Gen Code=3	4.530	0.750	-0.036	-0.174	-0.080	0.028											
10. Res_For	4.460	0.710	0.023	-0.038	-0.153	0.161	-0.069										
11. -Res_For Code=1	4.390	0.680	0.060	-0.015	-0.078	0.185											
12. -Res_For Code=2	4.420	0.680	-0.134	0.072	-0.228	0.085											
13. -Res_For Code=3	4.530	0.750	0.109	-0.182	-0.175	0.154											
14. Stress_Gen	1.820	0.640	0.163	-0.299	0.150	-0.048	0.283										
15. -Stress_Gen Code=1	2.070	0.590	0.118	-0.353	0.180	0.141											
16. -Stress_Gen Code=2	1.750	0.610	0.311	-0.053	-0.164	-0.015											
17. -Stress_Gen Code=3	1.670	0.640	0.121	-0.174	0.174	-0.141											
18. Stress_For	0.790	0.930	-0.050	0.086	0.055	-0.108	-0.087	1									
19. -Stress_For Code=1	0.680	0.960	-0.176	0.061	0.047	-0.242		1	1								
20. -Stress_For Code=2	0.860	1.040	0.225	0.146	0.012	0.171		1		1							
21. -Stress_For Code=3	0.850	0.870	-0.101	0.013	0.083	-0.179		1			1						
22. Stress_COVID	1.760	1.050	-0.013	-0.230	0.124	0.009	0.198	0.371	0.146	0.238	0.604	1					
23. JobSat_Gen	5.540	1.280	0.010	0.109	-0.051	0.086	-0.157	-0.193	-0.075	-0.021	-0.421	-0.078	1				
24. OrgCom_Gen	5.320	1.290	0.116	0.172	-0.042	0.022	-0.206	-0.067	0.142	0.095	-0.340	-0.200	0.718	1			
25. SenseOfB_For	3.210	0.610	0.172	0.081	-0.022	0.000	-0.171	-0.104	0.106	0.078	-0.352	-0.247	0.343	0.488	1		
26. J Prod_Genrl	5.490	1.060	-0.057	0.183	-0.174	0.026	-0.244	-0.084	-0.083	0.104	-0.236	-0.176	0.443	0.485	0.199	1	
27. J Perf_Gen	5.960	1.050	0.036	0.008	-0.106	0.146	-0.166	-0.353	-0.331	-0.413	-0.407	-0.152	0.370	0.364	0.095	0.524	1

### 5.3 - Correlations

We calculated Pearson's  $r$  correlation coefficients for all focal variables. Overall, our initial assumption was that a person's resilience moderates the influence of stressors associated with working with foreign nationals on job-related outcomes such as satisfaction, organizational commitment, productivity, and performance.

Figure 27 - Conceptual framework with propositions' correlations and  $p$ -values

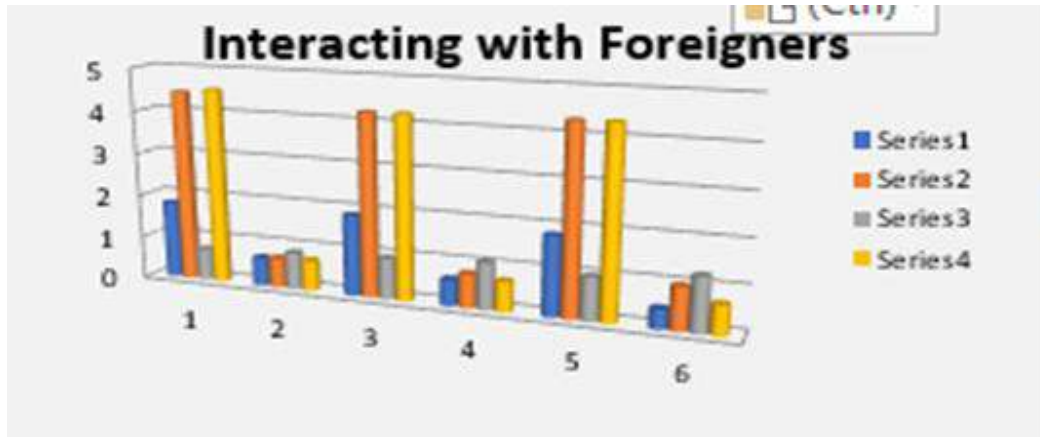


#### **5.3.1 – Proposition 1: Working with foreign nationals prompt HCNs to experience stressors that require resilience**

Our first proposition was that working with foreign nationals would prompt HCNs to experience stressors, which could be mitigated by the person's resilience. To test this proposition, initially, we had to show whether working or studying with foreign nationals is related to stress, and for that, we needed to know if the mean score on the stress measure for those who worked very often with foreigners was greater than the mean score for those who worked

sometimes or never worked with foreigners. (See Table 2). Referring to Figure 29 and Table 2 we presented the mean and standard deviation score of stress for all three groups depending on their interaction (very often, sometimes, and never) with foreigners.

**Figure 28 –Interacting with Foreigners graph**



We used analysis of variance (ANOVA) to analyze the stress level of participants from three groups based on the frequency of their interaction with foreigners in the workplace or university. The results gave us the calculated F value =  $0.308 < F_{crit} = 3.042$  and the P-value =  $0.735 (P > 0.05)$  telling us that the stress level was not significantly different between the three groups; however, we don't know specifics for each group. We wanted to find out if “working with foreigners” significantly and positively correlated with scores on the measures of stress. The correlation between the extent to which someone worked/studied with foreign nationals and reported stress was  $r = -.05$ , n.s., for generalized stress and  $r = -.11$ , n.s., for stress specifically associated with working with foreigners.

Table 2a – Summary of Means, Standard Deviations and Correlations between Variables (part 1)

		Means & StDev	Res_Gen	Res_For	Res_COVID_Difficult	Res_COVID_NewRoutine	Res_COVID_AttForImprov	Res_COVID	Stress_Gen	Stress_For	Stress_COVID	JobSat_Gen	OrgCom_Gen
Codes	Student (N=69)	Mean	4.18	4.39	4.44	4.82	3.50	4.16	2.07	0.68	2.15	5.27	4.95
		StDev	0.63	0.68	0.86	0.91	1.47	0.71	0.59	0.96	1.13	1.24	1.36
	Non-Private (N=40)	Mean	4.45	4.42	3.76	4.86	3.36	4.66	1.75	0.86	1.68	5.51	5.47
		StDev	0.74	0.68	0.82	1.04	1.33	0.64	0.61	1.04	1.11	1.42	1.12
	Private (N=92)	Mean	4.53	4.53	3.50	4.55	3.20	4.29	1.67	0.85	1.64	5.76	5.53
	StDev	0.75	0.75	1.24	1.10	1.31	1.00	0.64	0.87	0.98	1.21	1.27	
Gender	Male (N=82)	Mean	4.44	4.46	3.98	4.68	3.44	4.46	1.77	0.83	1.88	5.48	5.16
		StDev	0.70	0.69	1.11	0.96	1.42	0.92	0.64	0.99	0.99	1.29	1.32
	Female (N=55)	Mean	4.26	4.49	3.80	4.97	3.17	4.22	1.99	0.73	1.85	5.50	5.47
	StDev	0.64	0.75	1.12	0.98	1.39	0.85	0.65	0.92	1.16	1.35	1.34	
Age	18-30 (N=89)	Mean	4.39	4.54	4.11	4.74	3.44	4.19	2.03	0.61	2.05	5.38	5.12
		StDev	0.67	0.69	1.17	0.90	1.40	0.75	0.58	0.91	1.19	1.23	1.39
	31-40 (N=25)	Mean	4.43	4.37	3.61	4.76	3.71	4.41	1.68	1.17	1.86	5.89	5.34
		StDev	0.61	0.67	1.07	0.90	1.31	0.85	0.61	0.90	0.99	0.83	1.24
	41-50 (N=30)	Mean	4.28	4.38	4.16	4.41	3.00	4.38	1.81	0.99	2.04	5.33	5.09
		StDev	0.83	0.69	1.11	1.12	1.17	0.88	0.67	0.99	0.91	1.30	1.36
	51-60 (N=46)	Mean	4.38	4.39	3.41	4.72	3.03	4.31	1.55	0.74	1.45	5.86	5.73
		StDev	0.81	0.72	0.99	1.10	1.40	0.99	0.63	0.72	0.91	1.36	1.07
	61-70 (N=9)	Mean	4.85	4.82	3.21	4.63	3.50	4.75	1.54	0.81	1.38	5.56	5.75
		StDev	0.72	0.72	1.27	1.60	1.41	1.07	0.74	1.08	1.09	1.85	1.05
Time taken the survey	1st time (N=147)	Mean	4.34	4.41	3.75	4.65	3.32	4.34	1.87	0.81	1.79	5.49	5.25
		StDev	0.68	0.71	1.10	1.05	1.36	0.86	0.63	0.93	1.06	1.29	1.28
	2nd time (N=17)	Mean	4.43	4.48	3.82	4.82	3.24	4.38	1.75	1.06	1.65	5.37	5.05
		StDev	0.65	0.64	1.34	1.07	1.30	0.99	0.68	1.24	1.02	1.47	1.33
Country of work/study	Bah (N=69)	Mean	4.42	4.49	3.90	4.70	3.27	4.48	1.85	0.71	1.87	5.71	5.33
		StDev	0.60	0.64	0.96	0.84	1.23	0.79	0.65	0.86	1.08	1.15	1.29
	GCC (N=19)	Mean	4.60	4.68	3.76	5.13	3.67	4.30	1.96	0.89	1.78	5.63	5.67
		StDev	0.56	0.59	1.24	0.64	1.45	0.92	0.50	0.96	0.97	1.47	1.13
	Other (N=81)	Mean	4.36	4.48	3.69	4.54	3.22	4.28	1.79	0.79	1.70	5.43	5.23
		StDev	0.73	0.76	1.21	1.21	1.38	0.92	0.68	0.94	1.07	1.34	1.35

Table 2b – Summary of Means, Standard Deviations and Correlations between Variables (part 2, continuation)

		Means & StDev	JSat COVID	OrgCom COVID	SenseOfB_F or	SenseOfB_R ecpr_For	UniqueSit_Recpr_For	UniqueSit_Recpr_Forg n	JProd_Genrl	JPerf_Genrl	JProd_COVID	JPerf_COVID
<b>Codes</b>	Student (N=69)	Mean StDev	3.98 1.32	4.45 1.13	3.06 0.60	3.05 0.74	2.44 1.20	2.98 0.92	5.11 1.03	5.71 1.16	4.82 1.20	4.29 0.95
	Non-Private (N=40)	Mean StDev	3.48 1.11	5.00 1.41	3.23 0.52	3.27 0.77	2.49 1.10	3.16 0.93	5.66 1.09	6.31 0.90	3.68 1.86	1.23 0.62
	Private (N=92)	Mean StDev	4.20 1.14	4.88 1.18	3.31 0.64	3.05 0.93	2.55 1.19	2.93 0.91	5.66 1.02	5.99 1.00	3.98 1.48	4.50 0.94
	Male (N=82)	Mean StDev	4.05 1.14	4.74 1.33	3.13 0.63	3.07 0.83	2.41 1.13	2.96 0.85	5.45 0.98	5.91 1.01	4.30 1.53	3.90 1.26
		Female (N=55)	Mean StDev	3.55 1.43	4.77 1.36	3.35 0.53	3.11 0.90	2.67 1.20	3.07 1.03	5.33 1.14	5.99 1.10	4.10 1.59
<b>Age</b>	18-30 (N=89)	Mean StDev	3.96 1.38	4.65 1.28	3.20 0.59	3.08 0.77	2.48 1.17	2.98 0.92	5.28 1.00	6.02 1.02	4.66 1.40	4.56 1.26
	31-40 (N=25)	Mean StDev	4.32 1.14	4.66 1.14	3.13 0.63	2.92 1.04	2.48 1.26	2.96 0.93	5.58 1.01	5.82 0.97	4.21 1.68	4.04 1.64
	41-50 (N=30)	Mean StDev	4.06 1.10	4.19 1.37	3.03 0.76	3.07 0.96	2.45 1.21	2.97 0.87	5.52 1.26	5.79 1.25	4.23 1.10	3.50 1.46
	51-60 (N=46)	Mean StDev	3.95 1.14	5.23 1.01	3.37 0.53	3.21 0.75	2.60 1.13	2.98 0.98	5.65 1.11	6.02 1.05	3.48 1.76	3.40 1.55
	61-70 (N=9)	Mean StDev	3.37 1.16	5.60 1.05	3.37 0.56	3.11 1.05	2.56 1.13	3.33 0.87	6.13 0.62	6.27 1.00	3.93 1.45	2.21 1.56
	1st time (N=147)	Mean StDev	4.00 1.25	4.77 1.25	3.16 0.60	3.09 0.84	2.42 1.15	3.01 0.89	5.46 1.06	5.92 1.05	4.21 2.04	3.75 1.53
		2nd time (N=17)	Mean StDev	3.94 0.92	5.03 1.11	3.20 0.64	3.18 0.64	2.41 1.28	2.88 0.99	5.32 1.02	5.95 1.15	3.56 1.43
<b>Country of work/study</b>	Bah (N=69)	Mean StDev	4.41 1.05	4.90 1.08	3.23 0.58	3.13 0.78	2.61 1.17	2.94 0.98	5.29 1.03	5.86 1.12	4.06 1.66	3.83 1.53
	GCC (N=19)	Mean StDev	4.17 1.04	4.80 1.50	3.47 0.49	3.05 0.97	2.68 1.25	3.47 0.61	5.93 1.06	6.27 0.71	3.93 1.97	3.87 1.96
	Other (N=81)	Mean StDev	3.74 1.27	4.77 1.24	3.11 0.68	3.11 0.87	2.21 1.15	2.88 0.85	5.52 0.94	6.00 1.06	4.16 1.39	3.62 1.56

Table 2c – Summary of Means, Standard Deviations and Correlations between Variables (part 3, continuation)

		Means & StDev	Res_Genrl	Res_For	Res_COVID_Difficult	Res_COVID_NewRoutine	Res_COVID_AttForImprov	Res_COVID	Stress_Genrl	Stress_For	Stress_COVID	JobSat_Genrl	OrgCom_Genrl
<b>Nationality</b>	Bah (N=78)	Mean	4.39	4.39	3.90	4.81	2.90	4.12	1.96	0.84	1.94	5.54	5.27
		StDev	0.72	0.68	1.16	0.68	1.26	0.80	0.65	1.02	1.11	1.16	1.28
	Non-Bah (N=82)	Mean	4.45	4.47	3.73	4.64	3.41	4.40	1.74	0.93	1.72	5.54	5.32
		StDev	0.67	0.74	1.13	1.13	1.35	0.90	0.61	0.93	1.04	1.41	1.28
<b>Citizen</b>	Non-citizen (N=52)	Mean	4.57	4.64	3.81	4.73	3.61	4.45	1.67	0.71	1.59	5.65	5.41
		StDev	0.66	0.70	1.07	0.88	1.20	0.78	0.58	0.71	0.88	1.36	1.41
	Citizen (N=148)	Mean	4.33	4.40	3.73	4.65	3.15	4.28	1.88	0.83	1.86	5.50	5.29
		StDev	0.74	0.71	1.18	1.14	1.41	0.93	0.65	1.01	1.13	1.25	1.26
<b>Intacting with For</b>	Never (N=7)	Mean	4.33	4.34	4.58	4.75	4.25	4.75	1.84	1.00	1.17	4.90	5.45
		StDev	0.99	0.68	0.88	1.26	0.50	0.29	0.45	1.26	1.37	0.94	1.12
	Sometime (N=51)	Mean	4.24	4.25	3.75	4.56	3.24	4.24	1.88	0.95	1.93	5.48	5.22
		StDev	0.78	0.70	1.09	1.08	1.54	0.96	0.61	1.08	1.20	1.09	0.91
	V-Often (N=141)	Mean	4.45	4.54	3.73	4.76	3.26	4.37	1.80	0.73	1.74	5.59	5.34
		StDev	0.69	0.71	1.18	0.99	1.31	0.89	0.66	0.86	0.99	1.35	1.43
<b>Full-T std</b>	Non-student (N=132)	Mean	4.50	4.49	3.57	4.64	3.25	4.40	1.69	0.85	1.65	5.69	5.51
		StDev	0.75	0.73	1.14	1.09	1.31	0.92	0.63	0.92	1.01	1.28	1.22
	F-t student (N=69)	Mean	4.18	4.39	4.44	4.82	3.50	4.16	2.07	0.68	2.15	5.27	4.95
		StDev	0.63	0.68	0.86	0.91	1.47	0.71	0.59	0.96	1.13	1.24	1.36
<b>Role at place of work</b>	Full T (N=101)	Mean	4.49	4.48	3.58	4.69	2.98	4.36	1.73	0.84	1.73	5.74	5.55
		StDev	0.77	0.71	1.06	0.99	1.22	0.90	0.63	0.90	1.00	1.27	1.21
	Part T (N=13)	Mean	4.42	4.43	3.75	4.50	4.63	4.63	1.65	1.00	1.96	5.33	5.38
		StDev	0.74	0.84	1.35	0.93	0.74	0.95	0.56	1.08	0.90	1.50	1.20
	Unemployed (N=16)	Mean	4.61	4.64	3.25	4.25	3.38	4.56	1.55	0.69	0.79	5.54	5.31
		StDev	0.63	0.81	1.59	1.83	1.41	1.18	0.71	0.96	1.02	1.16	1.41
<b>Total (N=201)</b>		Mean	4.39	4.46	3.76	4.68	3.30	4.34	1.82	0.79	1.76	5.54	5.32
		StDev	0.72	0.71	1.14	1.05	1.34	0.88	0.64	0.93	1.05	1.28	1.29

Table 2d – Summary of Means, Standard Deviations and Correlations between Variables (part 4, continuation)

		Means & StDev	JSat COVID	OrgCom COVID	SenseOfB_F or	SenseOfB_R ecpr_For	UniqueSit_ Recpr_For	UniqueSit_ Recpr_ Forgn	JProd_ Genrl	JPerf_ Genrl	JProd_ COVID	JPerf_ COVID
<b>Nationality</b>	Bah (N=78)	Mean	3.93	4.71	3.25	3.17	2.64	3.04	5.31	5.99	4.43	4.05
		StDev	1.34	1.30	0.59	0.80	1.23	1.00	1.04	1.13	1.78	1.35
	Non-Bah (N=82)	Mean	4.01	4.84	3.18	3.07	2.39	2.95	5.66	5.99	4.01	3.63
		StDev	1.17	1.22	0.64	0.91	1.10	0.86	0.98	0.99	1.50	1.66
<b>Citizen</b>	Non-citizen (N=52)	Mean	4.15	4.98	3.24	3.04	2.54	3.04	5.78	6.14	4.16	4.17
		StDev	1.31	1.22	0.58	0.82	1.11	0.77	1.07	0.84	1.66	1.50
	Citizen (N=148)	Mean	3.91	4.70	3.21	3.12	2.49	2.99	5.37	5.89	4.12	3.54
		StDev	1.15	1.22	0.63	0.86	1.20	0.96	1.04	1.12	1.50	1.58
<b>Intacting with For</b>	Never (N=7)	Mean	3.37	5.00	3.10	3.29	2.43	3.14	5.62	5.40	3.37	2.38
		StDev	1.70	0.80	0.71	1.25	1.40	0.69	0.75	1.19	0.63	1.60
	Sometime (N=51)	Mean	3.90	4.61	3.26	3.11	2.45	3.02	5.38	5.80	4.18	3.70
		StDev	0.95	1.11	0.55	0.87	1.11	0.90	0.96	1.02	1.48	1.78
	V-Often (N=141)	Mean	4.02	4.86	3.21	3.08	2.53	2.99	5.51	6.05	4.10	3.80
		StDev	1.25	1.31	0.63	0.81	1.19	0.94	1.12	1.05	1.62	1.54
<b>Full-T std</b>	Non-student (N=132)	Mean	4.00	4.92	3.28	3.12	2.53	3.00	5.66	6.08	3.90	3.56
		StDev	1.17	1.24	0.61	0.89	1.16	0.92	1.03	0.98	1.60	1.72
	F-t student (N=69)	Mean	3.98	4.45	3.06	3.05	2.44	2.98	5.11	5.71	4.82	4.30
		StDev	1.32	1.12	0.60	0.74	1.20	0.92	1.03	1.16	1.20	0.95
<b>Role at place of work</b>	Full T (N=101)	Mean	4.01	4.97	3.24	3.06	2.41	2.94	5.69	6.16	3.84	3.60
		StDev	1.21	1.28	0.61	0.91	1.15	0.88	1.02	0.91	1.64	1.68
	Part T (N=13)	Mean	3.87	4.63	3.51	3.00	3.38	3.38	5.77	5.85	4.75	3.92
		StDev	0.52	1.30	0.50	0.91	0.65	0.65	1.19	1.13	1.07	1.95
	Unemployed (N=16)	Mean	4.00	4.87	3.31	3.56	2.50	2.94	5.38	5.80	3.06	3.08
		StDev	1.34	1.20	0.69	0.63	1.32	1.24	1.09	1.25	1.24	1.95
<b>Total (N=201)</b>		Mean	2.57	3.01	3.21	3.09	2.51	2.99	5.49	5.96	2.79	2.56
		StDev	1.38	1.81	0.61	0.84	1.17	0.92	1.06	1.05		

Table 3a – Summary of Means, Standard Deviations and Correlations between Groups (part 1)

		Means & StDev	Res_Gen	Res_For	Res_COVID_Difficult	Res_COVID_NewRoutine	Res_COVID_AttForImprov	Res_COVID	Stress_Gen	Stress_For	Stress_COVID	JobSat_Genr1	OrgCom_Genr1
<b>Interaction - Student</b>	Never (N=3)	Mean	4.00	4.07	4.33	4.00	4.00	4.75	1.77	1.56	2.33	4.89	4.38
		StDev	1.09	0.95	1.41	1.41	0.00	0.35	0.59	1.39	0.47	0.51	0.72
	Sometimes (N=22)	Mean	4.06	4.25	3.92	4.38	3.38	4.13	2.01	0.84	2.04	5.48	5.17
		StDev	0.60	0.54	0.87	0.52	1.30	0.44	0.50	1.11	1.42	1.00	0.89
V-often (N=44)	Mean	4.26	4.47	4.81	5.25	3.50	4.08	2.13	0.54	2.19	5.18	4.88	
	StDev	0.62	0.71	0.64	0.87	1.73	0.87	0.64	0.84	1.05	1.37	1.57	
<b>interaction - Non-Private</b>	Never (N=2)	Mean	4.25	4.60	4.83	5.50	4.50	4.75	2.05			4.00	6.06
		StDev	0.35	0.28	0.24	0.71	0.71	0.35	0.07			0.00	0.55
	Sometimes (N=13)	Mean	4.38	4.24	3.72	5.17	3.33	4.67	1.68	0.82	1.61	5.79	5.32
		StDev	0.97	0.62	0.88	0.98	1.63	0.88	0.76	1.02	1.54	0.84	1.02
V-often (N=25)	Mean	4.51	4.48	3.62	4.64	3.21	4.64	1.77	0.94	1.95	5.48	5.49	
	StDev	0.63	0.72	0.77	1.08	1.25	0.60	0.55	1.08	0.76	1.64	1.22	
<b>Interaction - Private</b>	Never (N=2)	Mean	4.92	4.50					1.75	1.17		5.83	6.44
		StDev	1.53	0.71					0.64	1.65		1.18	0.16
	Sometimes (N=16)	Mean	4.38	4.25	3.64	4.36	3.09	4.09	1.88	1.17	2.03	5.21	5.19
		StDev	0.82	0.90	1.37	1.36	1.76	1.24	0.61	1.14	0.89	1.35	0.88
V-often (N=72)	Mean	4.55	4.59	3.46	4.59	3.23	4.34	1.62	0.77	1.55	5.88	5.58	
	StDev	0.73	0.71	1.22	1.04	1.20	0.94	0.64	0.79	0.98	1.16	1.34	
<b>Citizen - Student</b>	Non-citizen (N=14)	Mean	4.45	4.49	4.67	5.00	3.50	4.25	1.86	0.60	1.72	5.00	4.66
		StDev	0.42	0.63	0.42	0.89	1.52	0.69	0.60	0.87	0.93	1.43	1.42
	Citizen (N=55)	Mean	4.12	4.36	4.35	4.75	3.50	4.13	2.13	0.70	2.31	5.33	5.03
		StDev	0.66	0.70	0.98	0.93	1.51	0.74	0.58	0.99	1.18	1.19	1.35
<b>Citizen - Non-Private</b>	Non-citizen (N=6)	Mean	4.67	4.77	3.47	3.80	3.20	4.60	2.00	0.83	1.93	5.28	4.85
		StDev	0.49	0.71	0.65	1.30	1.10	0.65	0.58	0.55	0.80	1.89	1.23
	Citizen (N=33)	Mean	4.42	4.35	3.84	5.18	3.41	4.68	1.71	0.86	1.61	5.55	5.58
		StDev	0.77	0.66	0.87	0.73	1.42	0.66	0.61	1.12	1.20	1.35	1.09
<b>Citizen - Private</b>	Non-citizen (N=32)	Mean	4.60	4.68	3.65	4.86	3.73	4.48	1.52	0.74	1.47	6.01	5.85
		StDev	0.77	0.74	1.17	0.64	1.16	0.85	0.54	0.68	0.89	1.13	1.29
	Citizen (N=60)	Mean	4.49	4.44	3.39	4.33	2.85	4.17	1.75	0.91	1.76	5.63	5.36
		StDev	0.75	0.74	1.29	1.29	1.30	1.08	0.67	0.96	1.02	1.24	1.23

Table 3b – Summary of Means, Standard Deviations and Correlations between Groups (part 2, continuation)

		Means & StDev	JSat_COVID	OrgCom_COVID	SenseOfB_F or	SenseOfB_R ecpr_For	UniqueSit_Recpr_For	UniqueSit_Recpr_Forg n	JProd_Ge nrl	JPerf_Gen rl	JProd_COVID	JPerf_COVID
<b>Interaction - Student</b>	Never (N=3)	Mean	4.25	5.25	2.44	2.33	2.33	2.67	5.50	4.33	3.50	3.67
		StDev	1.06	0.71	0.38	1.53	1.15	0.58	0.88	0.46		0.94
	Sometimes (N=22)	Mean	3.94	4.50	3.33	3.18	2.29	3.00	4.82	5.55	4.81	4.46
		StDev	1.08	0.85	0.50	0.73	1.21	1.00	0.82	1.11	1.00	0.85
V-often (N=44)	Mean	3.96	4.29	2.99	3.05	2.51	3.00	5.20	5.88	5.04	4.28	
	StDev	1.32	1.33	0.60	0.67	1.23	0.92	1.11	1.15	1.30	1.05	
<b>Interaction - Non-Private</b>	Never (N=2)	Mean	2.50	4.75	3.33	4.00	1.00	3.50	5.25	6.10	3.25	1.08
		StDev	2.12	1.06	0.47	0.00	0.00	0.71	0.12	1.27	1.06	0.35
	Sometimes (N=13)	Mean	3.83	5.16	3.39	3.00	2.36	3.09	5.68	6.11	3.08	1.03
		StDev	0.68	1.76	0.39	1.10	0.92	0.83	0.96	1.06	1.96	0.65
V-often (N=25)	Mean	3.46	4.96	3.14	3.33	2.67	3.17	5.69	6.43	4.00	1.33	
	StDev	1.12	1.39	0.56	0.56	1.13	1.01	1.21	0.81	1.93	0.64	
<b>Interaction - Private</b>	Never (N=2)	Mean			3.83	4.00	4.00	3.50	6.17	6.30		
		StDev			0.24	0.00	0.00	0.71	0.94	0.71		
	Sometimes (N=16)	Mean	3.91	4.38	3.08	3.13	2.69	3.00	5.76	5.84	4.32	4.58
		StDev	1.04	0.80	0.67	0.89	1.14	0.89	0.87	0.90	1.25	1.17
V-often (N=72)	Mean	4.23	5.00	3.34	3.01	2.49	2.91	5.63	6.02	3.86	4.47	
	StDev	1.16	1.26	0.63	0.94	1.20	0.92	1.05	1.03	1.53	0.91	
<b>Citizen - Student</b>	Non-citizen (N=14)	Mean	3.16	4.80	3.07	3.14	2.43	3.29	5.12	6.03	4.83	4.50
		StDev	1.10	1.53	0.47	0.53	1.28	0.61	1.34	1.06	1.70	1.03
<b>Citizen - Non-Private</b>	Citizen (N=55)	Mean	4.28	4.33	3.06	3.02	2.45	2.89	5.11	5.62	4.81	4.21
		StDev	1.63	0.96	0.63	0.79	1.19	0.98	0.94	1.18	1.01	0.95
<b>Citizen - Private</b>	Non-citizen (N=6)	Mean	3.40	4.95	2.83	3.17	2.33	3.17	5.81	6.37	3.90	1.30
		StDev	0.82	0.78	0.72	0.41	1.03	0.41	0.87	0.80	2.41	0.80
<b>Citizen - Non-Private</b>	Citizen (N=33)	Mean	3.50	5.00	3.30	3.29	2.52	3.16	5.63	6.30	3.75	1.21
		StDev	1.20	1.57	0.44	0.82	1.12	1.00	1.14	0.92	1.75	0.58
<b>Citizen - Private</b>	Non-citizen (N=32)	Mean	4.60	5.05	3.39	2.97	2.63	2.91	6.06	6.14	4.04	4.73
		StDev	1.11	1.26	0.56	0.97	1.07	0.86	0.85	0.75	1.50	0.86
<b>Citizen - Private</b>	Citizen (N=60)	Mean	3.94	4.77	3.27	3.10	2.52	2.95	5.45	5.91	3.94	4.33
		StDev	1.10	1.13	0.68	0.92	1.26	0.95	1.04	1.11	1.50	0.98

Although the relationship between interacting with foreigners and stress was in the expected direction, these correlations were not significant. We looked at each type of survey respondents, and found that  $r = .14$ , n.s., and  $r = -.24$ ,  $p < .1$ , for students (Code 1),  $r = -.02$ , n.s., and  $r = .17$ , n.s., for non-private employees (Code = 2), and  $r = -.14$ , n.s., and  $r = -.18$ ,  $p < .1$  for employees working for private organizations (Code = 3). Consistent with what our interview respondents suggested, these correlations from the survey suggest that working with foreigners per se does not necessarily significantly increase a person's work-related stress.

The correlation between the generalized resilience and reported stress was  $r = -.45$ ,  $p < .0001$  for generalized stress and  $r = -.22$ ,  $p < .01$  for stress specifically associated with working with foreigners. The relationship between generalized resilience and stress was in the expected direction, these correlations were significant. We looked at each type of survey respondents, and found that  $r = -.38$ ,  $p = 0.001$  and  $r = -.19$ , n.s., for students (Code 1),  $r = -.45$ ,  $p < .01$  and  $r = -.14$ , n.s., for non-private employees (Code = 2), and  $r = -.41$ ,  $p < .0001$  and  $r = .32$ ,  $p < .01$  for employees working for private organizations (Code = 3). Resilient students, non-private employees, and employees working for private organizations appeared to be significantly less stressed in general, whereas when working with foreigners, only resilient employees working for private organizations seemed to be significantly less stressed at work. That was not the case for resilient students and non-private employees. For sure it was the private employees' group that significantly affected the overall correlation between generalized resilience and reported stress specifically associated with working with foreigners.

We were expecting similar results from the private employee interviewed respondents, but it was different. The majority of employees working for private organizations interviewed declared to be highly resilient in general, but scores of generalized stressors were anywhere from

medium to high, inconsistent with the survey results. Contrarily, when employees working for private organizations were asked if their stress is related in any way to working with foreigners, the responses were appalling: the majority disagreed to relate their stress level at work with working with foreigners, which was consistent with our survey results.

Referring to Table 2 we present the mean and standard deviation score of generalized resilience for all 3 groups depending on their interaction (very often, sometimes, and never) with foreigners. We used ANOVA test single factor to analyze the level of generalized resilience of the participants from three groups based on the frequency of their interaction with foreigners in the workplace or university. The results gave us the calculated F value =  $1.595 < F_{crit} = 3.042$  and the P-value = 0.205 ( $P > 0.05$ ) telling us that there was no significant difference between the resilience of the three groups; however, we do not know specifics for each group.

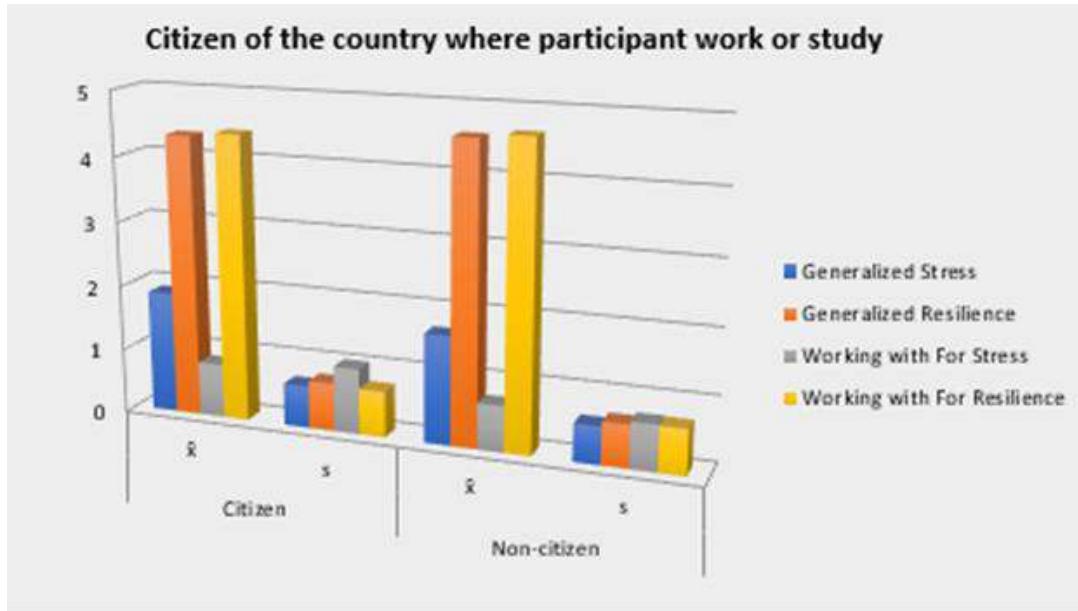
The correlation between the resilience of someone who worked/studied with foreign nationals and reported stress was  $r = -.25, p < .001$  for generalized stress and  $r = -.35, p < .0001$  for stress specifically associated with working with foreigners. Similar to the above correlation, the relationship between the resilience of someone working/studying with foreigners and stress was in the expected direction and these correlations were significant. We looked at each type of survey respondents, and found that  $r = -.08, n.s.$ , and  $r = -.45, p < .001$  for students (Code 1),  $r = -.05, n.s.$ , and  $r = -.27, n.s.$ , for non-private employees (Code = 2), and  $r = -.40, p < .0001$  and  $r = -.33, p < .01$  for employees working for private organizations (Code = 3). Resilient students, non-private employees, and employees working for private organizations working with foreigners appeared to be less stressed in general, but only employees working for private organizations were significantly less stressed. Similarly, the relationships between the resilience of all three groups working with foreigners and their level of stress when working with foreign nationals

were in the expected directions, suggesting more resilient students and non-private employee respondents were significantly less stressed when working with foreigners. Because the resilient non-private employees working with foreigners were significantly less stressed, we looked at the interview responses to compare the results. As expected, most of the interviewees did not agree that the level of their resilience is affected by working with foreigners nor related in any way to working with foreigners, while scores of generalized stressors were anywhere from medium to high, inconsistent with the survey results.

Referring to Table 2 we presented the mean and standard deviation score of resilience working/studying with foreigners for all three groups depending on their interaction (very often, sometimes, and never) with foreigners. We used ANOVA test single factor to analyze the level of resilience when working/studying with foreigners of the participants from three groups based on the frequency of their interaction with foreigners in the workplace or university. The results gave us the calculated F value = 344.367, F crit = 3.045, and the P-value = 4.32 telling us that there was no significant difference between working with foreigners' resilience of three groups; however, we do not know specifically the results for each group.

Referring to Table 2 we presented the mean and standard deviation score of stress when working/studying with foreigners for all three groups depending on their interaction (very often, sometimes, and never) with foreigners. We used ANOVA test single factor to analyze the level of stress when working/studying with foreigners of the participants from three groups based on the frequency of their interaction with foreigners in the workplace or university. The results gave us the calculated F value = 1.112 < F crit = 3.044 and the P-value = 0.331 (P>0.05) telling us that there was no significant difference of stress when working with foreigners between the three groups; however, we do not know specifics for each group.

**Figure 29 –Citizen of the country where participant works or studies – General**



The correlation between HCNs (the citizen of the country in which they work/study and reported stress was  $r = .15$ , n.s., for generalized stress and  $r = -.05$ , n.s., for stress specifically associated with working with foreigners, non-significantly suggesting that more HCNs were more stressed in general, but less stressed when working with foreigners. Looking at each type of survey respondents, and found that  $r = .18$ , n.s., and  $r = .05$ , n.s., for students (Code 1),  $r = -.16$ , n.s., and  $r = .01$ , n.s., for non-private employees (Code = 2), and  $r = .17$ , n.s., and  $r = .08$ , n.s., for employees working for private organizations (Code = 3). Although insignificantly, more non-private HCNs were less stressed when working with foreigners while along with HCN students and employees working for private organizations they were more stressed in general and when working with foreigners. Our interviewees pertained to the non-private employee group and they were all HCNs. Although interviewed HCNs working in the private sector were generally stressed, we found no relationship between their stress and working with foreigners.

After conducting a t-test for generalized stress we found the P ( $T \leq t$ ) two-tail to be 0.038 and t-test for the stress of citizens working or studying with foreigners we found the P ( $T \leq t$ ) two-tail to be 0.045. The average generalized stress and the stress of citizens (HCNs) when working or studying with foreigners was statistically significantly different from the stress of non-citizens.

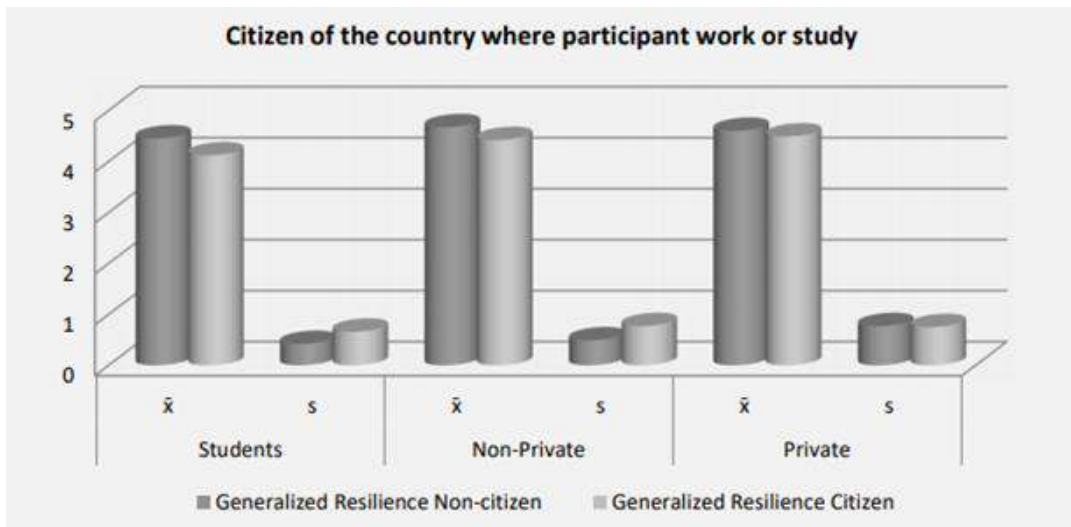
The correlation between HCNs (the citizen of the country in which they work/study) and reported resilience was  $r = -.15$ , n.s., for generalized resilience and  $r = -.16$ , n.s., for resilience specifically associated with working with foreigners. We looked at each type of survey respondents, and found that  $r = -.22$ , n.s., and  $r = -.08$ , n.s., for students (Code 1),  $r = -.13$ , n.s., and  $r = -.23$ , n.s., for non-private employees (Code = 2), and  $r = -.08$ , n.s., and  $r = -.17$ , n.s., for employees working for private organizations (Code = 3). All 3 types of survey respondents reported less resilience in general and when working with foreigners. Generalized resilience and foreign-specific resilience were non-significantly and negatively correlated with HCN students, non-private employees, and private employees. The survey results were compared with interview results, considering that interviewees were HCN private employees, found that the majority of HCNs were highly resilient, but no relationship between their resilience and working with foreigners.

After conducting a t-test for generalized resilience we found the P( $T \leq t$ ) two-tail to be 0.044 and t-test resilience of citizens (HCNs) when working or studying with foreigners we found the P( $T \leq t$ ) two-tail to be 0.034. The average generalized resilience of citizens (HCNs) and resilience of citizens (HCNs) when working or studying with foreigners were statistically significantly different from the generalized resilience of non-citizens.

**5.3.2 – Proposition 2: HCNs’ resilience will be related to HCNs’ job satisfaction.**

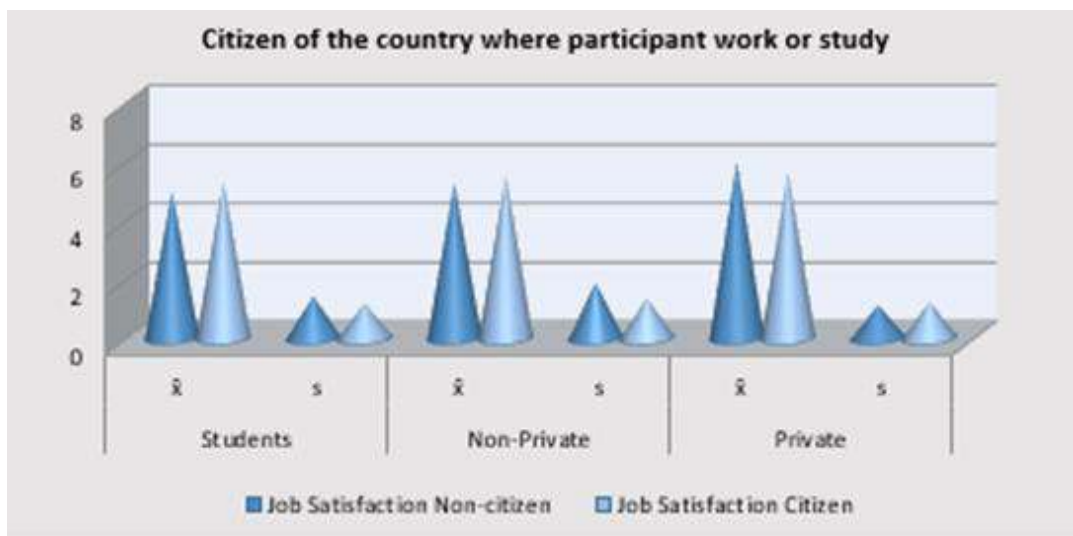
Our second proposition focused on the relationship between resilience and job satisfaction. In the overall sample, the correlation between generalized resilience and self-reported job satisfaction was  $r = .23, p = .001$ , and the correlation between resilience when working with foreigners and self-reported job satisfaction was  $r = .22, p < .01$ , suggesting that more resilient respondents were also more satisfied at work. Looking at the correlations for each group, students who were generally more resilient were more satisfied ( $r = .24, p < .05$ ), but resilience associated with interacting with foreigners was not significantly correlated with their reported satisfaction ( $r = .13, n.s.$ ). For non-private employees, generalized and foreign-specific resilience measures were not related to their self-reported job satisfaction ( $r = .49, n.s.$ , and  $r = .2, n.s.$ ). For employees working for private organizations (Code = 3), however, both generalized resilience and foreign-specific resilience was significantly and positively correlated with self-reported job satisfaction ( $r = .26, p < .05$  and  $r = .30, p < .01$ ). (See Table 2)

**Figure 30 –Citizen of the country where participant works or studies – Resilience**



After conducting a t-test, we found the P ( $T \leq t$ ) two-tail to be 0.073. The average generalized resilience of student citizens (HCNs) was statistically significantly different from the resilience of non-citizen students. Subsequently, the average generalized resilience of non-private citizens (HCNs) was statistically not different from the generalized resilience of non-citizens as a result of the t-test where the P ( $T \leq t$ ) two-tail was 0.451. Regarding the third group, the t-test showed that the P ( $T \leq t$ ) two-tail to be 0.496. The average generalized resilience of private citizens (HCNs) is statistically not different from the generalized resilience of non-citizens. (See Table 2)

**Figure 31 –Citizen of the country where participant works or studies – Job satisfaction**



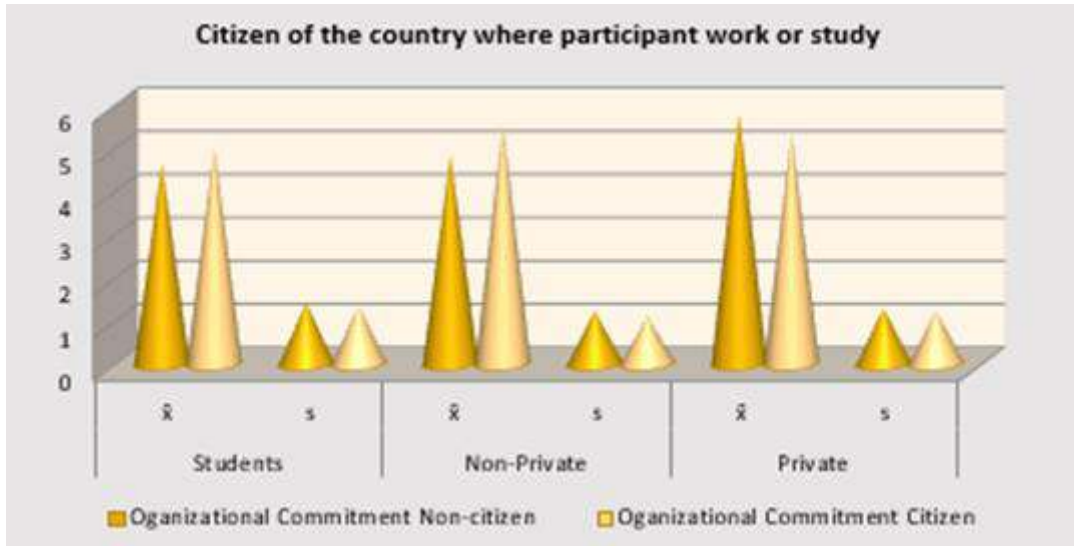
After conducting a t-test, we found the P ( $T \leq t$ ) two-tail to be 0.372. The average job satisfaction of student citizens (HCNs) was statistically not different from the job satisfaction of non-citizens students. Subsequently, the average job satisfaction of non-private citizens (HCNs) was statistically not different from the job satisfaction of non-citizens as a result of the t-test, where the P ( $T \leq t$ ) two-tail was 0.672. Regarding the third group, the t-test showed that the P

(T<=t) two-tail was 0.155. The average job satisfaction of private citizens (HCNs) is statistically not different from the job satisfaction of non-citizens. (See Table 2).

**5.3.3 -Proposition 3: HCNs' resilience will be related to HCNs' organizational commitment,**

Our third proposition was that HCNs' resilience would be related to their self-reported organizational commitment. In the overall sample, the correlation between generalized resilience and self-reported organizational commitment was  $r = .18$ ,  $p = 0.01$ , and the correlation between resilience when working with foreigners and self-reported organizational commitment was  $r = .19$ ,  $p < .01$ , suggesting that more resilient respondents were also more committed at work. Looking at the correlations for each group, students who were generally more resilient were more committed ( $r = .28$ ,  $p < .05$ ), but resilience associated with interacting with foreigners was not significantly correlated with their reported organizational commitment ( $r = .10$ , n.s.). For non-private employees, generalized and foreign-specific resilience measures were not related to their self-reported organizational commitment ( $r = -.12$ , n.s., and  $r = .05$ , n.s.). For employees working for private organizations (Code = 3), however, generalized resilience was not significantly correlated with organizational commitment, and foreign-specific resilience was significantly and positively correlated with self-reported organizational commitment ( $r = .14$ , n.s., and  $r = .27$ ,  $p < .01$ ). (See Table 1 & 2)

**Figure 32 –Citizen of the country where participant works or studies – Organizational Commitment**



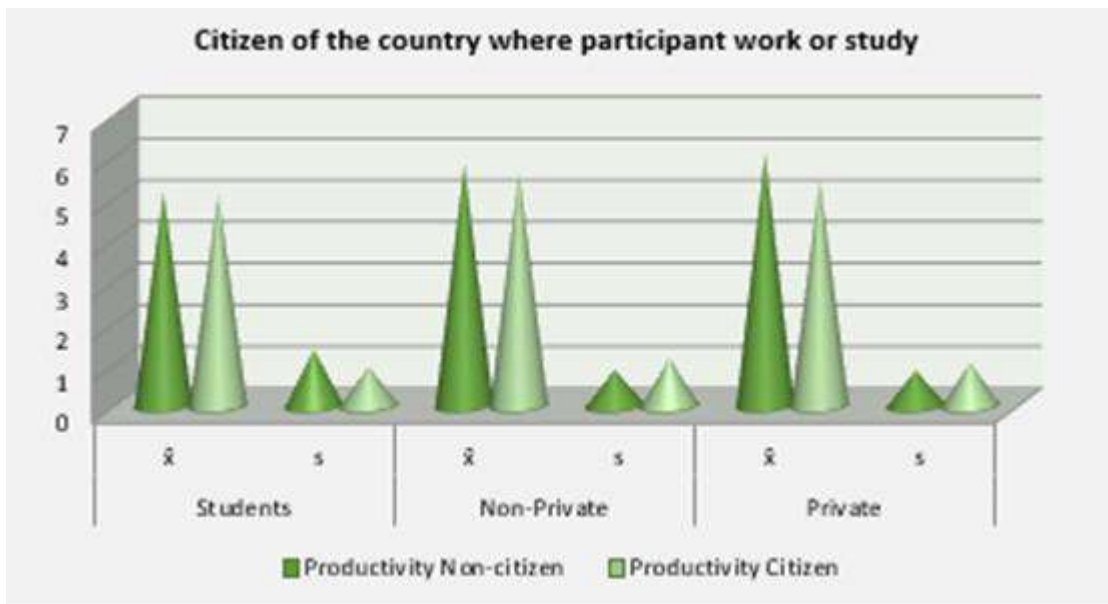
After conducting a t-test, we found the P (T<=t) two-tail to be 0.372. The average organizational commitment of student citizens (HCNs) was statistically not different from the organizational commitment of non-citizens students. Subsequently, the average organizational commitment of non-private citizens (HCNs) was statistically not different from the organizational commitment of non-citizens as a result of the t-test, where the P (T<=t) two-tail was 0.148. Regarding the third group, the t-test showed that the P (T<=t) two-tail was 0.080. The average organizational commitment of private citizens (HCNs) is statistically significantly different from the organizational commitment of non-citizens.

**5.3.4 – Proposition 4: HCNs’ resilience will be related to HCNs’ productivity.**

Our fourth proposition was that HCNs’ resilience would be related to their self-reported productivity. In the overall sample, the correlation between generalized resilience and self-reported productivity was  $r = .39, p < .0001$ , and the correlation between resilience when working

with foreigners and self-reported productivity was  $r = .23, p < .01$ , suggesting that more resilient respondents were also more productive at work. Looking at the correlations for each group, students who were generally more resilient were more productive ( $r = .43, p < .001$ ), but resilience associated with interacting with foreigners was not significantly correlated with their reported productivity ( $r = .25, n.s.$ ). For non-private employees, generalized were significantly correlated and foreign-specific resilience measures were not related to their self-reported job productivity ( $r = .36, p < .05$  and  $r = -.04, n.s.$ ). For employees working for private organizations (Code = 3), however, both generalized resilience and foreign-specific resilience was significantly and positively correlated with self-reported productivity ( $r = .33, p < .01$  and  $r = .31, p < .01$ ) (see Tables 1 & 2).

**Figure 33 –Citizen of the country where participant works or studies – Productivity**



After conducting a t-test, we found the  $P (T \leq t)$  two-tailed to be 0.968. The average job productivity of student citizens (HCNs) was statistically not different from the job

productivity of non-citizens students. Subsequently, the average job productivity of non-private citizens (HCNs) was statistically not different from the job productivity of non-citizens as a result of the t-test, where the P (T<=t) two-tail was 0.731. Regarding the third group, the t-test showed that the P (T<=t) two-tail was 0.005. The average job productivity of private citizens (HCNs) is statistically significantly different from the job productivity of non-citizens.

### **5.3.5 - HCNs' resilience will be related to HCNs' job performance**

We looked at how HCNs' resilience would be related to their self-reported job performance. In the overall sample, the correlation between generalized resilience and job performance when studying or working with foreigners was  $r = .38, <.0001$ , and the correlation between resilience when working with foreigners and job performance was  $r = .28, <.0001$ . Results of HCN's resilience, both generalized and when working with foreigners, suggesting that more resilient respondents performed better at their jobs.

Looking at the correlations for each group, students' generalized resilience ( $r = .43, n.s.$ ), and resilience associated with interacting with foreigners ( $r = .35, n.s.$ ) were not significantly correlated with their job performance. For non-private employees, generalized and foreign-specific resilience measures were not related to their job performance ( $r = .57, n.s.$ , and  $r = .32, n.s.$ ). Similar results seen for employees working for private organizations (Code = 3), where generalized resilience and foreign-specific resilience were not significantly correlated with self-reported job performance ( $r = .27, n.s.$ , and  $r = .24, n.s.$ ). (See Table 1 & 2)

### **5.3.6 - HCNs' resilience will be related to HCNs' Sense of Belonging**

We looked at how HCNs' resilience would be related to their sense of belonging. In the overall sample, generalized resilience and sense of belonging when studying or working with foreigners was  $r = .2$ , n.s., and were not significantly correlated. The correlation between resilience when working with foreigners and sense of belonging when working or studying with foreigners was  $r = .36$ ,  $p < .0001$ ., suggesting that more resilient respondents felt stronger about the sense of belonging to their organization.

Looking at the correlations for each group, students' generalized and foreign-specific resilience associated with interacting with foreigners were not significantly correlated with their sense of belonging ( $r = .02$ , n.s., and  $r = .11$ , n.s.). For non-private employees (Code 2), generalized and foreign-specific resilience measures were not related to their sense of belonging ( $r = -.22$ , n.s., and  $r = .12$ , n.s.). For employees working for private organizations (Code = 3), however, generalized resilience was not significantly correlated with sense of belonging ( $r = .34$ , n.s.) and foreign-specific resilience was significantly and positively correlated with sense of belonging ( $r = .55$ ,  $p < .0001$ ). (See Table 1 & 2)

### **5.3.7 - COVID-19 and our variables**

We also considered the impact of the COVID-19 pandemic on the relationships we investigated, especially those relevant to resilience and stress. We explored whether the stress associated with the pandemic altered the stress one might experience from working with foreigners. We compared average stress measure for pre-and post-pandemic survey responses and found that respondents' stress did not increase during COVID-19 (pre-pandemic mean of

generalized stress was  $\bar{x} = 1.82$  and STD Dev was  $\sigma = 0.64$ , whereas post- pandemic mean was  $\bar{x} = 1.76$  and STD Dev  $\sigma = 1.05$ ). Generalized stress and stress during COVID were positively correlated ( $r = 0.55$ ), suggesting that stressed respondents were even more stressed during COVID-19.

We also examined the resilience measure for pre-and post-pandemic survey responses and found that COVID-19 negatively affected our respondents' resilience (pre-pandemic mean of generalized resilience was  $\bar{x} = 4.39$ ,  $\sigma = 0.72$ , whereas post-pandemic mean was  $\bar{x} = 3.76$ ,  $\sigma = 1.14$ ). Generalized resilience and resilience COVID were negatively correlated ( $r = -.16$ ), suggesting that more resilient respondents were less resilient during COVID-19.

We looked at the focal job outcomes pre- and post-COVID, and found that during COVID-19 the job satisfaction, organizational commitment, and performance were not affected by COVID, but the productivity was negatively affected by COVID (pre- pandemic mean of job satisfaction was  $\bar{x} = 5.54$  and Std Dev was  $\sigma = 1.28$ , whereas post- pandemic mean was  $\bar{x} = 3.99$  and Std Dev was  $\sigma = 1.2$ ; pre-pandemic mean of organizational commitment was  $\bar{x} = 5.32$  and Std Dev  $\sigma = 1.29$ , whereas post-pandemic mean was  $\bar{x} = 4.81$  and Std Dev was  $\sigma = 1.23$ ; pre-pandemic mean of productivity was  $\bar{x} = 5.49$  and Std Dev was  $\sigma = 1.06$ , whereas post-pandemic mean was  $\bar{x} = 4.1$  and Std Dev  $\sigma = 1.55$ ; and finally pre-pandemic mean of performance was  $\bar{x} = 5.96$  and Std Dev  $\sigma = 1.05$ , whereas post-pandemic mean was  $\bar{x} = 4.43$  and Std Dev  $\sigma = 0.98$ ).

The correlation between generalized job satisfaction and job satisfaction during COVID was  $r = .16$ , the correlation between generalized organizational commitment and organizational commitment during COVID was  $r = .11$ , and the correlation between generalized performance and performance during COVID was  $r = .07$  suggesting they are positively correlated. However,

the correlation between generalized productivity and productivity during COVID was negatively correlated ( $r = -.11$ ).

## **Chapter 6 – Discussions, Limitations, Contributions, Opportunities for future research and Managerial recommendations**

### **6.1 - Discussions**

In this study, we pursued the research question: To what extent do host country nationals need to leverage resilience to develop a positive attitude toward and positive relationships with foreign nationals in multicultural work contexts? In this chapter, we discussed the results of our research. We considered the quantitative and qualitative findings and attempted to explain if a person's resilience moderates the influence of stressors associated with working with foreign nationals on job-related outcomes such as job satisfaction, organizational commitment, productivity, and performance.

There are two impacts to be distinguished in our research, personal and professional. Throughout the quantitative analysis and interviews, the researcher experienced firsthand HCN respondents' mindset toward the foreign nationals, the researcher belonging to the latter group. On a professional level, the impact was as a manager of a diverse team, understanding how HCN staff feel and think about their foreign national co-workers and the researcher her, as the manager. This experience was eye-opening for the researcher while observing things differently.

We embarked on the present research investigation to better understand the multicultural work environment. Consistent with Luthans et al.'s (2008) PsyCap framework, we focused on resilience as an important moderator between workplace stress and outcomes related to satisfaction and productivity. Our research is among the first studies to consider the potential stress associated with the challenges of working in culturally diverse settings, and we anticipated that our findings would help HCN students and employees prepare for working with foreign nationals and possibly aid MNC leaders and senior managers to operate more effectively in Host

Countries. Managers who are concerned about employees' productivity could take the stress in employees' work context into account, and understanding the powerful impact of resilience could assist managers concerning their managerial skills and insights. Analyzing our results, we found that highly resilient employees are less stressed more satisfied, more committed to the organizations, and more productive. These overall findings are consistent with the extant research literature on resilience and these key work-related outcomes.

Our specific study of the role of resilience in moderating stress had mixed results, however, our findings do not call into question the importance and value of resilience so much as they prompt evaluation of the assumptions about the sources of stress that our study participants experienced. Overall, most study participants denied that working with foreigners increased their stress or mitigated their sense of belonging. Some of our specific findings are presented below.

### **6.1.1 – Research findings in response to proposition 1**

Our research intended to discover if HCNs experience stressors that require resilience when working with foreign nationals. Even though generalized resilience and stress levels were not significantly different between the groups, employees working for private organizations were more resilient than students and non-private employees and students were generally more stressed. When interacting with foreigners, the quantitative analysis suggested that students and employees working for private organizations were more resilient and less stressed than their peers who did not frequently interact with foreigners. Differently, non-private employees who worked with foreigners were less resilient and more stressed than the ones who did not work with foreigners. Why were employees working for private organizations generally more resilient than students and non-private employees? When working with foreigners, why were students and

employees working for private organizations more resilient and less stressed than students and employees working for private organizations who did not interact with foreigners, and more resilient than non-private employees? Though the levels of stress at work seemed to be between average and high, when interviewees were asked about it, there was no indication that this stress is specifically due to working with foreigners. Therefore, our results overall suggest that working with foreigners per se does not necessarily or considerably increase a person's work-related stress.

Proposition 1 focused specifically on HCNS and expected that working with foreign nationals prompts HCNs to experience stressors moderated by resilience. As we anticipated, our analysis showed all three HCN groups (students, non-private and private employees) who studied or worked with foreigners were more stressed than non-citizens who interacted with foreigners. Survey results indicated that HCNs' resilience and stress from interacting with foreigners were negatively correlated, suggesting that higher resilience is associated with lower stress. The interviews with HCN employees working for private organizations suggested that these interviewees were highly resilient, but because all of these interviewees were private HCNs interacting with foreigners, we had no basis to compare the resilience levels between employees working for private organizations with non-private or non-HCNs. The stress level of the interviewed HCN employees working for private organizations was high, but we could not verify that this stress was directly related to interacting with foreigners. Looking at both survey and interview results, although resilience and stress were not necessarily related to working with foreigners, general resilience and generalized stress were significantly and negatively related. Therefore, we concluded that our proposition was partially supported, but the relationship between interacting with foreigners, stress, and resilience is not as precisely defined as we expected.

During COVID students and non-private employees who studied or worked with foreigners were less resilient than the ones not interacting with foreigners, but private employees were more resilient when working with foreigners. When in university with international students or when in private organizations with foreigners, study participants reported they were less stressed; non-employees working for private organizations working with foreigners were more stressed. Why during COVID, were employees working for private organizations who frequently interacted with foreigners more resilient than employees working for private organizations who did not frequently interact with foreigners, students, and non-private employees? Although we did not design this study to answer this question (or to anticipate the COVID-19 pandemic), it could be that employees working for private organizations gained resilience or practiced their inherent resilience when interacting with foreigners, and this resilience provided them a resource for dealing with the stress associated with COVID. However, our Bahraini interviewees asserted that working with foreigners was not an important source of stress during the pandemic. For example, non-private employees in Bahrain were told by the government that they would not lose their jobs during the pandemic, yet they were more stressed than employees working for private organizations and students. Fee & Gray (2020) suggested that expatriates help locals learn and build capabilities. It also explains why Bahraini interviewees asserted that working with foreigners was not an important source of stress during the pandemic. Also, within this group of non-private employees, those who worked with foreigners reported being more stressed and less resilient than those who did not frequently interact with foreigners. It could be that different types of study participants prioritized different types of stressors during the pandemic.

During COVID, HCN students and employees working for private organizations (i.e., citizens) who worked or studied with foreigners were less resilient and more stressed. In contrast,

HCN non-private employees who worked with foreigners were more resilient and less stressed than the participants who did not interact with foreigners. During COVID, why were students and private HCNs interacting with foreigners less resilient and more stressed than non-private employees, non-citizen students, and private employees? Interviews with Bahrainis revealed that the resilience of HCNs had been negatively affected by COVID, demonstrating that no matter how high resilience is, it can fluctuate or be harmed by unforeseen crises such as the pandemic. Due to COVID, the stress levels increased in HCN private employees, and we learned that regardless of the level of resilience, in difficult situations, stress cannot easily or immediately be mitigated by resilience. More research is needed to explore how individuals preserve resilience and control stress during difficult situations.

### **6.1.2 – Research findings in response to proposition 2**

Second, we analyzed the relationship between resilience and job satisfaction. Quantitative analysis suggested that students, non-private and employees working for private organizations interacting with foreigners were generally more satisfied than the ones not interacting. In proposition 2 we expected HCNs' resilience to be related to HCNs' job satisfaction. When studying or working with foreigners, HCN students and non-private were more satisfied than non-citizens, different from employees working for private organizations which were less satisfied. When comparing the scores of HCNs resilience interacting with foreigners and HCN job satisfaction, we found all three groups to be greater satisfied with their jobs and studies than their resilience scores showed. Data suggested also that more resilient respondents were also more satisfied at work. Interviews revealed HCN employees working for private organizations were highly satisfied with studies and jobs, but not significantly related to working with foreigners.

While this result does not call into question the positive relationship between resilience and job satisfaction, it does suggest that the workplace is less stressful for HCNs. Although when resilience increases the job satisfaction increases too, quantitative results showed that HCN's can be satisfied even though they may not be highly resilient. We found that job satisfaction decreased during COVID, which in return may increase the amount of turnover and possibly impact the businesses. Our study was not able to explain how to make sure employees in general and HCNs, in particular, maintain satisfaction at work during a crisis.

### **6.1.3 – Research findings in response to proposition 3**

Third, we analyzed the relationship between resilience and organizational commitment and quantitative data suggested that students attending university with foreigners, were more committed than students not interacting with foreign students, but private and non-private employees who never worked with foreigners were more committed. HCN students and non-private employees were more committed than non-citizens, whereas non-citizen employees working for private organizations were more committed than HCNs. During COVID non-private employees were more committed than students and private employees. Qualitative data suggested that more resilient respondents were also more committed to their organizations. Moreover, resilient students were more committed to their university and resilient employees working for private organizations working with foreigners were more committed to their organizations. The third proposition was formed to see if HCNs' resilience would be related to HCNs' organizational commitment. Resilience and organizational commitments were positively related, revealing that if resilience increases, organizational commitment increases. This suggests another good reason to cultivate resilience.

#### **6.1.4 – Research findings in response to proposition 4**

Fourth, we analyzed the relationship between resilience and productivity, and the quantitative analysis suggested that students and employees working for private organizations who never studied or worked with foreigners were more productive, and non-private employees who did work with foreigners were more productive. More resilient respondents were also more productive at work. Moreover, resilient students and non-private respondents were more productive in general than when working with foreigners, whereas resilient private respondents were more productive in general and when working with foreigners. HCNs and non-citizen students were almost equally productive, HCN non-private and employees working for private organizations were less productive than non-citizens. During COVID students were more productive than private and non-private employees. During COVID employees working for private organizations were more productive than students and non-private employees. Proposition 4 was to see if HCNs' resilience would be related to HCNs' productivity. Analysis showed that resilience and productivity are positively related and that when resilience increases productivity increases, too. HCNs of both sectors, non-private and private, were less productive than non-citizens, and that should be a concerning point for businesses.

#### **6.1.5 – Research findings specifically in regard to Bahraini HCNs working with foreigners**

Fifth, it is helpful to consider our findings in terms of the specific set of participants from Bahrain, as they may not be representative of all HCNs in other multi-cultural contexts. Bahraini HCNs expected the Bahrain government to set up some guidelines for multinational companies operating in Bahrain, in terms of salary packages, to be balanced between HCNs and foreign

nationals: *“One way to increase resilience is to reinforce laws and policies that there is no discrimination between local and foreigners. At the same time when a foreigner is protected by labor law and civil law, all of these will help increase resilience of locals when working with foreigners.”* That is not to forget senior managers, including HR managers, to reconsider salary packages to equalize with expats. Most importantly, the leadership of MNCs could revisit the mixture of management of their organization: *“Because the manager is foreigner, an employee who works with me is of the same nationality as the manager, HR manager same nationality as my manager, so I feel I don't know how to say it “tameez (discriminated)?” or “My boss is a foreigner, my boss's boss is a foreigner and my colleague, who I brought in, is a foreigner. I look not so productive, and they look so good”.* This was revealed during interviews. Fearing retaliation, employees might not always have a voice, therefore this tension and employees' perception regarding management and leadership is a factor we did not anticipate or consider specifically in our study. Perhaps it is not the stress of working with foreigners per se, but the stress produced by the structural features of MNCs operating in Bahrain and/or the leadership and employee relations in the particular MNCs represented in our sample. In addition, because of the prevalence of MNCs and the institutional features of its government and society, it is also possible that Bahrainis are a less stressed set of HCNs than those that might be found elsewhere in the world. Hence, even though their resilience was related to their satisfaction and performance, perhaps working with foreigners is not a key source of stress for HCN employees in Bahrain.

Due to the nature of questionnaires and the method of their distribution, the variety of HCNs' nationalities was great, whereas our interviewees were all Bahraini HCNs. Even though the interview questions were pre-structured, the participants did talk and comment about the differences between Arabic culture and non-Arabic culture, Western culture versus Far East

cultures. Statistically, the majority of the expatriates in Bahrain are of Arab of non Gulf countries, Indian, Pakistani and Filipino origin, we noticed that the cultures are either the same, in the Arabs from North Africa or Middle East, or similar cultures with the Pakistanis and Indians. The Religion is another factor to be mentioned as part of expatriates cultures. Amicable relationship between Bahrainis and Indians/Pakistanis goes back to decades and centuries, when Bahrain was the bridge for trading between Far East and Middle East, Africa and Europe. Many Bahrainis even speak Hindu or Urdu languages. However, there are still some differences and cultural distances.

#### **6.1.6 – Research findings in response to COVID-19 in Bahrain**

While the Bahrain government was protecting their citizens during the crises of the pandemic, foreign workers were at risk of losing their jobs and returning to their countries, resulting in higher stress on foreign workers than in HCNs. If the expats were to unexpectedly be sent back to their countries, what would be the impact on their wellbeing, on the businesses, and the country's economy? People and businesses, HCNs, and foreigners alike were unprepared for this pandemic and its consequences. Stress is a relative concept, and the resilience needed to mitigate this stress during the pandemic was understandably difficult. We did not include, for example, the concepts of "home" or the feelings of being "stranded" or "far from home" when we studied working with foreigners or a sense of belonging. Citizens could "work from home" during the pandemic in a way that expatriates could not. HCNs attitudes towards foreigners may have changed as a result of their observations about the relative stressors in the environment at the time. In addition, we did not measure each organization's commitment to their employees or

directly measure other features of the context in which study participants answered our survey questions.

Overall, we set out to explore resilience as a moderator between work-related stress, especially stress experienced by HCNs associated with working with foreigners, and people's self-reported outcomes of satisfaction, organizational commitment, productivity, and performance. When Bahraini HCNs were asked what could be a stressor workplace, one response was the difference in salary packages between expatriates and HCNs. Another example was when HCNs are working in MNC in Bahrain and the hierarchy of the senior administration is expats with the same nationality, there are instances of discrimination toward locals.

We found that while resilience does indeed moderate the impact of stress on these outcomes, the challenge of working with foreigners is not always a significant source or type of stress. We acknowledge what our interviewed study participants told us: They experienced stress, but of all the stressors experienced in the past year, interacting with foreigners was not their main concern. Of course, it is possible that HCNs could or should have been more engaged in their work/school settings with respect to their interactions with foreigners, but under the circumstances of the global pandemic, we agree with their priorities.

## **6.2 - Limitations**

Our research intended to understand the correlations between the resilience of HCNs and job outcomes: job satisfaction, organizational commitment, productivity, and performance when working with foreign nationals. Furthermore, we were interested to learn if working with foreigners prompts HCNs to experience stressors that require resilience. This chapter discusses the limitations and contributions of the current study.

Firstly, we were aware of potential limitations this study could have such as the fact that the author herself was the interviewer, but no participant expressed any discomfort being interviewed by the author. The fact that people generally did not feel that working with foreigners cause them any unique or specific stress is an important limitation to explain. We were not sure if people did not want to admit that they were not stressed or didn't trust the survey process, or maybe the measures themselves weren't sensitive enough to detect the kinds of experiences people had, or maybe the extant research literature and our initial assumptions failed to take something important into account?

Interview settings were another potential limitation. Initially, we designed the interviews to be conducted face-to-face, but due to COVID-19, we had to modify the interview settings to be performed virtually. This limited us from being able to observe facial expressions during interviews. It was not only the interview process that got affected by the pandemic. Everyone was stressed, perhaps more stressed than a person's available resilience could help. And foreigners were either stranded or blocked from travel, so maybe HCNs were not exposed or focused on foreigners in the same way as in ordinary times.

The timing of the questionnaire was not ideal. The questionnaire was distributed at the time when the World Health Organization declared the pandemic and people were unprepared and uncertain about the future. Doing this study during the unprecedented COVID pandemic could have been good for studying resilience, but not good for understanding resilience associated with workplace stressors and working with foreigners. We did not find exactly what we expected, but we did finish what we set out to accomplish, what we were about to explore.

Pandemic stress – In addition to the stress that our participants experience in everyday life, after COVID-19 we noticed that the stress has increased significantly. Perhaps the stress of

COVID masked whatever stress one felt related to working with foreigners, and, very likely, the COVID pandemic reduced everyone's opportunities to interact with anyone, foreign or not.

### **6.3 - Contributions**

Our thesis research contributes to this field of inquiry by promoting the importance of HCN's resilience across cultures, developing a recommendation for future research in this area, and providing practical insights for individual HCN, foreign national employees, and business leaders in culturally diverse regions and multinational corporations. To have satisfied employees, an organization needs not only resilient employees but less stressed workers. Some employees to be satisfied with their job may want to apply the knowledge they gained in university working in the field they have been trained for. For some HCNs, job satisfaction is related to being monetary equally rewarded with foreign colleagues, to be recognized for the hard job and dedication, where they can be able to achieve their career goals. Consistently changing policies, strategies or changing management plays a negative role in job satisfaction.

Employees are committed to the organization when they feel they belong to that organization, they are fairly treated by the management, the organization cares about their professional growth when management is transparent and the future of the organization is clear to all. Resilient employees who are low-stressed, committed, and satisfied performed to their best capabilities and gave the maximum to the organization. When employees saw potential for promotions, incentives, recognition, opportunities they were motivated to perform better and give their utmost at work. Leaders and senior management must create proper venues for all this to happen.

HCNs are just as important as foreign nationals in any organization or university. Nurturing resilience, flexibility, and teamwork helps not only the organizations but the individuals too. This research can be tested and applied to a variety of organizations, teams, and countries. Our research focused on three groups and the finding it contributed to students, non-private sectors, and employees working in the private sector. Employers of multicultural corporations and government officials can also value this study's insights.

Given the lack of attention on HCN's resilience in the extant research literature, we did not start the research with a hypothesis or a theory, but instead, we started with propositions to test the relationship between resilience and job outcomes and analyzing the correlation between them. We have mentioned the contribution of our research in terms of resilience and job outcomes, but most importantly our biggest contribution is the HCNs perspective when working with foreigners. There are many studies about expatriates, but not so much about the HCNs, therefore our study of HCNs puts this field of research in a new light. Overall, the HCNs in our study were comfortable working with foreign nationals, their stress level was found to be either the same or less when working with foreigners, but the research on HCNs can not stop here. New studies could be conducted to assess new groups of HCNs, selecting samples from various locations, diverse organizations, at different times.

#### **6.4 - Opportunities for future research**

The present research suggests there are future opportunities. When our study took place, the situation was not how we planned it; therefore it would be advisable to repeat the same study when the COVID-19 crisis will be over. Future research could compare the new results with ours. Due to time constraints, we conducted interviews with only one group, the private

employees. We have surveyed three groups: students, non-private employees, and private employees, but we have interviewed only one group, the private employees; therefore, for future research conducting interviews with students and non-private employees would be interesting. The results would be compared with the results collected from the surveys, respective to each group, and compared between the three groups interviewed.

A future opportunity also exists in surveying and interviewing different HCNs, exploring new samples. Bahraini HCNs were our first selection, but as the situation changed due to COVID, the researcher became resilient in dealing with the change. This was a perfect demonstration of resilience by example. All the preparations, sample selection, the questionnaire, etc. were established when the COVID-19 pandemic happened, and the researcher had to modify everything to adapt to the changes. These changes applied to interview settings, adding questions about COVID, resilience, stress, and job outcomes, and more importantly repeating the survey for a second time to enable collecting data pre-pandemic and post-pandemic. In times when people were under so much stress due to an unforeseen pandemic, which escalated later into financial and other crises, it was extremely difficult to ask students and employees to take our questionnaire. It was difficult to ask if the participant lost her/his job, or how stressed they were during COVID time.

A mixed-methods approach was used to collect and analyze data for the main study. The selection of questions for our survey was carefully chosen from well-known authors. Our questionnaire included several measures, which were grouped according to the type of response options. We were expecting a larger number of responses, but the time, when we launched the survey, was very critical as the pandemic was at the beginning of its spread, and participants were faced with life-threatening challenges. Then we decided to redistribute the survey, to collect data

about the effects of COVID-19 on our constructs. Not many first-time participants were enthusiastic about retaking the survey, but we expanded to include new participants too. For the interviews, we used structured questions. We planned to interview all three representative groups, but instead, due to difficulties caused by the pandemic, we were restricted to conduct the interviews only with the private employees, and that was achieved virtually, not as we planned, face-to-face. The surveys and interviews took place either at the beginning of COVID or during the crises caused by this pandemic. Conducting surveys and interviews after the pandemic crises, with the same participants, would allow us to compare pre-pandemic results with during pandemic and then with post-pandemic results. Another approach may be to study different groups from the one we did, which could be classified by profession, by organization, or for large organizations, by teams. There are many opportunities for future research.

## **6.5 - Managerial recommendations**

The present research findings offer opportunities to better understand the multicultural work environment and give recommendations. We have seen that having foreign students at university is inversely related to the general stress in students. Although causal effects cannot be concluded, we suggest that increasing the number of international students probably would not harm student outcomes. Analysis showed that students having foreign peers were significantly less stressed in general:  $r = -.24, p < .1$ , and resilient students were less stressed when associated with studying with foreign students  $r = -.19, n.s.$  Also, analysis results suggested that the general stress level of HCN students was higher than their stress level when studying with foreign students. Apart from including foreign students, we recommend universities introduce courses related to multicultural awareness, case studies with team members from various cultural

backgrounds, and field trips and study abroad programs to different countries so that students can experience foreign cultures first-hand.

To a private multinational organization, we recommend more training on building employees' resilience and a better understanding of the cultures of their colleagues. Our findings were that when working with foreigners, only resilient employees working for private organizations seemed to be significantly less stressed at work:  $r = .32, p < .01$ . MNCs may consider periodically conducting resilience training: "Resilience at work is important regardless of working with foreigners or locals. It is important to have inner peace and especially now during the pandemic." The majority of our interviewees, private employees, responded that they never had training related to resilience. All interviewees agreed to the importance of resilience with working in a multicultural environment: "Only by making people understand each other, each human. Learning from different cultures, different people," hence we recommend organizing more workshops where members can get familiarized with diversity, different cultures, and team building activities. Generalized resilience and foreign-specific resilience were significantly and positively correlated with self-reported job satisfaction in private employees, foreign-specific resilience were significantly and positively correlated with self-reported organizational commitment, and generalized resilience and foreign-specific resilience was significantly and positively correlated with self-reported productivity. Given that we have seen how resilience positively affects job outcomes, we recommend some training to build resilience. As a result of resilience training, companies could improve job outcomes.

Our HCN interviewees expressed some concerns regarding feeling like an "outsider" in a multinational company, operating in their own country: "...but now I became a stranger, I don't belong here, they make me look like I have no value." Senior management must analyze and be

aware of the HCN's sense of belonging or "fitting in" in an organization. We recommend MNCs evaluate the relationship between resilience, stress, and sense of belonging, find the root causes of the problem, and invest time and funds to enhance employees' sense of belonging. HCN interviewees expressed serious concerns toward foreign leadership, and not so much about their colleagues, which should be taken into consideration. "No, the problem is not working with *foreigners, the problem is with the management*". Leaders of MNC should establish some suggestion boxes around the workplace and on regular bases review the comments and implement solutions to the problems. They also should be careful not to allow creation of groups of same nationality in the management, which may create conflicts with the HCNs.

From positive psychology, we draw positive organizational behavior to help us take positive psychology to the workplace (Luthans et al., 2008). Resulting from our interviews and findings we recommend leadership and senior management of MNC to comprehend the concerns of their employees, especially HCNs, and address them. We recommend revisiting organizational charts and the cultural mixture of management of the organization to avoid coteries of the same nationality from forming.

The financial, health, emotional and social problems created by COVID formed massive stress in all groups of our interest. It is uncertain when COVID will come to an end and what the ultimate consequences will be. Therefore, our tentative recommendation for post-COVID interactions between HCNs and foreign nationals is to rethink and reevaluate the services foreign workers provide to the country, their contribution to the economy, and the expertise they bring with them to a firm.

As we all deal with and recover from the stressful circumstances of the past year, we realize that we underestimated what was stressful (e.g., working with foreigners) prior to COVID.

As one interviewee expressed her post-COVID feelings: "... we always complain, always want better, we humans want: better car, better phone. And being too much into wanting and wanting and wanting we forget to enjoy what we have. We should enjoy. We have a lot of blessings; we are full of blessings. Now I'm afraid that things I have today I may not have tomorrow. I pray *and enjoy everything now. I'm thankful for the things I have.*" Perspectives about life have shifted, people's mindset toward foreigners has improved, and different types of resilience have appeared. Resilience is a generalized, robust quality that we can apply to many stressors in our environment. Previous research has suggested that resilience may entail an inborn capacity for self-righting (Werner & Smith, 1992) and for transformation and change (Lifton, 1993). As resiliency unfolds naturally in the presence of certain environmental attributes, we are all born with some degree of innate resiliency. Training programs would help nurture the resilience in people and encourage them to use it in managing current and future stress.

## Chapter 7 – Conclusion

“The psychological mobility required in global work assignment creates an exigency for *psychological adjustment conceptualized as the person’s efforts to adapt to* episodes of disorientation encountered when working in intercultural contexts” (Potosky, 2016, p 227). This investigation relied primarily on social sciences research conducted in the field of social psychology regarding the construct of resilience, and secondarily on organizational/behavioral science regarding job satisfaction, organizational commitment, and productivity in multinational workplaces and/or culturally diverse work contexts.

Our thesis research contributed to this field of inquiry by promoting the importance of HCNs’ resilience across cultures, by developing and testing propositions for future research in this area, and by providing practical insights for individual HCN and foreign national employees as well as business leaders in culturally diverse regions and managers in multinational corporations (MNCs). This subject is important to all individuals performing in a cross-cultural workplaces, and specifically to HCN employees.

Positive psychology and positive organizational behavior (Youssef & Luthans, 2007) have suggested that resilience has an impact on desired work-related employee outcomes and its contribution to various outcomes, such as employee attitudes, behaviors, and performance (Luthans and Youssef, 2007) including job satisfaction, organizational commitment, particularly addressed by psychological capital (PsyCap). The specific purpose of our research was to assess the relationships between resilience and stress, between resilience and job satisfaction, resilience and organizational commitment, resilience, and job productivity in a work context. We were expecting to find HCNs being challenged when interacting with foreign nationals.

During the feasibility study, we investigated Bahrainis (HCNs) working with foreign nationals in their native country, Bahrain. For the purpose of the feasibility study, Bahraini HCNs were an appropriate subject pool for three reasons, but this study is not limited to only Bahraini HCNs. We intended to discover if there were any correlation between the variables, and we found that resilient respondents were less stressed, more satisfied, and committed to the organization where they worked or to the university where they attended their studies, they performed better and were more productive. Based on our research findings, we concluded that resilience is an important trait, and it should be nurtured. Companies ought to consider training staff to increase employees' levels of resilience. By conducting doing that, job satisfaction, organizational commitment, and job productivity would increase.

This research topic was of personal interest as a manager working in a multicultural Multinational Company and her interest in becoming an instructor. Host Country Nationals' psychological resilience was an essential aspect that allowed them to overcome stress in general and during COVID in particular. It allowed them to thrive while working in a multicultural environment. The research searched to understand the nationals' interpretation of the challenges, adaptation, and experiences in a cross-cultural work context.

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## **APPENDIX A - Survey Questions**

### Questionnaire on Resilience and related variables

#### Generalized Resilience (PCQ)

1. When I have a setback (for example, a delay or a slow down) at work, I have trouble recovering from it and moving on.*	1	2	3	4	5	6
2. I usually manage difficulties one way or another at work.	1	2	3	4	5	6
3. I can be “on my own”, so to speak, at work if I have to.	1	2	3	4	5	6
4. I usually take stressful things at work in stride (or without much effort or concern).	1	2	3	4	5	6
5. I can get through difficult times at work because I have experienced difficulty before	1	2	3	4	5	6
6. I feel I can handle many things at the same time at this job.	1	2	3	4	5	6

#### Resilience and working with foreigners

7. When I have a setback at work that stems from cross-cultural differences, I have trouble recovering from it and moving on.*	1	2	3	4	5	6
8. When interacting with foreigners at work, I usually manage any difficulties in one way or another.	1	2	3	4	5	6
9. When I am at work, I usually take stressful things about working with foreigners in stride or without worrying.	1	2	3	4	5	6
10. The foreign nationals that I work with, often help me get through difficult times at work.	1	2	3	4	5	6
11. The locals that I work with, often help me get through difficult times at work.	1	2	3	4	5	6

#### Resilience and coronavirus pandemic

12. Interacting with colleagues, supervisors, staff and customers has become more difficult during the novel coronavirus pandemic	1	2	3	4	5	6
13. Fulfilling daily tasks and achieving work goals have become difficult due to the pandemic	1	2	3	4	5	6
14. My communication with foreign workers has decreased due to the pandemic	1	2	3	4	5	6
15. I have developed new daily routines to adjust to the new work situation due to the pandemic.	1	2	3	4	5	6
16. My attitude towards foreign workers at my organization has improved due to the pandemic.	1	2	3	4	5	6
17. One way or another, I have managed most work difficulties associated with the novel coronavirus pandemic	1	2	3	4	5	6
18. I usually take stressful things about working during the pandemic in stride or without worrying	1	2	3	4	5	6

#### Perceived Stress Scale (PSS)

1. In the last month, how often have you been upset because of something that happened unexpectedly?	0	1	2	3	4
2. In the last month, how often have you felt that you were unable to control the important things in your life?	0	1	2	3	4
3. In the last month, how often have you felt nervous and “stressed”?	0	1	2	3	4

4. In the last month, how often have you felt confident about your ability to handle your personal problems?*	0	1	2	3	4
5. In the last month, how often have you felt that things were going your way?*	0	1	2	3	4
6. In the last month, how often have you found that you could not cope with all the things that you had to do?	0	1	2	3	4
7. In the last month, how often have you been able to control irritations in your life?*	0	1	2	3	4
8. In the last month, how often have you felt that you were on top of things?*	0	1	2	3	4
9. In the last month, how often have you been angered because of things that were outside of your control?	0	1	2	3	4
10. In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?	0	1	2	3	4

### Stress and working with foreigners

11. In the last month, how often have you been upset because of something that happened unexpectedly between you and a foreign co-worker?	0	1	2	3	4
12. In the last month, how often have you felt nervous and “stressed” about working with someone from another culture?	0	1	2	3	4
13. In the last month, how often have you been angered because of things involving foreign co-workers?	0	1	2	3	4

### Stress and coronavirus pandemic

14. In the last month or so, how often have you been upset due to changes in the work situation, caused by the pandemic?	0	1	2	3	4
15. In the last month or so, how often have you felt nervous and “stressed” about adjustments you had to make to work situation due to the pandemic?	0	1	2	3	4
16. In the last month or so, how often have you been angered because of things involving the pandemic at work?	0	1	2	3	4

### Job Satisfaction

1. All in all I am satisfied with my job.	1	2	3	4	5	6	7
2. In general, I don't like my job*	1	2	3	4	5	6	7
3. In general, I like working here	1	2	3	4	5	6	7

### Organizational Commitment

4. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	1	2	3	4	5	6	7
5. I talk up this organization to my friends as a great organization to work for	1	2	3	4	5	6	7
6. I would accept almost any type of job assignment in order to keep working for this organization	1	2	3	4	5	6	7
7. I find that my values and the organization's values are very similar	1	2	3	4	5	6	7
8. I am proud to tell others that I am part of this organization	1	2	3	4	5	6	7
9. This organization really inspires the very best in me in the way of job performance	1	2	3	4	5	6	7
10. I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined	1	2	3	4	5	6	7
11. I really care about the fate (fortune) of this organization	1	2	3	4	5	6	7

12. For me this is the best of all possible organizations for which to work	1	2	3	4	5	6	7
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### Job Satisfaction and Organizational Commitment and coronavirus pandemic

13. When I had to make changes to workplace due to pandemic, I easily coped with the adjustments.	1	2	3	4	5	6	7
14. I fear that the future of my employment is uncertain due to the pandemic.	1	2	3	4	5	6	7
15. Changing work settings due to pandemic, have made working easier.	1	2	3	4	5	6	7
16. My job satisfaction is at the same level before and after the pandemic.	1	2	3	4	5	6	7
17. My Organization commitment is at the same level before and after the pandemic.	1	2	3	4	5	6	7
18. My organization helped me adjust to the changes necessary to adapt to work situation after the pandemic.	1	2	3	4	5	6	7

### Self-reported Job Productivity

1. I am satisfied with the quantity of the work I perform	1	2	3	4	5	6	7
2. I am satisfied with the quality of the work I perform	1	2	3	4	5	6	7
3. My supervisor is satisfied with the quantity of the work I perform	1	2	3	4	5	6	7
4. My supervisor is satisfied with the quality of the work I perform	1	2	3	4	5	6	7
5. The quantity of the work I perform is greater than that of my peers (colleague)	1	2	3	4	5	6	7
6. The quality of the work I perform is greater than that of my peers	1	2	3	4	5	6	7

### Self-reported Job Performance

7. I always complete the duties specified in my job description.	1	2	3	4	5	6	7
8. I fulfill all responsibilities required by my job.	1	2	3	4	5	6	7
9. I often fail to perform essential duties.*	1	2	3	4	5	6	7
10. I never neglect aspects of the job that I am obligated to perform.	1	2	3	4	5	6	7
11. I meet all the formal performance requirements of my job.	1	2	3	4	5	6	7

### Self-reported Job Productivity and Job Performance and coronavirus pandemic

12. Overall, my job performance improved during the pandemic	1	2	3	4	5	6	7
13. Overall, my job productivity decreased during the pandemic	1	2	3	4	5	6	7
14. Overall, I am happy with the changes in my work situation due to the pandemic	1	2	3	4	5	6	7
15. Overall, my work has become more difficult due to the pandemic	1	2	3	4	5	6	7
16. I feel than pressure to perform has increased due to the pandemic	1	2	3	4	5	6	7

### Sense of Belonging and working with foreigners

1. Several people from other countries help me when I need it at my job.	1	2	3	4
2. I feel welcome, included, and accepted, not like an “outsider,” in my organization.	1	2	3	4
3. I feel a sense of belonging with the people I work with.	1	2	3	4

### Reciprocity and working with foreigners

4. I find that many foreign co-workers are interested in learning about my country.	1	2	3	4
5. I often feel I have special status as a “local” (or national) at my organization.	1	2	3	4
6. I had to develop new daily routines to adjust to the pace and everyday customs in my organization.	1	2	3	4

### Reciprocity and coronavirus pandemic when working with foreigners

7. I find that the communication with foreign workers have changed due to the pandemic	1	2	3	4
8. I had to develop new daily routines to adjust to the new work situation do to the pandemic.	1	2	3	4
9. In general, I feel that people's attitude has changed due to the pandemic (positive or negative).	1	2	3	4

Note. N = 201, including 69 Students, 40 non-private employees, and 92 private employees

## Introduction

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This survey is part of a research project to understand your experiences in cross-cultural work contexts. We are especially interested in how you, Host Country Nationals (HCNs), might adapt to working in culturally diverse settings and learn how to overcome any challenges. In addition, we would like to understand how your resilience might relate to job satisfaction, organizational commitment, and productivity. By completing this survey, you will contribute to this research effort to promote the importance of resilience across cultures. Your responses to this survey are confidential and will be combined with the responses of approximately 200 other people. Your participation in this project is voluntary and you may discontinue the survey at any time. It takes around 10 minutes to complete this survey. If you have any questions about the project or if you would like to receive a summary of the results of this survey, please email Lindita Sirri at: [linditasirri@hotmail.com](mailto:linditasirri@hotmail.com).

*Due to the COVID-19 pandemic, new questions have been added to reflect changes to your circumstances and to understand its implication in people's resilience in multicultural work contexts. The following questions ask you about your resilience in the face of the current pandemic.*

**You must be at least 18 years of age to participate in this project**

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*With what gender do you most identify?*



*What is your age?*

18 - 30	31 - 40	41 - 50	51 - 60	61 - 70
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*How many times have you taken this survey?*

1st time	2nd time
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*In what country is your current place of work (your organization or university)?*

Bahrain	GCC (other than Bahrain)	Other
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*What is your nationality?*

*Are you a citizen of the country in which you are currently working or studying?*

Yes, I am a citizen	No, I am not a citizen
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*How often do you interact with foreign nationals, expatriates, or non-citizens at work or at school?*

Never (a)	Sometimes (b)	Very Often (c)
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## **Additional instruction:**

The next set of questions ask you to think about a specific organization that you are very familiar with and where you spend most of your time, such as where you work or attend school on a full-time basis. Would it be most appropriate for you to answer questions from the perspective of someone in a work organization or as a student at a university?

*Are you enrolled full-time as a student at a university?*

Yes	No
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*How would you describe your role in your primary place of work?*

I am a full-time employee (a)

I am a part-time employee (b)

I am currently not employed in a work organization (c)

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*In which of the following types of organizations do you currently work or did you work most recently?*

Foreign Owned company (a)

Domestic or Locally Owned company (b)

Multinational corporation (c)

Government organization (e)

Public or Non-profit organization (d)

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*Do you share the same local culture as the owners or managers of your organization?*

Yes

No

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# COVID-19 pandemic

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*How has the novel coronavirus (COVID-19) pandemic changed your work situation?*

Significantly	Somewhat	Not at all
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*Have you been laid off from your job or due to the pandemic?*

Yes	No
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*During the pandemic, are you working remotely ?*

Yes	No
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*Have your work hours:*

Increased	Decreased	Remained the same as before the crisis
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Please indicate the extent to which you agree or disagree with the following statements:

	Strongly disagree (1)	Disagree (2)	Some-what disagree (3)	Some-what agree (4)	Agree (5)	Strongly agree (6)
When I have a setback (for example, a delay or a slow down) at work, I have trouble recovering from it and moving on.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I usually manage difficulties one way or another at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can be "on my own," so to speak, at work if I have to.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I usually take stressful things at work in stride (or without much effort or concern).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can get through difficult times at work because I have experienced difficulty before.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel I can handle many things at the same time at this job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I have a setback at work that stems from cross-cultural differences, I have trouble recovering from it and moving on.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When interacting with foreigners at work, I usually manage any difficulties in one way or another.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I am at work, I usually take stressful things about working with foreigners in stride or without worrying.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The foreign nationals that I work with, often help me get through difficult times at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The locals that I work with, often help me get through difficult times at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interacting with colleagues, supervisors, staff and customers has become more difficult during the novel coronavirus pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fulfilling daily tasks and achieving work goals have become difficult due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My communication with foreign workers has decreased due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have developed new daily routines to adjust to the new work situation due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My attitude towards foreign workers at my organization has improved due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
One way or another, I have managed most work difficulties associated with the novel coronavirus pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I usually take stressful things about working during the pandemic in stride or without worrying.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The following questions ask about the stress you might perceive in your work context:

	Never (0)	Almost Never (1)	Sometimes (2)	Fairly Often (3)	Very Often (4)
In the last month, how often have you been upset because of something that happened unexpectedly?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you felt that you were unable to control the important things in your life?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you felt nervous and "stressed"?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you felt confident about your ability to handle your personal problems?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you felt that things were going your way?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you found that you could not cope with all the things that you had to do?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you been able to control irritations in your life?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you felt that you were on top of things?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you been angered because of things that were outside of your control?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you been upset because of something that happened unexpectedly between you and a foreign co-worker?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you felt nervous and "stressed" about working with someone from another culture?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you been angered because of things involving foreign co-workers?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month or so, how often have you been upset due to changes in the work situation, caused by the pandemic?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month or so, how often have you felt nervous and "stressed" about adjustments you had to make to work situation due to the pandemic?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month or so, how often have you been angered because of things involving the pandemic at work?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Please indicate the extent to which you agree or disagree with each of the following statements (use your current or most recent job):

	Strongly disagree (1)	Moderately disagree (2)	Slightly disagree (3)	Neither disagree nor agree (4)	Slightly agree (5)	Moderately agree (6)	Strongly agree (7)
All in all, I am satisfied with my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, I don't like my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, I like working here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization be successful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I talk up this organization to my friends as a great organization to work for.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would accept almost any type of job assignment in order to keep working for this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I find that my values and the organization's values are very similar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am proud to tell others that I am part of this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organization inspires the very best in me in regard to my job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I really care about the fate (fortune) of this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For me this is the best of all possible organizations for which to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I had to make changes to workplace due to pandemic, I easily coped with the adjustments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I fear that the future of my employment is uncertain due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changing work settings due to pandemic, have made working easier.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My job satisfaction is at the same level before and after the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My organization commitment is at the same level before and after the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My organization helped me adjust to the changes necessary to adapt to work situation after the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate the extent to which you agree or disagree with each of the following statements:

	Disagree	Somewhat disagree	Somewhat agree	Agree
I find that many foreign co-workers are interested in learning about my country.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Several people from other countries help me when I need it at my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often feel I have special status as a "local" (or national) at my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel welcome, included, and accepted, not like an "outsider," in my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I had to develop new daily routines to adjust to the pace and everyday customs in my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel a sense of belonging with the people I work with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Please indicate the extent to which you agree or disagree with each of the following statements, based on your current situation:

	Strongly disagree (1)	Moderately disagree (2)	Slightly disagree (3)	Neither disagree nor agree (4)	Slightly agree (5)	Moderately agree (6)	Strongly agree (7)
I am satisfied with the quantity of the work I perform.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the quality of the work I perform.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor is satisfied with the quantity of the work I perform.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor is satisfied with the quality of the work I perform.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The quantity of the work I perform is greater than that of my peers (colleague).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The quality of the work I perform is greater than that of my peers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I always complete the duties specified in my job description.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I fulfill all responsibilities required by my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often fail to perform essential duties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I never neglect aspects of the job that I am obligated to perform.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I meet all the formal performance requirements of my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, my job performance improved during the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, my job productivity decreased during the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, I am happy with the changes in my work situation due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, my work has become more difficult due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, I feel that pressure to perform has increased due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What comments or work experiences with people from other countries would you like to share?

# COVID-19 pandemic

How has the novel coronavirus (COVID-19) pandemic changed your school situation?

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*Did you quit your studies?*

Yes	No
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*Are you still attending classes at the university in person or taking classes online?*

Still attending classes at the university in person	Taking classes online
-----------------------------------------------------	-----------------------

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*Have your studying hours:*

Increased	Decreased	Remained the same as before the crisis
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Please indicate the extent to which you agree or disagree with the following statements:

	Strongly disagree (1)	Disagree (2)	Some-what disagree (3)	Some-what agree (4)	Agree (5)	Strongly agree (6)
When I have a setback (for example, a delay or a slow down) at university, I have trouble recovering from it and moving on.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I usually manage difficulties one way or another at university.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can be "on my own," so to speak, at university if I have to.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I usually take stressful things at university in stride (or without much effort or concern).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can get through difficult times at university because I have experienced difficulty before.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel I can handle many things at the same time at this university.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I have a setback at university that stems from cross-cultural differences, I have trouble recovering from it and moving on.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When interacting with foreigners at university, I usually manage any difficulties in one way or another.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I am at university, I usually take stressful things about studying with foreigners in stride or without worrying.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The foreign students that I study with, often help me get through difficult times at university.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local students that I study with, often help me get through difficult times at university.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interacting with foreign students and professors has become more difficult during the novel coronavirus pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fulfilling daily tasks and achieving accademic goals have become difficult due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My communication with foreign students has decreased due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have developed new daily routines to adjust to the new study situation due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My attitude towards foreign students at my university has improved due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
One way or another, I have managed most accademic difficulties associated with the novel coronavirus pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I usually take stressful things about studies during the pandemic in stride or without worrying.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The following questions ask about the stress you might perceive in your university setting:

	Never (0)	Almost Never (1)	Sometimes (2)	Fairly Often (3)	Very Often (4)
In the last month, how often have you been upset because of something that happened unexpectedly?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you felt that you were unable to control the important things in your life?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you felt nervous and "stressed"?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you felt confident about your ability to handle your personal problems?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you felt that things were going your way?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you found that you could not cope with all the things that you had to do?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you been able to control irritations in your life?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you felt that you were on top of things?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you been angered because of things that were outside of your control?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you been upset because of something that happened unexpectedly between you and a foreign student?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you felt nervous and "stressed" about studying with someone from another culture?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month, how often have you been angered because of things involving foreign students?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month or so, how often have you been upset due to changes in the school situation, caused by the pandemic?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month or so, how often have you felt nervous and "stressed" about adjustments you had to make to academic situation due to the pandemic?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
In the last month or so, how often have you been angered because of things involving the pandemic at the university?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Please indicate the extent to which you agree or disagree with each of the following statements (use your current or most recent study situation):

	Strongly disagree (1)	Moderately disagree (2)	Slightly disagree (3)	Neither disagree nor agree (4)	Slightly agree (5)	Moderately agree (6)	Strongly agree (7)
All in all, I am satisfied with my university.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, I don't like my university.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, I like studying here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am willing to put in a great deal of effort beyond what is normally expected in order to help this university be successful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I talk up this university to my friends as a great institution to study at.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would accept almost any type of university assignment in order to keep studying at this institution.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I find that my values and the university's values are very similar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am proud to tell others that I am part of this university.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This university inspires the very best in me with regard to my performance as a student.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am extremely glad that I chose this university to study at, over others I was considering at the time I joined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I really care about the fate (fortune) of this university.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For me this is the best of all possible universities to study at.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I had to make changes to study schedule due to pandemic, I easily coped with the adjustments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I fear that the future of my academics is uncertain due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changing study settings due to pandemic, have made studying easier.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My academic satisfaction is at the same level before and after the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My commitment to this university is at the same level before and after the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My university helped me adjust to the changes necessary to adapt to study situation after the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate the extent to which you agree or disagree with each of the following statements:

	Disagree	Somewhat disagree	Somewhat agree	Agree
I find that many foreign students are interested in learning about my country.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Several students from other countries help me when I need it at my university.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often feel I have special status as a "local" (or national) at my university.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel welcome, included, and accepted, not like an "outsider," at my university.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I had to develop new daily routines to adjust to the pace and everyday customs in my university.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel a sense of belonging with the foreign students I study with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Please indicate the extent to which you agree or disagree with each of the following statements based on your current situation:

	Strongly disagree (1)	Moderately disagree (2)	Slightly disagree (3)	Neither disagree nor agree (4)	Slightly agree (5)	Moderately agree (6)	Strongly agree (7)
I am satisfied with the quantity of the university work I perform (accomplish).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the quality of the university work I perform (accomplish).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My professors are satisfied with the quantity of the university work I perform (accomplish).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My professors are satisfied with the quality of the university work I perform (accomplish).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The quantity of the university work I perform (accomplish) is greater than that of my peers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The quality of the university work I perform (accomplish) is greater than that of my peers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I always complete the assignments specified in my curriculum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I fulfill all assignments (responsibilities) required by my curriculum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often fail to perform (accomplish) essential assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I never neglect aspects of the studies that I am obligated to accomplish.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I meet all the formal university performance requirements (assignments) of my curriculum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, my academic performance improved during the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, my academic productivity decreased during the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, I am happy with the changes in my academic situation due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, my studies have become more difficult due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, I feel that pressure to perform has increased due to the pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What comments or university experiences with people from other countries would you like to share?

# APPENDIX C - Interview questions

## Short introduction about this interview:

This interview is part of my research project to understand your experiences in cross-cultural work contexts. The purpose of interviewing you today is to hear how you, Host Country National (HCN), might adapt to working in culturally diverse settings and learn how to overcome any challenges (if any). I would also like to understand what may stress you out at work and how your resilience might relate to job satisfaction, organizational commitment, and job productivity. By completing this interview, you will contribute to my research effort to promote the importance of resilience across cultures. With the exception of me interviewing you, your responses to this interview are confidential to the public (your name will be anonymous) and will be combined with the responses of approximately 44 other people. Your participation in this project is voluntary and you may discontinue the interview at any time. It takes around 15-20 minutes to complete this interview. (If you would like to receive a summary of the results of this research, please let me know and provide your email address).

-- Due to the COVID-19 pandemic, we are also interested to ask questions to understand the changes to your circumstances and to their implication (if any) to your resilience in the multicultural work contexts.

-- Do you concur to be interviewed and record our interview?

-- Is this a good time to conduct our interview?

**Informing the interviewees:** I am filling in a form so that I can compare various groups.

1) Are you familiar with the term "Resilience"?

Since the overall focus of my thesis is RESILIENCE, how about starting with the understanding of this term and its origin: it does come from latin language and the 1st meaning is the ability of a substance or object to spring back into its original shape (physics); whereas when we talk about a resilient person is "how well can a person adapt to life after crisis, difficulties, tragedy". In our case, we use this term to see how a person is willing to make changes in workplace to adapt when working with foreigners.

- How do you say this is your language (.....)?

				Responses	
	How would you describe your role in your primary place of work?	Full time	Part time		
	In which of the following types of organizations do you currently work or did you work most recently?	NOT working	Foreign Owned		
		Private	Local Owned		
		Non-Private	MNC		
	Do you share the same local culture as the owners or managers of your organization?	Government	Public		
	Are you a citizen of the country in which you are currently working?	Yes	No		
		HCN	Expatriate		
	How often do you interact with foreign nationals, expatriates, or non-citizens at work?	Yes	No		
		Never	Sometimes		
	Have you been laid off from your job due to the pandemic?	Very Often	Yes		
		No	No		
				Low	Average
1	Resilience	How do you describe your level of RESILIENCE at work? (Note: may be illustrating with questions about Resilience)			High
2		Does working with foreigners (expats) effect your Resilience? If yes, please explain?	Strongly Disagree	Dis-agree	Agree
3		Did COVID 19 effect your overall Resilience at work? If yes, how?			Strongly Agree
4	Stress	How do you prescribe the level of STRESS at work?		Low	Average
5		Is your Stress related, in anyway, to working with foreigners (expats)? If yes, how?	Strongly Disagree	Dis-agree	Agree
6		Did COVID 19 effect your overall Stress at work? If yes, how?			Strongly Agree
7	Job Satisfaction	How do you describe your JOB SATISFACTION?		Low	Average
8		Is your Job Satisfaction affected in anyway when working with foreigners (expats)? If yes, how?	Strongly Disagree	Dis-agree	Agree
9		Is your Job Satisfaction the same before and after COVID 19?			Strongly Agree
10	Organizational Commitment	How do you describe your ORGANIZATIONAL COMMITMENT?		Low	Average
11		Is your Organizational Commitment affected in anyway when working with foreigners (expats)? If yes, how?	Strongly Disagree	Dis-agree	Agree
12		Is your Organizational Commitment the same before and after COVID 19?			Strongly Agree
13	Job Productivity	How do you describe your JOB PRODUCTIVITY?		Low	Average
14		Is your Job Productivity affected in anyway to working with foreigners (expats)? If yes, how?	Strongly Disagree	Dis-agree	Agree
15		Is your Job Productivity the same before and after COVID 19?			Strongly Agree
16	Job Performance	How do you describe your JOB PERFORMANCE?		Low	Average
17		Is your Job Performance affected in anyway to working with foreigners (expats)? If yes, how?	Strongly Disagree	Dis-agree	Agree
18		Is your Job Performance the same before and after COVID 19?			Strongly Agree
19	Sense of belonging (Fitting In)	How do you describe your SENSE of BELONGING (fitting in)?		Low	Average
20		Is your Sense of Belonging (fitting in) affected in anyway to working with foreigners (expats)? If yes, how?	Strongly Disagree	Dis-agree	Agree
21		Is your Sense of Belonging (fitting in) the same before and after COVID 19?			Strongly Agree
22	Extra	Did COVID 19 effect your overall <b>relationship</b> with foreign workers at your company? If yes, how?		No	Some-what
23		If you think Resilience is important when working in a multicultural environment, and especially now during COVID-19, how can we <b>strengthen</b> (improve) it?			Yes
24		Did your organization <b>support</b> you with the adjustments needed to continue working during COVID-19?			
25		Do you think the resilience in you <b>helped</b> overcome the difficulties faced while working during COVID-19?			
26		Did you ever have <b>training</b> in strengthening resilience at work? Did you receive any coaching or mentoring sessions on how to build and support resilience?			
27		Would you like to add any information that you think it may help me understand your point of view and your experiences?			
	Gender? (for the researcher to fill it out)		M		
	What is your age?		F		
	Earlier this year, I prepared and circulated a survey with the same topic. Did you have a chance to take it?		Yes		
	What is your nationality?		No		

**Interview PARTICIPANT 1 (Qualitative Phase)**

**Short introduction about this interview:** This interview is part of my research project to understand your experiences in cross-cultural work contexts. The purpose of interviewing you today is to hear how you, Host Country National (HCN), might adapt to working in culturally diverse settings and learn how to overcome any challenges (if any). I would also like to understand what may stress you out at work and how your resilience might relate to job satisfaction, organizational commitment, and job productivity.

By completing this interview, you will contribute to my research effort to promote the importance of resilience across cultures. With the exception of me interviewing you, your responses to this interview are confidential to the public (your name will be anonymous) and will be combined with the responses of approximately 44 other people.

Your participation in this project is voluntary and you may discontinue the interview at any time. It takes around 15-20 minutes to complete this interview. (If you would like to receive a summary of the results of this research, please let me know and provide your email address).

-Due to the COVID-19 pandemic, we are also interested to ask questions to understand the changes to your circumstances and to their implication (if any) to your resilience in the multicultural work contexts.

-Do you occur to be interviewed and record our interview?

-Is this a good time to conduct our interview?

**Informing the interviewees:** I am filling in a form so that I can compare various groups.

Are you familiar with the term "Resilience"?  
 Since the overall focus of my thesis is RESILIENCE, how about starting with the understanding of this term and its origin. It does come from Latin language and the first meaning is the ability of a substance to object to spring back into its original shape (physics), whereas when we talk about a resilient person is "how well can a person adapt to life after crisis, difficulties, tragedy". In our case, we use this term to see how a person is willing to make changes in workplace to adapt when working with foreigners.

		Full-time	Part-time	Self-employed	Foreign-Owned	Local-Owned	MNC	Government	Non-Public	Yes	No	Never	Sometimes	Very Often	Yes	No
	How would you describe your role in your primary place of work?															
	In which of the following types of organizations do you currently work or did you work most recently?															
	Do you share the same local cultures as the owners or managers of your organization?															
	Are you a citizen of the country in which you are currently working?															
	How often do you interact with foreign nationals, expatriates, or non-citizens at work?															
	Have you been laid off from your job due to the pandemic?															
		Low	Average	High												
1	How do you describe your level of RESILIENCE at work? (Note: may be illustrating with questions about Resilience)															
2	Does working with foreigners (expats) affect your Resilience? If yes, please explain?															
3	Did COVID-19 affect your overall Resilience at work? If yes, how?															
4	How do you describe the level of STRESS at work?															
5	Is your Stress related, in anyway, to working with foreigners (expats)? If yes, how?															
6	Did COVID-19 affect your overall Stress at work? If yes, how?															
7	How do you describe your JOB SATISFACTION?															
8	Is your Job Satisfaction affected in anyway when working with foreigners (expats)? If yes, how?															
9	Is your Job Satisfaction the same before and after COVID-19?															
10	How do you describe your ORGANIZATIONAL COMMITMENT?															
11	Is your Organizational Commitment affected in anyway when working with foreigners (expats)? If yes, how?															
12	Is your Organizational Commitment the same before and after COVID-19?															
13	How do you describe your JOB PRODUCTIVITY?															
14	Is your Job Productivity affected in anyway to working with foreigners (expats)? If yes, how?															
15	Is your Job Productivity the same before and after COVID-19?															
16	How do you describe your JOB PERFORMANCE?															
17	Is your Job Performance affected in anyway to working with foreigners (expats)? If yes, how?															
18	Is your Job Performance the same before and after COVID-19?															
19	How do you describe your SENSE OF BELONGING (Being in)?															
20	Is your Sense of Belonging (Being in) affected in anyway to working with foreigners (expats)? If yes, how?															
21	Is your Sense of Belonging (Being in) the same before and after COVID-19?															
22	Did COVID-19 affect your overall relationship with foreign workers at your company? If yes, how?															
23	If you think Resilience is important when working in a multicultural environment, and especially now during COVID-19, how can we strengthen (improve) it?															
24	Did your organization support you with the adjustments needed to continue working during COVID-19?															
25	Do you think the resilience in you helped overcome the difficulties faced while working during COVID-19?															
26	Did you ever have training in strengthening resilience at work? Did you receive any coaching or mentoring sessions on how to build and support resilience?															
27	Would you like to add any information that you think it may help me understand your point of view and your experiences?															
	Gender? (for the researcher to fill it out)															
	What is your age?															
	Earlier this year, I prepared and circulated a survey with the same topic. Did you have a chance to take it?															
	What is your nationality?															

## Interview PARTICIPANT 2 (Qualitative Phase)

**Short introduction about this interview:** This interview is part of my research project to understand your experiences in cross-cultural work contexts. The purpose of interviewing you today is to hear how you, Host Country National (HCN), might adapt to working in culturally diverse settings and learn how to overcome any challenges if any. I would also like to understand what may stress you out at work and how your resilience might relate to job satisfaction, organizational commitment, and job productivity. By completing this interview, you will contribute to my research effort to promote the importance of resilience across cultures. With the exception of me interviewing you, your responses to this interview are confidential to the public (your name will be anonymous) and will be cordoned with the responses of approximately 40 other people.

Your participation in this project is voluntary and you may discontinue the interview at any time. It takes around 15-20 minutes to complete this interview. If you would like to receive a summary of the results of this research, please let me know and provide your email address.  
 -Due to the COVID-19 pandemic, we are also interested to ask questions to understand the changes to your circumstances and to the realization (if any) to your resilience in the multicultural work contexts.  
 -Do you consent to be interviewed and record my interview?  
 -Is this a good time to conduct our interview?

**Informing the interviewees:** I am filling in a form so that I can compare values groups.

Are you familiar with the term "Resilience"?  
 Since the overall focus of my thesis is RESILIENCE, how about starting with the understanding of this term and its origin. It does come from both language and the 1st meaning is the ability of a substance or object to spring back into its original shape (physics); whereas when we talk about a resilient person it "how well can a person adapt to life after crisis, difficulties, tragedy". In our case, we use this term to see how a person is willing to make changes in workplace to adapt when working with foreigners.  
 -Is it related to Resilience?

		Full-time Part-time NOT working	Response	
1	How would you describe your role in your primary place of work?	Private Local Demand	X	
2	In which of the following types of organizations do you currently work or did you work most recently?	Non-Profit Government Public	X	
3	Do you affirm the same local culture as the owners or managers of your organization?	Yes No	X	
4	Are you a citizen of the country in which you are currently working?	HCN Yes	X	
5	How often do you interact with foreign nationals, expatriates, or non-citizens at work?	Equal More Somewhat Less Often	X	
6	Have you been laid off from your job due to the pandemic?	Yes No	X	
7	How do you describe your level of RESILIENCE at work? (Note: may be distracting with questions about Resilience)	Low Average High	6	Interviewee - So the resilience is 2 point. To be the resilience, stress, something we before we were working 4 days and 4 days off. They were using 48 hours, according to the contract. Now we are doing 60 on that means we are working 2 days in the morning, and then 2 days evening, and 2 days night, so we have 1 day off to the rest. On the day off you are keeping on your mind yesterday, I was working and tomorrow I have to work so that is stress. Do you do an impact? Actually we have to get things back if we don't have credit (some credit balance). Another problem which is taking care of your financial, your management. If there is a problem can I advise my colleague or skip the whole long process? The work is consistent. If the going is follow each you that morning productivity is going to be less so what I can do is advise my colleagues and being the responsibility. Oh, COVID-19, so, all the days of the supervisor so I can advise I can give that, that if I had less I know how to cope with it. The way the thing is by sometimes taking things because whenever you will be too stressed. If that happens at other problems, abilities and you will not be flexible. "If we look at the level of resilience from 1 to 10, where do you see yourself?" - 6
8	Does working with foreigners (expats) affect your Resilience? If yes, please explain?	Strongly Disagree Disagree Agree Strongly Agree	6	Interviewee - (After struggling) I don't have to explain that, but yes. We now have 1 gentleman, he is from UK, and he makes decisions and have issues with a lot of factors. I'm not feeling any thing with that because I am another technician and he's not, he is management. He is not a technician, he doesn't understand our job. That is the reason.
9	Did COVID-19 affect your overall Resilience at work? If yes, how?	Low Average High	6	Interviewee - Yes, it changed. Agree
10	How do you describe the level of STRESS at work?	Strongly Disagree Disagree Agree Strongly Agree	7	Interviewee - With COVID 19, I
11	Is your Stress related, in anyway, to working with foreigners (expats)? If yes, how?	Strongly Disagree Disagree Agree Strongly Agree	6	Interviewee - Agree, because foreigners are working with them, we have one other thing that one manager is foreigner, and it affects all of us.
12	Did COVID-19 affect your overall Stress at work? If yes, how?	Low Average High	6	Interviewee - With the COVID 19, agree.
13	How do you describe your JOB SATISFACTION?	Strongly Disagree Disagree Agree Strongly Agree	7	Interviewee - I Can you give me an example? - I'm happy to have a job.
14	Is your Job Satisfaction affected in anyway when working with foreigners (expats)? If yes, how?	Strongly Disagree Disagree Agree Strongly Agree	6	Interviewee - No, disagree.
15	Is your Job Satisfaction the same before and after COVID-19?	Low Average High	6	Interviewee - Is not the same. Disagree.
16	How do you describe your ORGANIZATIONAL COMMITMENT?	Strongly Disagree Disagree Agree Strongly Agree	6	Interviewee - I'm working with them for 18 years, but I don't like this organization, because another is better in all the things.
17	Is your Organizational Commitment affected in anyway when working with foreigners (expats)? If yes, how?	Strongly Disagree Disagree Agree Strongly Agree	6	Interviewee - No.
18	Is your Organizational Commitment the same before and after COVID-19?	Low Average High	6	Interviewee - It has not been affected.
19	How do you describe your JOB PRODUCTIVITY?	Strongly Disagree Disagree Agree Strongly Agree	9	"If they give you 10 tasks in 1 day, you will complete 8?" - Yes.
20	Is your Job Productivity affected in anyway to working with foreigners (expats)? If yes, how?	Strongly Disagree Disagree Agree Strongly Agree	6	Interviewee - No.
21	Is your Job Productivity the same before and after COVID-19?	Low Average High	6	Interviewee - Yes, more productive before, because the requirement is less now.
22	How do you describe your JOB PERFORMANCE?	Strongly Disagree Disagree Agree Strongly Agree	8	Interviewee - Actually I can not say anything about this. I get "B" in my appraisal.
23	Is your Job Performance affected in anyway to working with foreigners (expats)? If yes, how?	Strongly Disagree Disagree Agree Strongly Agree	6	Interviewee - No.
24	Is your Job Performance the same before and after COVID-19?	Low Average High	6	Interviewee - Yes, it has changed. Agree. "Why did it change?" - Because we have less requirement.
25	How do you describe your SENSE OF BELONGING (fitting in)?	Strongly Disagree Disagree Agree Strongly Agree	7	Interviewee - (After struggling) do you belong? When you say "fit" do you have something in your mind? - Yes, I have got some business in my mind.
26	Is your Sense of Belonging (fitting in) affected in anyway to working with foreigners (expats)? If yes, how?	Strongly Disagree Disagree Agree Strongly Agree	6	Interviewee - No.
27	Is your Sense of Belonging (fitting in) the same before and after COVID-19?	Low Average High	6	Interviewee - No.
28	Did COVID-19 affect your overall relationship with foreign workers at your company? If yes, how?	No Some-what Yes	6	Interviewee - No.
29	If you think Resilience is important when working in a multicultural environment, and especially now during COVID-19, how can we strengthen it (improve it)?	Strongly Disagree Disagree Agree Strongly Agree	6	Interviewee - They should do more flexible in with the situation.
30	Did your organization support you with the adjustments needed to continue working during COVID-19?	Strongly Disagree Disagree Agree Strongly Agree	6	Interviewee - Not so easy for us to work from home (change to our skills).
31	Do you think the resilience in you helped overcome the difficulties faced while working during COVID-19?	Strongly Disagree Disagree Agree Strongly Agree	6	Interviewee - Yes.
32	Did you ever have training in strengthening resilience at work? Did you receive any coaching or mentoring sessions on how to build and support resilience?	Strongly Disagree Disagree Agree Strongly Agree	6	Interviewee - Yes, it's a required course in safety management training so we get training about human factor, Resilience. It should be carried every 2 years.
33	Would you like to add any information that you think it may help me understand your point of view and your experience?	Strongly Disagree Disagree Agree Strongly Agree	6	Interviewee - No.
34	Gender? (for the researcher to fill it out)	M F	X	
35	What is your age?	40		
36	Earlier this year, I prepared and circulated a survey with the same topic. Did you have a chance to take it?	Yes No	X	
37	What is your nationality?	Indonesian		

# Interview PARTICIPANT 3 (Qualitative Phase)

**Short Introduction about this interview:** This interview is part of my research project to understand your experience in cross-cultural work contexts. The purpose of interviewing you today is to learn how you, Head County National (HCN), might adapt to working in culturally diverse settings and how you see some key challenges (if any). I would also like to understand what may cause you to do so and how your experience might relate to job satisfaction, organizational commitment, and job productivity.

**On completing this interview,** you will contribute to my research effort to discover the importance of resilience among cultures. With the progress of the interviewing job, your responses to this interview are confidential to the public; your name will be anonymized and will be combined with the responses of approximately 40 other people. Your participation in this project is voluntary and you may discontinue this interview at any time. It takes around 15-20 minutes to complete this interview. If you would like to receive a summary of the results of this research, please let me know and provide your email address.

**Due to the COVID-19 pandemic,** we are also interested in asking questions to be answered from changes to your circumstances and to the implications (if any) to your responses in the multicultural work contexts.

**Do you consent to be interviewed and record our interview?**  
 -- Is this a good time for you to conduct our interview?

**Informing the interviewees:** I am filling in a form so that I can complete various groups.

**Are you familiar with the term "Resilience"?**  
 Since this is not an exact term, I would like to start with the understanding of this term and its origin. It does come from some language and the fact relating to the ability of a substance or object to spring back into its original shape (physical), whereas when we talk about a resilient person it refers after some difficulties, tragedy". It can relate, we use it to refer to how free a person is willing to make changes in workplace to adapt when working with foreigners.

**Is it a term you use in your work?**

Question	Response	Resilience	Job Satisfaction	Organizational Commitment	Job Productivity	Job Performance	Sense of Belonging	Equity
How would you describe your role in your primary place of work?	Full time Field work Self-employment Contract Part-time Seasonal Other							
In which of the following types of organizations do you currently work or did you work most recently?	Private Non-Profit Government Other							
Do you share the same local culture as the business or organization of your organization?	Yes No							
Are you a citizen of the country in which you are currently working?	Yes No							
How often do you interact with foreign nationals, expatriates, or other cultures at work?	Never Rarely Sometimes Often Very Often							
How often have you left your job due to the pandemic?	Yes No							
<b>Resilience</b>								
How do you describe your level of RESILIENCE at work? (Note: may be illustrated with questions about Resilience)		4						
Does working with foreigners (expats) affect your Resilience? If yes, please explain.								
Did COVID-19 affect your overall Resilience at work? If yes, how?								
<b>Stress</b>								
How do you describe the level of STRESS at work?		9						
Is your stress related, in any way, to working with foreigners (expats)? If yes, how?								
Did COVID-19 affect your overall Stress at work? If yes, how?								
<b>Job Satisfaction</b>								
How do you describe your JOB SATISFACTION?		6						
Is your Job Satisfaction affected in any way when working with foreigners (expats)? If yes, how?								
Is your Job Satisfaction the same before and after COVID-19?								
<b>Organizational Commitment</b>								
How do you describe your ORGANIZATIONAL COMMITMENT?		6						
Is your Organizational Commitment affected in any way when working with foreigners (expats)? If yes, how?								
Is your Organizational Commitment the same before and after COVID-19?								
<b>Job Productivity</b>								
How do you describe your JOB PRODUCTIVITY?		6						
Is your Job Productivity affected in any way when working with foreigners (expats)? If yes, how?								
Is your Job Productivity the same before and after COVID-19?								
<b>Job Performance</b>								
How do you describe your JOB PERFORMANCE?		4						
Is your Job Performance affected in any way when working with foreigners (expats)? If yes, how?								
Is your Job Performance the same before and after COVID-19?								
<b>Sense of Belonging</b>								
How do you describe your SENSE OF BELONGING at work?		2						
Is your Sense of Belonging at work affected in any way when working with foreigners (expats)? If yes, how?								
Is your Sense of Belonging at work the same before and after COVID-19?								
<b>Equity</b>								
Did COVID-19 affect your overall relationship with foreign expats at your company? If yes, how?								
Is your Sense of Resilience impacted when working in a multicultural environment, and especially now during COVID-19, how can we strengthen (improve) it?								
Did your organization support you with the resources needed to continue working during COVID-19?								
Do you think the resilience in your biggest concerns the difficult food while working during COVID-19?								
Did you ever stop thinking in strengthening resilience at work? Did you receive any coaching in working resilience on how to build and support resilience?								
Would you like to add any information that you think it may help me understand your point of view and your perspective?								
Clarify? (or the researcher to fill it out)								
What is your name?								
What is your gender and completed a survey with the same team. Do you have a relative to take it?								
What is your nationality?								

# Interview PARTICIPANT 4 (Qualitative Phase)

**Short introduction about this interview:** This interview is part of my research project to understand your experience in cross-cultural work contexts. The purpose of interviewing you today is to hear how you, Host Country Resident (HCR), might adapt to working in culturally diverse settings and learn how to overcome any challenges (if any). I would also like to understand what may stress you out at work and how your resilience might relate to job satisfaction, organizational commitment, and job productivity. By completing this interview, you will contribute to my research effort to promote the importance of resilience across cultures. With the exception of the interviewing you, your responses to this interview are confidential to the public. Your name will be anonymized and will be associated with the responses of approximately 40 other people. Your participation in this project is voluntary and you may discontinue the interview at any time. It takes around 15-20 minutes to complete this interview. If you would like to receive a summary of the results of this research, please let me know and provide your email address.

**Cons to the COVID-19 pandemic:** We are also interested in asking questions to understand the changes to your circumstances and to see implications (if any) to your resilience in the multicultural work context.

**Did you consent to be interviewed and record the interview?**  
 -Is this a good time to conduct our interview?

**Informing the interviewee:** I am filling in a form so that I can compare various people

Are you familiar with the term "Resilience"?  
 Since the overall focus of my thesis is RESILIENCE, how about starting with the understanding of this term and its origin. It does come from Latin language and the 1st meaning is the ability of a substance or object to spring back into its original shape (physical), whereas when we talk about a resilient person it "has not been a person adapt to the other crisis, difficulties, tragedy", in our case, we use this term to see how a person is willing to make changes in workplace to adjust when working with foreigners.  
 -Is this a good time to conduct our interview?

	Full time Part time MSP working	Entrepreneur	Other	Agree	Strongly Agree	
1. How would you describe your role in your primary place of work? <i>(Please specify the organization you are currently working for)</i>	Private Government Public					Entrepreneur - Yes, I agree
2. In which of the following types of organizations do you currently work or did you work most recently? <i>(Please specify the organization you are currently working for)</i>	Private Government Public					Entrepreneur - No, disagree
3. Do you share the same local culture as the owners or managers of your organization?	Yes No Somewhat					Entrepreneur - Yes, I agree
4. Are you a citizen of the country in which you are currently working?	Yes No Somewhat					Entrepreneur - No, disagree
5. How often do you interact with foreign customers, suppliers, or contractors at work?	Never Rarely Sometimes Often Very Often					Entrepreneur - Yes, I agree
6. Have you been laid off from your job due to the pandemic?	Yes No Somewhat					Entrepreneur - No, disagree
7. How do you describe your level of RESILIENCE at work? <i>(Please specify the organization you are currently working for)</i>	Strongly Disagree	Disagree	Agree	Strongly Agree		Entrepreneur - Yes, I agree
8. Does working with foreigners (expats) affect your Resilience? If yes, please explain?						Entrepreneur - No, disagree
9. Did COVID-19 affect your overall Resilience at work? If yes, how?						Entrepreneur - No, disagree
10. How do you describe the level of STRESS at work?	Strongly Disagree	Disagree	Agree	Strongly Agree		Entrepreneur - Yes, I agree
11. Is your Stress related, in anyway, to working with foreigners (expats)? If yes, how?						Entrepreneur - No, disagree
12. Did COVID-19 affect your overall Stress at work? If yes, how?						Entrepreneur - No, disagree
13. How do you describe your JOB SATISFACTION?	Strongly Disagree	Disagree	Agree	Strongly Agree		Entrepreneur - Yes, I agree
14. Is your Job Satisfaction affected, in anyway, when working with foreigners (expats)? If yes, how?						Entrepreneur - No, disagree
15. Is your Job Satisfaction the same before and after COVID-19?						Entrepreneur - No, disagree
16. How do you describe your ORGANIZATIONAL COMMITMENT?	Strongly Disagree	Disagree	Agree	Strongly Agree		Entrepreneur - Yes, I agree
17. Is your Organizational Commitment affected, in anyway, when working with foreigners (expats)? If yes, how?						Entrepreneur - No, disagree
18. Is your Organizational Commitment the same before and after COVID-19?						Entrepreneur - No, disagree
19. How do you describe your JOB PRODUCTIVITY?	Strongly Disagree	Disagree	Agree	Strongly Agree		Entrepreneur - Yes, I agree
20. Is your Job Productivity affected, in anyway, to working with foreigners (expats)? If yes, how?						Entrepreneur - No, disagree
21. Is your Job Productivity the same before and after COVID-19?						Entrepreneur - No, disagree
22. How do you describe your JOB PERFORMANCE?	Strongly Disagree	Disagree	Agree	Strongly Agree		Entrepreneur - Yes, I agree
23. Is your Job Performance affected, in anyway, to working with foreigners (expats)? If yes, how?						Entrepreneur - No, disagree
24. Is your Job Performance the same before and after COVID-19?						Entrepreneur - No, disagree
25. How do you describe your SENSE OF BELONGING (Strongly)?	Strongly Disagree	Disagree	Agree	Strongly Agree		Entrepreneur - Yes, I agree
26. Is your Sense of Belonging (Strongly) affected, in anyway, to working with foreigners (expats)? If yes, how?						Entrepreneur - No, disagree
27. Is your Sense of Belonging (Strongly) the same before and after COVID-19?						Entrepreneur - No, disagree
28. Did COVID-19 affect your overall relationship with foreign workers at your company? If yes, how?						Entrepreneur - No, disagree
29. If you think Resilience is important when working in a multicultural environment, and especially now during COVID-19, how can we strengthen (expats) it?						Entrepreneur - Yes, I agree
30. Did your organization support you with the adjustments needed to continue working during COVID-19?						Entrepreneur - No, disagree
31. Do you think the resilience at your workplace overcame the difficulties faced while working during COVID-19?						Entrepreneur - No, disagree
32. Did you ever have training in strengthening resilience at work? Did you receive any coaching or mentoring sessions on how to build and support resilience?						Entrepreneur - No, disagree
33. Would you like to add any information that you think it may help me understand your point of view and your experiences?						Entrepreneur - No, disagree
Demographics (for the researcher to fill in only)						
What is your age?						
Earlier this year, I prepared and discussed a summary with the same topic. Did you have a chance to take it?						
What is your nationality?						

# Interview PARTICIPANT 5 (Qualitative Phase)

**Brief Introduction about the Interview:** This interview is part of the research project to understand your experiences in cross-cultural work context. The purpose of interviewing you today is to hear how you, from County National HRM, might adapt to working in culturally diverse settings and learn how to overcome any challenges at work. I would like to understand what you think you do at work and how your behaviors might relate to job satisfaction, organizational commitment, and job performance. By completing this interview, you will contribute to my research effort to provide the experience of employees across cultures. With the exception of me interviewing you, your responses to the interview are confidential and will be combined with the responses of approximately 44 other people.

Your participation in this project is voluntary and you may discontinue the interview at any time. I have attached IRB1 (involves) to complete this interview. If you would like to receive a summary of the results of this research, please let me know and provide your email address.

Only for the COVID-19 conditions, we are also interested in such questions to understand the changes to your circumstances and to the responses if any you report because of the multicultural work context:

- Do you appear to be interested and report our interview?
- Is this a good time to conduct our interview?

**Informing the Interviewees:** I am filling in a form so that I can complete a better profile

Are you familiar with the term "Resilience"? Resilience is the ability to bounce back from adversity. It is the ability to recover from difficult situations, such as loss, trauma, or stress. Resilience is not a fixed trait, but a skill that can be developed through practice and experience. It involves a combination of personal, social, and environmental factors. Resilient people are able to adapt to change, maintain a positive outlook, and find ways to cope with stress. They are able to see challenges as opportunities for growth and learning. Resilience is a key component of mental health and well-being, and it is essential for success in a rapidly changing world.

Question	Response
How would you identify your role in your primary area of study?	Full time HRM, HRM working, HRM working
In terms of the following types of organizations do you currently work and do you work most recently?	Private, Local, Global, HRM, HRM, HRM
Do you share the same role within the same or manager of your organization?	Yes, No
Are you a citizen of the country in which you are currently working?	HRM, No, Yes
Have also you worked with foreign customers, employees, or non citizens at work?	Yes, No, HRM, HRM, HRM
Have you been laid off from your job due to the pandemic?	No, Yes, No

**Resilience**

How do you describe your view of RESILIENCE at work? (Note: May be fluctuating with questions about Resilience)

Resilience is the ability to bounce back from adversity. It is the ability to recover from difficult situations, such as loss, trauma, or stress. Resilience is not a fixed trait, but a skill that can be developed through practice and experience. It involves a combination of personal, social, and environmental factors. Resilient people are able to adapt to change, maintain a positive outlook, and find ways to cope with stress. They are able to see challenges as opportunities for growth and learning. Resilience is a key component of mental health and well-being, and it is essential for success in a rapidly changing world.

Does working with foreigners impact affect you and Resilience? If yes, please explain?

Yes, it does. Working with foreigners can be challenging because of cultural differences. However, it can also be a great learning experience. It helps to develop resilience by forcing you to adapt to new situations and learn from your mistakes. It also helps to build a global perspective and understand different ways of thinking and working. Resilience is a key component of mental health and well-being, and it is essential for success in a rapidly changing world.

Does COVID-19 affect your overall Resilience at work? If yes, how?

Yes, it does. COVID-19 has been a major challenge for many people, including myself. It has forced us to adapt to a new way of working and living. However, it has also helped to build resilience by forcing us to face our fears and overcome our doubts. Resilience is a key component of mental health and well-being, and it is essential for success in a rapidly changing world.

How do you describe your JOB SATISFACTION?

Job satisfaction is a state of mind that reflects the degree to which an individual feels satisfied or dissatisfied with their job. It is a complex phenomenon that is influenced by a variety of factors, including pay, benefits, work environment, and career opportunities. Job satisfaction is an important component of organizational commitment and performance. High job satisfaction is associated with higher levels of productivity, loyalty, and organizational citizenship behavior. Conversely, low job satisfaction is associated with higher levels of turnover, absenteeism, and organizational citizenship behavior.

How do you describe your ORGANIZATIONAL COMMITMENT?

Organizational commitment is a state of mind that reflects the degree to which an individual is committed to their organization. It is a complex phenomenon that is influenced by a variety of factors, including pay, benefits, work environment, and career opportunities. Organizational commitment is an important component of organizational performance. High organizational commitment is associated with higher levels of productivity, loyalty, and organizational citizenship behavior. Conversely, low organizational commitment is associated with higher levels of turnover, absenteeism, and organizational citizenship behavior.

How do you describe your JOB PRODUCTIVITY?

Job productivity is a state of mind that reflects the degree to which an individual is productive in their job. It is a complex phenomenon that is influenced by a variety of factors, including pay, benefits, work environment, and career opportunities. Job productivity is an important component of organizational performance. High job productivity is associated with higher levels of productivity, loyalty, and organizational citizenship behavior. Conversely, low job productivity is associated with higher levels of turnover, absenteeism, and organizational citizenship behavior.

How do you describe your JOB PERFORMANCE?

Job performance is a state of mind that reflects the degree to which an individual is performing well in their job. It is a complex phenomenon that is influenced by a variety of factors, including pay, benefits, work environment, and career opportunities. Job performance is an important component of organizational performance. High job performance is associated with higher levels of productivity, loyalty, and organizational citizenship behavior. Conversely, low job performance is associated with higher levels of turnover, absenteeism, and organizational citizenship behavior.

How do you describe your LEVEL OF RESILIENCE being in?

Resilience is the ability to bounce back from adversity. It is the ability to recover from difficult situations, such as loss, trauma, or stress. Resilience is not a fixed trait, but a skill that can be developed through practice and experience. It involves a combination of personal, social, and environmental factors. Resilient people are able to adapt to change, maintain a positive outlook, and find ways to cope with stress. They are able to see challenges as opportunities for growth and learning. Resilience is a key component of mental health and well-being, and it is essential for success in a rapidly changing world.

Did COVID-19 affect your overall Resilience with foreign workers at your company? If yes, how?

Yes, it does. COVID-19 has been a major challenge for many people, including myself. It has forced us to adapt to a new way of working and living. However, it has also helped to build resilience by forcing us to face our fears and overcome our doubts. Resilience is a key component of mental health and well-being, and it is essential for success in a rapidly changing world.

Did your organization support you with the adjustments needed to continue working during COVID-19?

Yes, it did. My organization provided me with the resources and support I needed to continue working during the pandemic. This helped to build my resilience and maintain my productivity. Resilience is a key component of mental health and well-being, and it is essential for success in a rapidly changing world.

Do you ever have trouble handling an emotional resilience at work? Do you think any working in a team is important to build up emotional resilience at work?

Yes, I do. Working in a team is important for building emotional resilience. It provides a support system and helps to share the burden of stress. Resilience is a key component of mental health and well-being, and it is essential for success in a rapidly changing world.

Overall, do you recommend to do it?

Yes, I do. Working in a team is important for building emotional resilience. It provides a support system and helps to share the burden of stress. Resilience is a key component of mental health and well-being, and it is essential for success in a rapidly changing world.



# Interview PARTICIPANT 7 (Qualitative Phase)

**Short introduction about this interview:** This interview is part of my research project to understand your experiences in cross-cultural work contexts. The purpose of interviewing you today is to hear how you, Host Country National (HCN), might adapt to working in culturally diverse settings and learn how to overcome any challenges (if any). I would also like to understand what may stress you out at work and how your experience might relate to job satisfaction, organizational commitment, and job productivity. By completing this interview, you will contribute to my research effort to promote the importance of resilience across cultures. With the exception of me interviewing you, your responses to this interview are confidential to the public (your name will be anonymized) and will be combined with the responses of approximately 40 other people. Your participation in this project is voluntary and you may discontinue the interview at any time. It takes around 15-20 minutes to complete this interview. If you would like to receive a summary of the results of this research, please let me know and provide your email address.

– Due to the COVID-19 pandemic, we are also interested to ask questions to understand the changes to your circumstances and to their implication (if any) to your resilience in the multicultural work contexts.

– Do you consent to be interviewed and record our interview?

– Is this a good time to conduct our interview?

**Informing the interviewees:** I am filling in a form so that I can compare various groups.

Are you familiar with the term "Resilience"?  
 Since the overall focus of my thesis is RESILIENCE, how about starting with the understanding of this term and its origin. It does come from Latin language and the 1st meaning is the ability of a substance or object to spring back into its original shape (Pfeffer, whenever when we talk about a resilient person is "how well can a person adapt to life after crisis, difficulties, tragedy"). In our case, we use this term to see how a person is willing to make changes in work place to adapt when working with foreigners.  
 – In Arabic is *Al muruna*

Question	Full-time	Part-time	NGO working	Private	Foreign Owned	Local Owned	MVNC	Non-Private	Government	Public	Yes	No	Other	Response	Notes
How would you describe your role in your primary place of work?															
In which of the following types of organizations do you currently work or did you work most recently?															
Do you share the same local culture as the owners or managers of your organization?															
Are you a citizen of the country in which you are currently working?															
How often do you interact with foreign nationals, expatriates, or non-citizens at work?															
Have you been laid off from your job due to the pandemic?															
<b>1 Resilience</b>															
How do you describe your level of RESILIENCE at work? (Note: may be illustrating with questions about Resilience)															
Does working with foreigners (expats) affect your Resilience? If yes, please explain?															
Did COVID-19 affect your overall Resilience at work? If yes, how?															
<b>2 Stress</b>															
How do you describe the level of STRESS at work?															
Is your Stress related, in anyway, to working with foreigners (expats)? If yes, how?															
Did COVID-19 affect your overall Stress at work? If yes, how?															
<b>3 Job Satisfaction</b>															
How do you describe your JOB SATISFACTION?															
Is your Job Satisfaction affected in anyway when working with foreigners (expats)? If yes, how?															
Is your Job Satisfaction the same before and after COVID-19?															
<b>4 Organizational Commitment</b>															
How do you describe your ORGANIZATIONAL COMMITMENT?															
Is your Organizational Commitment affected in anyway when working with foreigners (expats)? If yes, how?															
Is your Organizational Commitment the same before and after COVID-19?															
<b>5 Job Productivity</b>															
How do you describe your JOB PRODUCTIVITY?															
Is your Job Productivity affected in anyway to working with foreigners (expats)? If yes, how?															
Is your Job Productivity the same before and after COVID-19?															
<b>6 Job Performance</b>															
How do you describe your JOB PERFORMANCE?															
Is your Job Performance affected in anyway to working with foreigners (expats)? If yes, how?															
Is your Job Performance the same before and after COVID-19?															
<b>7 Sense of Belonging (Fit in)</b>															
How do you describe your SENSE OF BELONGING (Fit in)?															
Is your Sense of Belonging (Fit in) affected in anyway to working with foreigners (expats)? If yes, how?															
Is your Sense of Belonging (Fit in) the same before and after COVID-19?															
<b>8 Extra</b>															
Did COVID-19 affect your overall relationship with foreign workers at your company? If yes, how?															
If you think Resilience is important when working in a multicultural environment, and especially now during COVID-19, how can we strengthen (improve) it?															
Did your organization support you with the adjustments needed to continue working during COVID-19?															
Do you think the resilience in you helped overcome the difficulties faced while working during COVID-19?															
Did you ever learn anything in strengthening resilience at work? Did you receive any coaching or mentoring sessions on how to build and support resilience?															
Would you like to add any information that you think it may help me understand your point of view and your experiences?															
Gender (for the researcher to fill it out)															
What is your age?															
Earlier this year, I prepared and circulated a survey with the same topic. Did you have a chance to take it?															
What is your nationality?															

# Interview PARTICIPANT 8 (Qualitative Phase)

**Short introduction about this interview:** This interview is part of my research project to understand your experiences in cross-cultural work contexts. The purpose of interviewing you today is to hear how you, from Country National (CN), might adapt to working in culturally diverse settings and learn how to overcome any challenges (if any). I would also like to understand what may stress you out at work and how your resilience might relate to job satisfaction, organizational commitment, and job productivity. By completing this interview, you will contribute to my research effort to provide the experience of resilience across cultures. With the exception of me interviewing you, your responses to this interview are confidential to the public. Your name will be anonymous and will be combined with the responses of approximately 44 other people. Your participation in this project is voluntary and you may discontinue the interview at any time. It takes about 30-35 minutes to complete this interview. If you decide to receive a summary of the results of this research, please let me know and provide your email address. Due to the COVID-19 pandemic, we are also interested to ask questions to understand the changes to your circumstances and to find implications (if any) to your resilience in the multicultural work contexts.

-Did you consent to be interviewed and record our interview?  
 -Is this a good time to conduct our interview?

**Informing the interviewee:** I am filling in a form so that I can compare various groups.

Are you familiar with the term "Resilience"?  
 Since the core of focus of this thesis is RESILIENCE, how about adding to the understanding of this term and its origin: it comes from Latin language and the Latin meaning is the ability of a substance or object to spring back into its original shape. Synonyms: resilience, when we talk about a resilient person is "how well can a person adapt to the often chaotic, difficult, jagged". In our case, we use this term to see how a person is willing to make changes in workplace to adapt when working with foreigners. In Appendix B, 86, translate.

		Full-time National MNC workers	Part-time Foreign Local/Outlet MNC Government Private	Resilience				
	How would you describe your role in your primary place of work?	Full-time National MNC workers	Part-time Foreign Local/Outlet MNC Government Private	Resilience	1	1	1	1
	In which of the following types of organizations do you currently work or did you work most recently?	Private	Government	Resilience	1	1	1	1
	Do you share the same local culture as the partners or managers of your organization?	Yes	No	Resilience	1	1	1	1
	Are you a citizen of the country in which you are currently working?	Yes	No	Resilience	1	1	1	1
	How often do you interact with foreign nationals, subsidiaries, or non-citizens at work?	Very Often	Often	Resilience	1	1	1	1
	Have you been laid off from your job due to the pandemic?	Yes	No	Resilience	1	1	1	1
1	How do you describe your level of RESILIENCE at work? (Please map the following with questions about Resilience)	Strongly Disagree	Disagree	Agree	Strongly Agree	1	1	1
2	Does working with foreigners (especially) affect your Resilience? If yes, please explain?	Yes	No	Resilience	1	1	1	1
3	Did COVID-19 affect your overall Resilience at work? If yes, how?	Yes	No	Resilience	1	1	1	1
4	How do you describe the level of STRESS at work?	Strongly Disagree	Disagree	Agree	Strongly Agree	1	1	1
5	Is your Stress reduced, in anyway, to working with foreigners (especially)? If yes, how?	Yes	No	Resilience	1	1	1	1
6	Did COVID-19 affect your overall Stress at work? If yes, how?	Yes	No	Resilience	1	1	1	1
7	How do you describe your JOB SATISFACTION?	Strongly Disagree	Disagree	Agree	Strongly Agree	1	1	1
8	Is your Job Satisfaction affected in anyway when working with foreigners (especially)? If yes, how?	Yes	No	Resilience	1	1	1	1
9	Is your Job Satisfaction the same before and after COVID-19?	Yes	No	Resilience	1	1	1	1
10	How do you describe your ORGANIZATIONAL COMMITMENT?	Strongly Disagree	Disagree	Agree	Strongly Agree	1	1	1
11	Is your Organizational Commitment affected in anyway when working with foreigners (especially)? If yes, how?	Yes	No	Resilience	1	1	1	1
12	Is your Organizational Commitment the same before and after COVID-19?	Yes	No	Resilience	1	1	1	1
13	How do you describe your JOB PROSPECTIVITY?	Strongly Disagree	Disagree	Agree	Strongly Agree	1	1	1
14	Is your Job Prospectivity affected in anyway to working with foreigners (especially)? If yes, how?	Yes	No	Resilience	1	1	1	1
15	Is your Job Prospectivity the same before and after COVID-19?	Yes	No	Resilience	1	1	1	1
16	How do you describe your JOB PERFORMANCE?	Strongly Disagree	Disagree	Agree	Strongly Agree	1	1	1
17	Is your Job Performance affected in anyway to working with foreigners (especially)? If yes, how?	Yes	No	Resilience	1	1	1	1
18	Is your Job Performance the same before and after COVID-19?	Yes	No	Resilience	1	1	1	1
19	How do you describe your SENSE OF BELONGING (Being in)?	Strongly Disagree	Disagree	Agree	Strongly Agree	1	1	1
20	Is your Sense of Belonging (Being in) affected in anyway to working with foreigners (especially)? If yes, how?	Yes	No	Resilience	1	1	1	1
21	Is your Sense of Belonging (Being in) the same before and after COVID-19?	Yes	No	Resilience	1	1	1	1
22	Did COVID-19 affect your overall relationship with foreign workers at your company? If yes, how?	Yes	No	Resilience	1	1	1	1
23	If you think Resilience is important when working in a multicultural environment, and especially now during COVID-19, how can we strengthen (improve) it?	Yes	No	Resilience	1	1	1	1
24	Did your organization support you with the adjustments needed to continue working during COVID-19?	Yes	No	Resilience	1	1	1	1
25	Do you think the resilience that you helped overcome the difficulties faced while working during COVID-19?	Yes	No	Resilience	1	1	1	1
26	Did you ever have training in strengthening resilience at work? Did you receive any coaching or mentoring sessions on how to build and support resilience?	Yes	No	Resilience	1	1	1	1
27	Would you like to add any information that you think is helpful to understand your part of view and your experiences?	Yes	No	Resilience	1	1	1	1
28	Gender? (for the researcher to fill it out)	Male	Female	Resilience	1	1	1	1
29	WAS IT YOUR FIRST?	Yes	No	Resilience	1	1	1	1
30	Earlier this year, I prepared and circulated a survey with the same topic. Did you have a chance to take it?	Yes	No	Resilience	1	1	1	1
31	WAS IT YOUR COMPANY?	Yes	No	Resilience	1	1	1	1



# Interview PARTICIPANT 10 (Qualitative Phase)

**Short introduction about this interview:** This interview is part of my research project to understand your experience in cross-cultural work contexts. The purpose of interviewing you today is to hear how you, from County National (CNCL) might assist in working in culturally diverse settings and learn how to overcome any challenges (if any). I would also like to understand what may stress you out at work and how your resilience might relate to job satisfaction, organizational commitment, and job productivity. By completing this interview, you will contribute to my research effort to promote the importance of resilience across cultures. With the exception of the interviewing you, your responses to this interview are confidential to the public (your name will be anonymized) and will be reported with the responses of approximately 44 other people. Your participation in this project is voluntary and you may discontinue the interview at any time. It takes around 15-20 minutes to complete this interview. If you would like to receive the results of this research, please let me know and provide your email address.

**Due to the COVID-19 pandemic, we are also interested to ask questions to understand the changes to your circumstances and (if applicable) if any) for your resilience in this multicultural work contexts:**

-Do you consent to be interviewed and answer the questions?  
 -Is this a good time to conduct our interview?

**Following the interview:** I am filling in a form so that I can compare across groups.

**Are you familiar with the term "Resilience"?**  
 Since the overall focus of my thesis is RESILIENCE, how about starting with the understanding of this term and its origin: it does come from Latin language and the 1st meaning is the ability of a substance or object to spring back into its original shape (physical), whereas when we talk about a resilient person is "how well can a person adapt to life after stress, difficulties, tragedy". In our cases, we use this term to see how a person is willing to make changes in workspaces to adapt when working with foreigners.  
 -Is Resilience a trait?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	How would you describe your role in your primary place of work? <i>(Note: may be frustrating with questions about Resilience)</i>	Full time Part time NOT WORKING				
2	In which of the following types of organizations do you currently work or did you work most recently? <i>(Please specify)</i>	Private Non-Private				
3	Do you share the same local culture as the persons or managers of your organization?	Yes No				
4	Are you a citizen of the country in which you are currently working?	HCN Expatriate				
5	How often do you interact with foreign nationals, expatriates, or non-citizens at work?	None Seldom Often Very Often				
6	Have you been laid off from your job due to the pandemic?	Yes No				

Item	Response	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	How do you describe your level of RESILIENCE at work? <i>(Note: may be frustrating with questions about Resilience)</i>					10
2	Does working with foreigners (expats) affect your Resilience? If yes, please explain?					
3	Did COVID-19 affect your overall Resilience at work? If yes, how?					

Item	Response	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4	How do you describe the level of STRESS at work?					4
5	Is your Stress related, in anyway, to working with foreigners (expats)? If yes, how?					
6	Did COVID-19 affect your overall Stress at work? If yes, how?					

Item	Response	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7	How do you describe your JOB SATISFACTION?					10
8	Is your Job Satisfaction affected in anyway when working with foreigners (expats)? If yes, how?					
9	Is your Job Satisfaction the same before and after COVID-19?					

Item	Response	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10	How do you describe your ORGANIZATIONAL COMMITMENT?					10
11	Is your Organizational Commitment affected in anyway when working with foreigners (expats)? If yes, how?					
12	Is your Organizational Commitment the same before and after COVID-19?					

Item	Response	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
13	How do you describe your JOB PRODUCTIVITY?					10
14	Is your Job Productivity affected in anyway to working with foreigners (expats)? If yes, how?					
15	Is your Job Productivity the same before and after COVID-19?					

Item	Response	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
16	How do you describe your JOB PERFORMANCE?					7
17	Is your Job Performance affected in anyway to working with foreigners (expats)? If yes, how?					
18	Is your Job Performance the same before and after COVID-19?					

Item	Response	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
19	How do you describe your SENSE OF BELONGING (Being in)?					0
20	Is your Sense of Belonging (Being in) affected in anyway to working with foreigners (expats)? If yes, how?					
21	Is your Sense of Belonging (Being in) the same before and after COVID-19?					

Item	Response	No	Some	Yes
22	Did COVID-19 affect your overall relationship with foreign workers at your company? If yes, how?			
23	If you think Resilience is important while working in a multicultural environment, and especially more during COVID-19, how can we strengthen it?			
24	Did your organization support you with the adjustments needed to continue working during COVID-19?			
25	Do you think the resilience in you helped overcome the difficulties faced while working during COVID-19?			
26	Do you feel less talking in strengthening resilience at work? Did you receive any coaching or mentoring sessions on how to build and support resilience?			
27	Would you like to add any information that you think it may help me understand your point of view and your experience?			

28	Gender? (for the researcher to fill out)	M F		
29	What is your age?		42	
30	Earlier this year, I prepared and circulated a survey with the same topic. Did you have a chance to take it?	Yes No		
31	What is your nationality?	Romania		

# Interview PARTICIPANT 11 (Qualitative Phase)

**Short introduction about this interview:** This interview is part of my research project to understand your experiences in cross-cultural work contexts. The purpose of interviewing you today is to hear how you, Host Country National (HCN), might adapt in working in culturally diverse settings and learn how to overcome any challenges (if any). I would also like to understand what may stress you out at work and how your resilience might relate to job satisfaction, organizational commitment, and job productivity.

By completing this interview, you will contribute to my research effort to promote the importance of resilience across cultures. With the exception of me interviewing you, your responses to this interview are confidential to the public (your name will be anonymous) and will be combined with the responses of approximately 44 other people.

Your participation in this project is voluntary and you may discontinue the interview at any time. It takes around 15-20 minutes to complete this interview. If you would like to receive a summary of the results of this research, please let me know and provide your email address.

Due to the COVID-19 pandemic, we are also interested to ask questions to understand the changes to your circumstances and to their implications (if any) to your resilience in the multicultural work contexts.

-Do you consent to be interviewed and record our interview?  
 -Is this a good time to conduct our interview?

**Informing the interviewee:** I am filling in a form so that I can compare various groups.

Are you familiar with the term "Resilience"?  
 Since the overall focus of my thesis is RESILIENCE, how about starting with the understanding of this term and its origin: it does come from Latin language and the 1st meaning is the ability of a substance or subject to spring back into its original shape (physical) whereas when we talk about a resilient person it "how well can a person adapt to life after crisis, difficulties, tragedy". In our case, we use the term to see how a person is willing to make changes in workplace to adapt when working with foreigners.

		Response			
		Strongly Disagree	Disagree	Agree	Strongly Agree
1	How would you describe your job in your primary place of work?				
		Full-time Part-time NFT working Foreign Owned Local Owned MNC			
2	In which of the following types of organizations do you currently work or did you work most recently?				
		Private Multi-Private Government Public			
3	Do you share the same racial culture as the owners or managers of your organization?				
		Yes No			
4	Are you a citizen of the country in which you are currently working?				
		HCH Expatriate			
5	How often do you interact with foreign nationals, expatriates, or non-citizens at work?				
		Frequent Sometimes Very Often			
6	Have you been laid off from your job due to the pandemic?				
		Yes No			

1. How do you describe your level of RESILIENCE at work?  
 (Note: may be interesting with questions about Resilience)

1	How do you describe your level of RESILIENCE at work? (Note: may be interesting with questions about Resilience)					Interviewer: Lower of resilience is around 3 "Why would you say 6 and not 7 or 8?" Interviewee: Well from my own value and quality to follow, when we work through and give your job as expatriate and there are some rules and regulations to follow. (Control and 100% resilience)	1) I like my job rules and policies to follow 2) I like my work rules and regulations, with stress and some rules and regulations to follow
2	Does working with foreigners (expats) affect your Resilience? If yes, please explain?					Interviewee: No. "It is a challenge or minority situation". Interviewee: Yes it is because of the restrictions in the country and other countries, so we are stuck, we don't have resilience, so there were restrictions in all countries. It is not difficult to work abroad, because we are adjusting to a new project in the country where restrictions make it very challenging for us, so it was big challenge for us. "It is a stress in minority situation" - I strongly agree.	3) I am because of the restrictions in the country and other countries 4) we are stuck, we don't have resilience 5) very difficult to adjust 6) adjusting people was very challenging to us. Big challenge
3	Did COVID 19 affect your overall Resilience at work? If yes, how?					Interviewee: It is in the middle. Because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.	7) Because of the restriction, because of pandemic we were having suspended job 8) Now to continue the objective on site in terms of personal and company objectives

4	How do you describe the level of STRESS at work?					Interviewee: Totally disagree	9) I am because of the restriction, because of pandemic we were having suspended job 10) Now to continue the objective on site in terms of personal and company objectives
5	Is your Stress related, in anyway, to working with foreigners (expats)? If yes, how?					Interviewee: Yeah yeah, it is very much stressful. Trying to balance some issues, open my mind, close another. I mean we are not 100% 100% 100%	11) It is very much stressful 12) trying to balance some issues, open my mind, close another 13) we were very restricted
6	Did COVID 19 affect your overall Stress at work? If yes, how?					Interviewee: I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.	14) Because of the restriction, because of pandemic we were having suspended job 15) Now to continue the objective on site in terms of personal and company objectives

7	How do you describe your JOB SATISFACTION?					Interviewee: I	16) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
8	Is your Job Satisfaction affected in anyway when working with foreigners (expats)? If yes, how?					Interviewee: No	17) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
9	Is your Job Satisfaction the same before and after COVID 19?					Interviewee: Neutral	18) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.

10	How do you describe your ORGANIZATIONAL COMMITMENT?					Interviewee: My commitment is 100%	19) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
11	Is your Organizational Commitment affected in anyway when working with foreigners (expats)? If yes, how?					Interviewee: No	20) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
12	Is your Organizational Commitment the same before and after COVID 19?					Interviewee: Yes, strongly agree, because you have to complete your job and help staff.	21) we're trying to motivate and help staff

13	How do you describe your JOB PRODUCTIVITY?					Interviewee: I	22) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
14	Is your Job Productivity affected in anyway when working with foreigners (expats)? If yes, how?					Interviewee: No, disagree	23) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
15	Is your Job Productivity the same before and after COVID 19?					Interviewee: It is very much stressful. Trying to balance some issues, open my mind, close another. I mean we are not 100% 100% 100%	24) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.

16	How do you describe your JOB PERFORMANCE?					Interviewee: More than 100%	25) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
17	Is your Job Performance affected in anyway when working with foreigners (expats)? If yes, how?					Interviewee: No, disagree	26) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
18	Is your Job Performance the same before and after COVID 19?					Interviewee: I perform at that level of standard, no change in performance.	27) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.

19	How do you describe your SENSE OF BELONGING (fitting in)?					Interviewee: Don't fit in the organization. I don't understand the rules and regulations, I don't understand it, but I fit in it.	28) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
20	Is your Sense of Belonging (fitting in) affected in anyway when working with foreigners (expats)? If yes, how?					Interviewee: No, disagree	29) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
21	Is your Sense of Belonging (fitting in) the same before and after COVID 19?					Interviewee: Yes	30) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.

22	Did COVID 19 affect your overall relationship with foreign workers at your company? If yes, how?					Interviewee: No, not at all. We work as a team, we work with everyone, we get adjusted. We are trying to do our best in the organization.	31) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
23	If you think Resilience is important when working in a multicultural environment, and especially now during COVID-19, how can we strengthen (improve) it?					Interviewee: Study the culture of each foreigner in the organization. Each country has different culture, different social structure. Here we are not understanding the person, we are not understanding the person.	32) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
24	Did your organization support you with the adjustments needed to continue working during COVID-19?					Interviewee: Yes, definitely. They provide the necessary resources and tools to let you work from home efficiently and confidentially.	33) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
25	Do you think the resilience in you helped overcome the difficulties faced while working during COVID-19?					Interviewee: Yes. Always the employee should be resilient with the situation to cope in their performance or in their job.	34) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
26	Did we ever have training in strengthening resilience at work? Did you receive any coaching or mentoring sessions on how to build and support resilience?					Interviewee: Yes, I had had a coaching session, training and learning about it's not enough, it is important to have a good way to be resilient, how to be resilient, to be trained from both parties.	35) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
27	Would you like to add any information that you think it may help me understand your point of view and your experiences?					Interviewee: Resilience is very important to everyone, from both parties. Resilience is not only in terms of productivity it's in terms of thinking, in terms of healthy life. It should be mutual, in both sides, the employee and the employer.	36) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.

28	Gender? (for the researcher to fill out)					M F	37) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
29	What is your age?					41	38) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
30	Earlier this year, I prepared and circulated a survey with the same topics. Did you have a chance to take it?					Yes No	39) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.
31	What is your nationality?					Indonesian	40) I am because of the restriction, because of pandemic, the work has been suspended. Now to continue, the objective is clear in terms of personal and company objectives.

## Interview PARTICIPANT 12 (Qualitative Phase)

**Short introduction about this interview:** This interview is part of my research project to understand your experiences in cross-cultural work contexts. The purpose of interviewing you today is to hear how you, Host Country National (HCN), might adapt to working in culturally diverse settings and learn how to overcome any challenges (if any). I was also like to understand what may stress you out at work and how your experience might relate to job satisfaction, organizational commitment, and job productivity.

By completing this interview, you will contribute to my research effort to provide the importance of resilience across cultures. With the exception of the interviewing you, your responses to this interview are confidential to the public (your name will be anonymous) and will be combined with the responses of approximately 44 other people.

Your participation in this project is voluntary and you may discontinue the interview at any time. It takes around 15-20 minutes to complete this interview. If you would like to receive a summary of the results of this research, please let me know and provide your email address.

-Due to the COVID-19 pandemic, we are also interested in asking questions to understand the changes to your characteristics and to their responses (if any) to your resilience in the multicultural work contexts.

-Do you consider to be interviewed and record our interview?

-Is this a good time to conduct our interview?

Before the interview, I am filling in a form so that I can compare various groups.

Are you familiar with the term "Resilience"?

Since the overall focus of my thesis is RESILIENCE, how about starting with the understanding of this term and its origin: it does come from latin language and the 1st meaning is the ability of a substance or object to spring back into its original shape (if you're curious when we talk about a resilient person it may well use a person adapt to life after crisis, difficulties, tragedy) ... In our case, we use this term to see how a person is able to make changes in workplace to adapt when working with foreigners.

-In Answer to All items

		Full time	Part time	Self-employed	Response					
	How would you describe your role at your primary place of work?	Full time	Part time	Self-employed						
	In which of the following types of organizations do you currently work or did you work most recently?	Private	Public	Government						
	Do you share the same kind of culture as the owners or managers of your organization?	Yes	No	Other						
	Are you a citizen of the country in which you are currently working?	Yes	No	Other						
	How often do you interact with foreign nationals, expatriates, or non-citizens at work?	Very Often	Often	Sometimes						
	Have you been laid off from your job due to the pandemic?	Yes	No	Other						
1	How do you describe your level of RESILIENCE at work? (Note: may be interacting with questions about Resilience)	Strongly Disagree	Disagree	Agree	Strongly Agree					
2	Does working with foreigners (expats) affect your Resilience? If yes, please explain?									
3	Did COVID-19 affect your overall Resilience at work? If yes, how?									
4	How do you describe the level of STRESS at work?	Strongly Disagree	Disagree	Agree	Strongly Agree					
5	In your Stress related in anyway to working with foreigners (expats)? If yes, how?									
6	Did COVID-19 affect your overall Stress at work? If yes, how?									
7	How do you describe your JOB SATISFACTION?	Strongly Disagree	Disagree	Agree	Strongly Agree					
8	In your Job Satisfaction affected in anyway when working with foreigners (expats)? If yes, how?									
9	Is your Job Satisfaction the same before and after COVID-19?									
10	How do you describe your ORGANIZATIONAL COMMITMENT?	Strongly Disagree	Disagree	Agree	Strongly Agree					
11	In your Organizational Commitment affected in anyway when working with foreigners (expats)? If yes, how?									
12	In your Organizational Commitment the same before and after COVID-19?									
13	How do you describe your JOB PRODUCTIVITY?	Strongly Disagree	Disagree	Agree	Strongly Agree					
14	In your Job Productivity affected in anyway to working with foreigners (expats)? If yes, how?									
15	Is your Job Productivity the same before and after COVID-19?									
16	How do you describe your JOB PERFORMANCE?	Strongly Disagree	Disagree	Agree	Strongly Agree					
17	In your Job Performance affected in anyway to working with foreigners (expats)? If yes, how?									
18	In your Job Performance the same before and after COVID-19?									
19	How do you describe your SENSE OF BELONGING (fitting in)?	Strongly Disagree	Disagree	Agree	Strongly Agree					
20	In your Sense of Belonging (fitting in) affected in anyway to working with foreigners (expats)? If yes, how?									
21	In your Sense of Belonging (fitting in) the same before and after COVID-19?									
22	Did COVID-19 affect your overall relationship with foreign workers at your company? If yes, how?									
23	If you think Resilience is important when working in a multicultural environment, and especially now during COVID-19, how can we strengthen (improve) it?									
24	Did your organization support you with the adjustments needed to continue working during COVID-19?									
25	Do you think the resilience in you helped overcome the difficulties faced while working during COVID-19?									
26	Did you ever have training in strengthening resilience at work? Did you receive any coaching or mentoring sessions on how to build and support resilience?									
27	Would you like to add any information that you think it may help me understand your point of view and your experiences?									
	Gender? (in the response in R12 out)		M	F						
	What is your age?									
	Earlier this year, I prepared and calculated a survey with the same topic. Did you have a chance to take it?		Yes	No						
	What is your nationality?									

# Interview PARTICIPANT 13 (Qualitative Phase)

**Start introduction about the interview:** This interview is part of my research project to understand your experiences in cross-cultural work contexts. The purpose of interviewing you today is to hear how you, from Country National (CN), might prefer to working in culturally diverse settings and how far it overcomes any challenges if any. I would also like to understand what you stress you out at work and how your workplace might relate to job satisfaction, organizational commitment, and job productivity.

**By completing this interview,** you will contribute to my research effort to promote the importance of leadership across cultures. With the exception of the interviewing you, your responses to this interview are confidential to the public. Your name will be anonymous and will be combined with the responses of approximately 44 other people. Your participation in this project is voluntary and you may discontinue the interview at any time. It takes around 15-20 minutes to complete this interview. If you would like to receive a summary of the results of this research, please let me know and provide your email address.

**Due to the COVID-19 pandemic,** are you also interested to ask questions to understand the changes in your circumstances and to the implications if any) to your residence in the residential work contexts.

**Do you consent to be interviewed and record our interview?**

**Informing the interviewee:** I am filling in a form so that I can compare various groups.

**Are you familiar with the term "Resilience"?**

Since the overall focus of my thesis is RESILIENCE, help about starting with the understanding of this term and its origin; it does come from latin language and the lat meaning is the ability of a substance or object to spring back into its original shape (physical), what else when we talk about a resilient person is "how well can a person adjust to life after crisis, difficulties, tragedy". In our case, let use this term to see how a person is willing to make changes in workplace to adapt after working with foreigners.

**W. Abbas, et. al. (2014)**

		Full time	Part time	Response		
	How would you describe your role in your primary place of work?	Full time	Part time	0		
	In which of the following types of organizations do you currently work or did you work most recently?	Private	Public	0		
	Do you share the same local culture or the values in managers of your organization?	Yes	No	0		
	Are you a citizen of the country in which you are currently working?	Yes	No	0		
	How often do you interact with foreign nationals, expatriates, or non-citizens at work?	Very often	Often	0		
	Have you been laid off from your job due to the pandemic?	Yes	No	0		
1	How do you describe your level of RESILIENCE at work? (Make sure the illustrating with questions about Resilience)	Strongly Disagree	Disagree	Agree	Strongly Agree	10
	Does working with foreigners (expats) affect your Resilience? If yes, please explain?					0
	Did COVID-19 affect your overall Resilience at work? If yes, how?					0
2	How do you describe the level of STRESS at work?	Strongly Disagree	Disagree	Agree	Strongly Agree	8
	Is your Stress related, in anyway, to working with foreigners (expats)? If yes, how?					0
	Did COVID-19 affect your overall Stress at work? If yes, how?					0
3	How do you describe your JOB SATISFACTION?	Strongly Disagree	Disagree	Agree	Strongly Agree	10
	Is your Job Satisfaction affected in anyway when working with foreigners (expats)? If yes, how?					0
	Is your Job Satisfaction the same before and after COVID-19?					0
4	How do you describe your ORGANIZATIONAL COMMITMENT?	Strongly Disagree	Disagree	Agree	Strongly Agree	10
	Is your Organizational Commitment affected in anyway when working with foreigners (expats)? If yes, how?					0
	Is your Organizational Commitment the same before and after COVID-19?					0
5	How do you describe your JOB PRODUCTIVITY?	Strongly Disagree	Disagree	Agree	Strongly Agree	10
	Is your Job Productivity affected in anyway to working with foreigners (expats)? If yes, how?					0
	Is your Job Productivity the same before and after COVID-19?					0
6	How do you describe your JOB PERFORMANCE?	Strongly Disagree	Disagree	Agree	Strongly Agree	10
	Is your Job Performance affected in anyway to working with foreigners (expats)? If yes, how?					0
	Is your Job Performance the same before and after COVID-19?					0
7	How do you describe your SENSE OF BELONGING (Being in)?	Strongly Disagree	Disagree	Agree	Strongly Agree	8
	Is your Sense of Belonging (Being in) affected in anyway to working with foreigners (expats)? If yes, how?					0
	Is your Sense of Belonging (Being in) the same before and after COVID-19?					0
8	Did COVID-19 affect your overall relationship with foreign workers of your company? If yes, how?					0
	If you think Resilience is important when working in a multicultural environment, and especially now during COVID-19, how far are you willing to practice it?					0
	Did your organization support you with the adjustment needed to continue working during COVID-19?					0
	Do you think the resilience in you helped overcome the difficulties faced while working during COVID-19?					0
	Did you ever have training in strengthening resilience at work? Did you receive any coaching or mentoring sessions or how to build and support resilience?					0
	Would you like to add any information that you think it may help me understand your point of view and your experiences?					0
	Gender? (for the researcher to fill it out)	M	F	0		
	What is your age?			36		
	Whether this year, if answered not completed a survey with the same topic. Did you have a chance to take it?	Yes	No	0		
	What is your nationality?			Indonesian		



# Interview PARTICIPANT 15 (Qualitative Phase).

**Short introduction about this interview:** This interview is part of my research project to understand your experiences in cross-cultural work contexts. The purpose of interviewing you today is to hear how you, Host Country National (HCN), might adjust to working in culturally diverse settings and learn how to overcome any challenges (if any). I would also like to understand what may affect your work and how your resilience might relate to job satisfaction, organizational commitment, and job productivity.

By completing this interview, you will contribute to my research effort to produce the experience of resilience across cultures. With the exception of the interviewing you, your responses to this interview are confidential to the public. Your name will be anonymous and will be combined with the responses of approximately 44 other people. Your participation in this project is voluntary and you may discontinue the interview at any time. It takes around 10-20 minutes to complete this interview. If you would like to receive a summary of the results of this research, please let me know and provide your email address.

**Chat to the COVID-19 pandemic:** we also have interested in job questions to understand the changes to your circumstances and to the implications (if any) to your resilience in the multicultural work context.

**Do you consent to be interviewed and record our interview?**  
 - In Arabic or Al sururi  
**Informing the interviewee:** I am filling in a form so that I can compare various groups.  
**Are you familiar with the term "Resilience"?**  
 Since the overall focus of my thesis is RESILIENCE, how about starting with the understanding of this term and its origin. I think came from Latin language and the 1st meaning is the ability of a substance or object to spring back into its original shape (physical), whereas when we talk about a resilient person is "how well can a person adjust to the after crisis, difficulties, tragedy", in our cases, we use this term to see how a person is willing to make changes in workplace after suffering with foreigners.

Q	Response	Strongly Disagree	Disagree	Agree	Strongly Agree	Interviewer	Notes
1	How do you describe your role in your primary place of work? <b>Resilience</b>					Full time, Exp time, MIT contract, Foreign Contract, Local (short), MMC, Government, Public	10 Interviewer - My experience is working with foreigners and looking when I feel from equality I don't think a difference between those two groups. There are times when the foreigner make work a little bit more difficult. There is no difference for me when dealing with local and foreigners. The rules are the same.
2	Is either of the following types of organizations do you currently work or do you work most recently? <b>Stress</b>					Yes, No	7 Interviewer - Not at all. Foreigners who are from different states in Bahrain. There are foreigners that are from other states like you. For example, you are from the state of Jeddah, Saudi Arabia and the other is from the state of Riyadh, Saudi Arabia. The other states that are mentioned in Bahrain are Doha, Ajlun, and others. There are some foreigners who are from other states, so all of those states stress to us.
3	Do you share the same local culture as the owners or managers of your organization? <b>Job Satisfaction</b>					Yes, No	10 Interviewer - I love my job
4	Are you a citizen of the country in which you are currently working? <b>Organizational Commitment</b>					Yes, No	10 Interviewer - Yes, I'm fully committed
5	How often do you interact with foreign national, expatriate, or transnational at work? <b>Job Productivity</b>					Very Often, Often, Sometimes, Rarely, Never	10 Interviewer - I don't think it is affected in anyway when working with foreigners (expats)? If yes, how? Interviewer - Same
6	Have you been laid off from your job due to this pandemic? <b>Job Performance</b>					Yes, No	10 Interviewer - My performance and my staff's performance is not good
7	How do you describe your level of RESILIENCE at work? <b>Sense of Belonging (Being In)</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - No, definitely I belong to this company
8	Does working with foreigners (expats) affect your Resilience? If yes, please explain? <b>Cats</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - No, definitely I belong to this company
9	Did COVID-19 affect your overall Resilience at work? If yes, how? <b>What is your name?</b>					Yes, No	10 Interviewer - No, definitely I belong to this company
10	How do you describe the level of STRESS at work? <b>What is your age?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - Not at all
11	Is your Stress related, in anyway, to working with foreigners (expats)? If yes, how? <b>What is your gender?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - Not at all
12	Did COVID-19 affect your overall Stress at work? If yes, how? <b>What is your nationality?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - Not at all
13	How do you describe your JOB SATISFACTION? <b>What is your marital status?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - I love my job
14	Is your Job Satisfaction affected in anyway when working with foreigners (expats)? If yes, how? <b>What is your job title?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - I like working to do with foreigners. Computers are not the Bahrain. There is no such a thing Computer or look, no difference.
15	Is your Job Satisfaction the same before and after COVID-19? <b>What is your education level?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - Same
16	How do you describe your ORGANIZATIONAL COMMITMENT? <b>What is your highest educational level?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - Yes, I'm fully committed
17	Is your Organizational Commitment affected in anyway when working with foreigners (expats)? If yes, how? <b>What is your current salary?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - Not at all
18	Is your Organizational Commitment the same before and after COVID-19? <b>What is your current salary?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - Yes, I'm fully committed
19	How do you describe your JOB PRODUCTIVITY? <b>What is your current salary?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - I don't think it is affected in anyway when working with foreigners (expats)? If yes, how? Interviewer - Same
20	Is your Job Productivity affected in anyway to working with foreigners (expats)? If yes, how? <b>What is your current salary?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - My performance and my staff's performance is not good
21	Is your Job Productivity the same before and after COVID-19? <b>What is your current salary?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - Same
22	How do you describe your JOB PERFORMANCE? <b>What is your current salary?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - My performance and my staff's performance is not good
23	Is your Job Performance affected in anyway to working with foreigners (expats)? If yes, how? <b>What is your current salary?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - No
24	Is your Job Performance the same before and after COVID-19? <b>What is your current salary?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - No, definitely I belong to this company
25	How do you describe your SENSE OF BELONGING (Being In)? <b>What is your current salary?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - No, definitely I belong to this company
26	Is your Sense of Belonging (Being In) affected in anyway to working with foreigners (expats)? If yes, how? <b>What is your current salary?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - No
27	Is your Sense of Belonging (Being In) the same before and after COVID-19? <b>What is your current salary?</b>					Strongly Disagree, Disagree, Agree, Strongly Agree	10 Interviewer - Yes
28	Did COVID-19 affect your overall relationship with foreign workers at your company? If yes, how? <b>What is your current salary?</b>					Yes, No, Somewhat	10 Interviewer - No, definitely I belong to this company
29	If you think Resilience is important when working in a multicultural environment, and especially now during COVID-19, how can we strengthen (improve) it? <b>What is your current salary?</b>					Yes, No, Somewhat	10 Interviewer - No, definitely I belong to this company
30	Did your organization support you with the adjustments needed to continue working during COVID-19? <b>What is your current salary?</b>					Yes, No, Somewhat	10 Interviewer - No, definitely I belong to this company
31	Do you think the resilience in you helped overcome the difficulties faced while working during COVID-19? <b>What is your current salary?</b>					Yes, No, Somewhat	10 Interviewer - No, definitely I belong to this company
32	Did you ever have training in strengthening resilience at work? Did you receive any coaching or mentoring sessions on how to build and support resilience? <b>What is your current salary?</b>					Yes, No, Somewhat	10 Interviewer - No, definitely I belong to this company
33	Would you like to add any information that you think it may help me understand your point of view and your experiences? <b>What is your current salary?</b>					Yes, No, Somewhat	10 Interviewer - No, definitely I belong to this company
34	Gender (for the researcher to fill it out) <b>What is your current salary?</b>					M, F	10 Interviewer - No, definitely I belong to this company
35	What is your name? <b>What is your current salary?</b>					Yes, No	10 Interviewer - No, definitely I belong to this company
36	What is your age? <b>What is your current salary?</b>					Yes, No	10 Interviewer - No, definitely I belong to this company
37	What is your gender? <b>What is your current salary?</b>					Yes, No	10 Interviewer - No, definitely I belong to this company
38	What is your nationality? <b>What is your current salary?</b>					Bahraini	10 Interviewer - No, definitely I belong to this company

# Interview PARTICIPANT 16 (Qualitative Phase)

**Short introduction about this interview:** This interview is part of my research project to understand your experiences in cross-cultural work contexts. The purpose of interviewing you today is to hear how you, Host Country National (HCN), might adapt to working in culturally diverse settings and learn how to overcome any challenges (if any). I would also like to understand what may stress you out at work and how your resilience might relate to job satisfaction, organizational commitment, and job productivity.

By completing this interview, you will contribute to my research effort to promote the importance of resilience across cultures. With the exception of me interviewing you, your responses to the interview are confidential to the public (your name will be anonymous) and will be combined with the responses of approximately 44 other people. Your participation in this project is voluntary and you may discontinue the interview at any time. It takes around 15-20 minutes to complete this interview. (If you would like to receive a summary of the results of this research, please let me know and provide your email address).

Due to the COVID-19 pandemic, we are also interested to ask questions to understand the changes to your circumstances and to hear implications (if any) to your resilience in the institutional work contexts.

Do you consent to be interviewed and record our interview?

Informing the interviewees: I am filling in a form so that I can compare various groups.

Are you familiar with the term "Resilience"?

Since the overall focus of my thesis is RESILIENCE, now about starting with the understanding of this term and its origin: it does come from Latin language and the root meaning is the ability of a substance or object to spring back into its original shape (physical); whereas when we talk about a resilient person is "how well can a person adapt to life after crisis, difficulties, tragedy". In our class, we use this term to see how a person is willing to make changes in workplace to adapt when working with foreigners.

-In Arabic is: Al mawana

Item	Response	Strength	Disagree	Agree	Weakly Agree	Interviewee	Code
1. How would you describe your role in your primary place of work?	Full time Part time MOY working Foreign Owned Local Owned						
2. In which of the following types of organizations do you currently work or did you work most recently?	Private Non-Profit Government Public						
3. Do you consider the culture local (customs or the general attitudes) of your organization?	Yes No						
4. Are you a citizen of the country in which you are currently working?	HCN Yes No						
5. How often do you interact with foreign nationals, expatriates, or non-citizens at work?	Never Sometimes Very Often						
6. Have you been laid off from your job due to the pandemic?	Yes No						
7. How do you describe your level of RESILIENCE at work? (Note: may be / Resilience with questions about Resilience)		Low	Average	High		Interviewee - Around 8 or 9 "Why would you say around 8 or 9?" - We have to interact with foreigners or quite on quite regular every single day. Personally I don't feel like I should have the word resilient for myself personally because I think like I've been accustomed to working in a certain way. It's a matter of being resilient for me but it's not a matter of being to be resilient because I think being resilient with this factor that I thought, really makes whether your local or expatriate. <b>CROSSING CULTURES INTERACT</b> in the work. The work related but for differences between local and expatriate. This is how we should handle it.	30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 101 102 103 104 105 106 107 108 109 110 111 112 113 114 115 116 117 118 119 120 121 122 123 124 125 126 127 128 129 130 131 132 133 134 135 136 137 138 139 140 141 142 143 144 145 146 147 148 149 150 151 152 153 154 155 156 157 158 159 160 161 162 163 164 165 166 167 168 169 170 171 172 173 174 175 176 177 178 179 180 181 182 183 184 185 186 187 188 189 190 191 192 193 194 195 196 197 198 199 200 201 202 203 204 205 206 207 208 209 210 211 212 213 214 215 216 217 218 219 220 221 222 223 224 225 226 227 228 229 230 231 232 233 234 235 236 237 238 239 240 241 242 243 244 245 246 247 248 249 250 251 252 253 254 255 256 257 258 259 260 261 262 263 264 265 266 267 268 269 270 271 272 273 274 275 276 277 278 279 280 281 282 283 284 285 286 287 288 289 290 291 292 293 294 295 296 297 298 299 300 301 302 303 304 305 306 307 308 309 310 311 312 313 314 315 316 317 318 319 320 321 322 323 324 325 326 327 328 329 330 331 332 333 334 335 336 337 338 339 340 341 342 343 344 345 346 347 348 349 350 351 352 353 354 355 356 357 358 359 360 361 362 363 364 365 366 367 368 369 370 371 372 373 374 375 376 377 378 379 380 381 382 383 384 385 386 387 388 389 390 391 392 393 394 395 396 397 398 399 400 401 402 403 404 405 406 407 408 409 410 411 412 413 414 415 416 417 418 419 420 421 422 423 424 425 426 427 428 429 430 431 432 433 434 435 436 437 438 439 440 441 442 443 444 445 446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461 462 463 464 465 466 467 468 469 470 471 472 473 474 475 476 477 478 479 480 481 482 483 484 485 486 487 488 489 490 491 492 493 494 495 496 497 498 499 500 501 502 503 504 505 506 507 508 509 510 511 512 513 514 515 516 517 518 519 520 521 522 523 524 525 526 527 528 529 530 531 532 533 534 535 536 537 538 539 540 541 542 543 544 545 546 547 548 549 550 551 552 553 554 555 556 557 558 559 560 561 562 563 564 565 566 567 568 569 570 571 572 573 574 575 576 577 578 579 580 581 582 583 584 585 586 587 588 589 590 591 592 593 594 595 596 597 598 599 600 601 602 603 604 605 606 607 608 609 610 611 612 613 614 615 616 617 618 619 620 621 622 623 624 625 626 627 628 629 630 631 632 633 634 635 636 637 638 639 640 641 642 643 644 645 646 647 648 649 650 651 652 653 654 655 656 657 658 659 660 661 662 663 664 665 666 667 668 669 670 671 672 673 674 675 676 677 678 679 680 681 682 683 684 685 686 687 688 689 690 691 692 693 694 695 696 697 698 699 700 701 702 703 704 705 706 707 708 709 710 711 712 713 714 715 716 717 718 719 720 721 722 723 724 725 726 727 728 729 730 731 732 733 734 735 736 737 738 739 740 741 742 743 744 745 746 747 748 749 750 751 752 753 754 755 756 757 758 759 760 761 762 763 764 765 766 767 768 769 770 771 772 773 774 775 776 777 778 779 780 781 782 783 784 785 786 787 788 789 790 791 792 793 794 795 796 797 798 799 800 801 802 803 804 805 806 807 808 809 810 811 812 813 814 815 816 817 818 819 820 821 822 823 824 825 826 827 828 829 830 831 832 833 834 835 836 837 838 839 840 841 842 843 844 845 846 847 848 849 850 851 852 853 854 855 856 857 858 859 860 861 862 863 864 865 866 867 868 869 870 871 872 873 874 875 876 877 878 879 880 881 882 883 884 885 886 887 888 889 890 891 892 893 894 895 896 897 898 899 900 901 902 903 904 905 906 907 908 909 910 911 912 913 914 915 916 917 918 919 920 921 922 923 924 925 926 927 928 929 930 931 932 933 934 935 936 937 938 939 940 941 942 943 944 945 946 947 948 949 950 951 952 953 954 955 956 957 958 959 960 961 962 963 964 965 966 967 968 969 970 971 972 973 974 975 976 977 978 979 980 981 982 983 984 985 986 987 988 989 990 991 992 993 994 995 996 997 998 999 1000
8. Does working with foreigners (expats) affect your Resilience? If yes, please explain!						Interviewee - No	30
9. Did COVID-19 affect your overall Resilience at work? If yes, how?						Interviewee - Personally (COVID-19)	31
10. How do you describe the level of STRESS at work?		Low	Average	High		Interviewee - Our job is pretty stressful, we have to deal with people's problems, especially when it's stressful. The level 1 to 10 (1 being the lowest and 10 the highest) how would you rate the stress level at work? - 7	32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 101 102 103 104 105 106 107 108 109 110 111 112 113 114 115 116 117 118 119 120 121 122 123 124 125 126 127 128 129 130 131 132 133 134 135 136 137 138 139 140 141 142 143 144 145 146 147 148 149 150 151 152 153 154 155 156 157 158 159 160 161 162 163 164 165 166 167 168 169 170 171 172 173 174 175 176 177 178 179 180 181 182 183 184 185 186 187 188 189 190 191 192 193 194 195 196 197 198 199 200 201 202 203 204 205 206 207 208 209 210 211 212 213 214 215 216 217 218 219 220 221 222 223 224 225 226 227 228 229 230 231 232 233 234 235 236 237 238 239 240 241 242 243 244 245 246 247 248 249 250 251 252 253 254 255 256 257 258 259 260 261 262 263 264 265 266 267 268 269 270 271 272 273 274 275 276 277 278 279 280 281 282 283 284 285 286 287 288 289 290 291 292 293 294 295 296 297 298 299 300 301 302 303 304 305 306 307 308 309 310 311 312 313 314 315 316 317 318 319 320 321 322 323 324 325 326 327 328 329 330 331 332 333 334 335 336 337 338 339 340 341 342 343 344 345 346 347 348 349 350 351 352 353 354 355 356 357 358 359 360 361 362 363 364 365 366 367 368 369 370 371 372 373 374 375 376 377 378 379 380 381 382 383 384 385 386 387 388 389 390 391 392 393 394 395 396 397 398 399 400 401 402 403 404 405 406 407 408 409 410 411 412 413 414 415 416 417 418 419 420 421 422 423 424 425 426 427 428 429 430 431 432 433 434 435 436 437 438 439 440 441 442 443 444 445 446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461 462 463 464 465 466 467 468 469 470 471 472 473 474 475 476 477 478 479 480 481 482 483 484 485 486 487 488 489 490 491 492 493 494 495 496 497 498 499 500 501 502 503 504 505 506 507 508 509 510 511 512 513 514 515 516 517 518 519 520 521 522 523 524 525 526 527 528 529 530 531 532 533 534 535 536 537 538 539 540 541 542 543 544 545 546 547 548 549 550 551 552 553 554 555 556 557 558 559 560 561 562 563 564 565 566 567 568 569 570 571 572 573 574 575 576 577 578 579 580 581 582 583 584 585 586 587 588 589 590 591 592 593 594 595 596 597 598 599 600 601 602 603 604 605 606 607 608 609 610 611 612 613 614 615 616 617 618 619 620 621 622 623 624 625 626 627 628 629 630 631 632 633 634 635 636 637 638 639 640 641 642 643 644 645 646 647 648 649 650 651 652 653 654 655 656 657 658 659 660 661 662 663 664 665 666 667 668 669 670 671 672 673 674 675 676 677 678 679 680 681 682 683 684 685 686 687 688 689 690 691 692 693 694 695 696 697 698 699 700 701 702 703 704 705 706 707 708 709 710 711 712 713 714 715 716 717 718 719 720 721 722 723 724 725 726 727 728 729 730 731 732 733 734 735 736 737 738 739 740 741 742 743 744 745 746 747 748 749 750 751 752 753 754 755 756 757 758 759 760 761 762 763 764 765 766 767 768 769 770 771 772 773 774 775 776 777 778 779 780 781 782 783 784 785 786 787 788 789 790 791 792 793 794 795 796 797 798 799 800 801 802 803 804 805 806 807 808 809 810 811 812 813 814 815 816 817 818 819 820 821 822 823 824 825 826 827 828 829 830 831 832 833 834 835 836 837 838 839 840 841 842 843 844 845 846 847 848 849 850 851 852 853 854 855 856 857 858 859 860 861 862 863 864 865 866 867 868 869 870 871 872 873 874 875 876 877 878 879 880 881 882 883 884 885 886 887 888 889 890 891 892 893 894 895 896 897 898 899 900 901 902 903 904 905 906 907 908 909 910 911 912 913 914 915 916 917 918 919 920 921 922 923 924 925 926 927 928 929 930 931 932 933 934 935 936 937 938 939 940 941 942 943 944 945 946 947 948 949 950 951 952 953 954 955 956 957 958 959 960 961 962 963 964 965 966 967 968 969 970 971 972 973 974 975 976 977 978 979 980 981 982 983 984 985 986 987 988 989 990 991 992 993 994 995 996 997 998 999 1000
11. Is your Stress related, in anyway, to working with foreigners (expats)? If yes, how?						Interviewee - Not at all	31
12. Did COVID-19 affect your overall Stress at work? If yes, how?						Interviewee - For sure many things became more due to COVID-19. I totally agree that COVID has affected us. The fact that we can't see the cases, we can really understand because have been submitted only for public domain at all through the computer so we don't see how to go out a bed in the court	32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 101 102 103 104 105 106 107 108 109 110 111 112 113 114 115 116 117 118 119 120 121 122 123 124 125 126 127 128 129 130 131 132 133 134 135 136 137 138 139 140 141 142 143 144 145 146 147 148 149 150 151 152 153 154 155 156 157 158 159 160 161 162 163 164 165 166 167 168 169 170 171 172 173 174 175 176 177 178 179 180 181 182 183 184 185 186 187 188 189 190 191 192 193 194 195 196 197 198 199 200 201 202 203 204

## Interview PARTICIPANT 17 (Qualitative Phase)

**Short introduction about this interview:** This interview is part of my research project to understand your experiences in cross-cultural work contexts. The purpose of interviewing you today is to hear how you, Host Country National (HCN), might adapt to working in culturally diverse settings and learn how to overcome any challenges (if any). I would also like to understand what may stress you out at work and how your resilience might relate to job satisfaction, organizational commitment, and job productivity. By completing this interview, you will contribute to my research effort to promote the importance of resilience across cultures. With the exception of me interviewing you, your responses to this interview are confidential to the public (your name will be anonymous) and will be combined with the responses of approximately 44 other people. Your participation in this project is voluntary and you may discontinue the interview at any time. It takes around 15-20 minutes to complete this interview. (If you would like to receive a summary of the results of this research, please let me know and provide your email address).  
 - Due to the COVID-19 pandemic, we are also interested to ask questions to understand the changes to your circumstances and to their implication (if any) to your resilience in the multicultural work contexts.  
 -Do you concur to be interviewed and record our interview?  
 -Is this a good time to conduct our interview?

**Informing the interviewees:** I am filling in a form so that I can compare various groups.

Are you familiar with the term "Resilience"?

Since the overall focus of my thesis is RESILIENCE, how about starting with the understanding of this term and its origin: it does come from latin language and the 1st meaning is the ability of a substance or object to spring back into its original shape (physics); whereas when we talk about a resilient person is "how well can a person adapt to life after crisis, difficulties, tragedy". In our case, we use this term to see how a person is willing to make changes in workplace to adapt when working with foreigners.

- In Arabic is: Al muruna

		Responses			
	How would you describe your role in your primary place of work?	Full time	Part time	NOT working	X
	In which of the following types of organizations do you currently work or did you work most recently?	Private	Foreign Owned	Local Owned	X
		Non-Private	MNC	Government	Public
	Do you share the same local culture as the owners or managers of your organization?	Yes	No	X	
	Are you a citizen of the country in which you are currently working?	HCN	Yes	No	X
	How often do you interact with foreign nationals, expatriates, or non-citizens at work?	Never	Sometimes	Very Often	X
		Have you been laid off from your job due to the pandemic?	Yes	No	X
1	How do you describe your level of RESILIENCE at work? (Note: may be illustrated with questions about Resilience)	Low	Average	High	X
2	Does working with foreigners (expats) effect your Resilience? If yes, please explain? Did COVID 19 effect your overall Resilience at work? If yes, how?	Strongly Disagree	Dis-agree	Agree	Strongly Agree
3		X			
4	How do you describe the level of STRESS at work?	Low	Average	High	X
5	Is your Stress related, in anyway, to working with foreigners (expats)? If yes, how? Did COVID 19 effect your overall Stress at work? If yes, how?	Strongly Disagree	Dis-agree	Agree	Strongly Agree
6		X			
7	How do you describe your JOB SATISFACTION?	Low	Average	High	X
8	Is your Job Satisfaction affected in anyway when working with foreigners (expats)? If yes, how? Is your Job Satisfaction the same before and after COVID 19?	Strongly Disagree	Dis-agree	Agree	Strongly Agree
9		X			X
10	How do you describe your ORGANIZATIONAL COMMITMENT?	Low	Average	High	X
11	Is your Organizational Commitment affected in anyway when working with foreigners (expats)? If Is your Organizational Commitment the same before and after COVID 19?	Strongly Disagree	Dis-agree	Agree	Strongly Agree
12		X			X
13	How do you describe your JOB PRODUCTIVITY?	Low	Average	High	X
14	Is your Job Productivity affected in anyway to working with foreigners (expats)? If yes, how? Is your Job Productivity the same before and after COVID 19?	Strongly Disagree	Dis-agree	Agree	Strongly Agree
15		X			X
16	How do you describe your JOB PERFORMANCE?	Low	Average	High	X
17	Is your Job Performance affected in anyway to working with foreigners (expats)? If yes, how? Is your Job Performance the same before and after COVID 19?	Strongly Disagree	Dis-agree	Agree	Strongly Agree
18		X			X
19	How do you describe your SENSE of BELONGING (fitting in)?	Low	Average	High	X
20	Is your Sense of Belonging (fitting in) affected in anyway to working with foreigners (expats)? If Is your Sense of Belonging (fitting in) the same before and after COVID 19?	Strongly Disagree	Dis-agree	Agree	Strongly Agree
21		X			X
22	Did COVID 19 effect your overall relationship with foreign workers at your company? If yes, how?	X			
23	If you think Resilience is important when working in a multicultural environment, and especially now during COVID-19, how can we strengthen (improve) it?		x		
24	Did your organization support you with the adjustments needed to continue working during COVID-19?			X	
25	Do you think the resilience in you helped overcome the difficulties faced while working during COVID-19?			X	
26	Did you ever have training in strengthening resilience at work? Did you receive any coaching or mentoring sessions on how to build and support resilience?			X	
27	Would you like to add any information that you think it may help me understand your point of view and your experiences?			X	Team work helped me become more resilient.
	Gender? (for the researcher to fill it out)	M	F		x
	What is your age?	69			
	Earlier this year, I prepared and circulated a survey with the same topic. Did you have a chance to take it?	Yes	No		x
	What is your nationality?	Bahraini			

**APPENDIX E – Tables**

**Table 4 – Resilience total scores**

Participants	Resilience			Resilience & Foreign workers		Resilience & COVID-19	
	Low	Average	High	Strongly Disagree/Disagree	Agree/Strongly Agree	Strongly Disagree/Disagree	Agree/Strongly Agree
1		X		x		x	
2			X		x		X
3		X			x		X
4			X		x	x	
5		X			x		X
6			X	x			X
7			X	x			X
8			X		x		X
9		X			x		X
10			X	x			X
11			X	x			X
12			X	x			X
13			X		x		X
14			X	x		x	
15			X	x		x	
16			X	x		x	
17			X	x		x	
<b>Results</b>	<b>0</b>	<b>4</b>	<b>13</b>	<b>10</b>	<b>7</b>	<b>6</b>	<b>11</b>

**Table 5 – Stress total scores**

Participants	Stress			Stress & Foreign workers		Stress & COVID-19	
	Low	Average	High	Strongly Disagree/Disagree	Agree/Strongly Agree	Strongly Disagree/Disagree	Agree/Strongly Agree
1		x		X			X
2		x			X		X
3			X		X		X
4			X	X			X
5		x			X		X
6		x		X			X
7			X	X			X
8		x		X			X
9			X		X		X
10		x		X			X
11		x		X			X
12			X	X			X
13			X	X			X
14		X			X		X
15		X		X			X
16		X			X		X
17		X		X		x	
	<b>0</b>	<b>11</b>	<b>6</b>	<b>11</b>	<b>6</b>	<b>1</b>	<b>16</b>

**Table 6 –Job satisfaction total scores**

Participants	Job Satisfaction			Job Satisfaction & Foreign workers		Job Satisfaction & COVID-19	
	Low	Average	High	Strongly Disagree/Disagree	Agree/Strongly Agree	Strongly Disagree/Disagree	Agree/Strongly Agree
1		X		X		X	
2		X		X		X	
3		X			X	X	
4			X		X	X	
5			X	X		X	
6			X	X			X
7			X		X	X	
8			X		X		X
9		X			X	x	
10			X	X			X
11			x	X			X
12		X			X		X
13			X		X		X
14		X		X			X
15			X	X			X
16			X	X			X
17			x	X			X
	<b>0</b>	<b>6</b>	<b>11</b>	<b>10</b>	<b>7</b>	<b>7</b>	<b>10</b>

**Table 7 – Organizational Commitment total scores**

Participants	Organizational Commitment			Organizational Commitment & Foreign workers		Organizational Commitment & COVID-19	
	Low	Average	High	Strongly Disagree/Disagree	Agree/Strongly Agree	Strongly Disagree/Disagree	Agree/Strongly Agree
1		X		X		X	
2		X		X			X
3		X			X	X	
4			X		X		X
5			X	X		X	
6			X	X			X
7			X		X	X	
8		X			X		x
9	X				X		X
10			X	X			X
11			X	X			X
12		X		X		X	
13			X	X			X
14		X		X			X
15			X	X			X
16			X	X			X
17			x	x			X
	<b>1</b>	<b>6</b>	<b>10</b>	<b>12</b>	<b>5</b>	<b>5</b>	<b>12</b>

**Table 8 – Job Productivity total scores**

Participants	Job Productivity			Job Productivity & Foreign workers		Job Productivity & COVID-19	
	Low	Average	High	Strongly Disagree/Disagree	Agree/Strongly Agree	Strongly Disagree/Disagree	Agree/Strongly Agree
1			X	X		X	
2			X	X		X	
3		X			X	X	
4		X		X		X	
5			X		X	X	
6			X	X		X	
7	X			X		X	
8		X			X		X
9		X			X		X
10			X		X		X
11			X	X		X	
12			X	X		X	
13			X		X		X
14			X		X		X
15			X	X			X
16			X	X			X
17			X	x			X
	1	4	12	10	7	9	8

**Table 9 – Job Performance total scores**

Participants	Job Performance			Job Performance & Foreign workers		Job Performance & COVID-19	
	Low	Average	High	Strongly Disagree/Disagree	Agree/Strongly Agree	Strongly Disagree/Disagree	Agree/Strongly Agree
1			X	X			X
2			X	X		X	
3		X			X	X	
4			X	X		X	
5			X		X	X	
6			X	X		X	
7	X			X		X	
8			X	X		X	
9		X			X		X
10		X			X	X	
11			X	X			X
12		X			X		X
13			X		X		X
14			X	X		X	
15			X	X		X	
16			X	X		x	
17			X	X			X
	1	4	12	11	6	11	6

**Table 10 – Sense of Belonging total scores**

Participant s	Sense of Belonging			Sense of Belonging & Foreign workers		Sense of Belonging & COVID-19	
	Low	Average	High	Strongly Disagree/Disagree	Agree/Strongly Agree	Strongly Disagree/Disagree	Agree/Strongly Agree
1		X		X			X
2		X		X		X	
3	x				X		X
4			X		X		X
5			X	X		X	
6			X	X			X
7			X				
8			X	X			X
9		X			x	X	
10							
11			X	X			X
12		X			X		X
13	x			X			X
14			X		X		X
15			X	X			X
16			X	X			X
17			X	X			X
	2	4	10	10	5	3	12

**Table 11 – All variables total scores**

Participants	Resilience	Stress	Job Sat	Org Comm	Job Prod	Job Perf	Sense of B
1	7	5	5	5	8	8	7
2	8	7	7	6	9	8	7
3	4	9	6	6	6	4	2
4	8	9	9	8	7	9	8
5	7	7	10	10	8	8	10
6	8	4	10	9	8	9	10
7	9	10	8	10	1	1	8
8	8	6	9	7	7	8	9
9	7	9	4	2	6	4	4
10	10	4	10	10	10	7	0
11	8	5	9	10	9	10	8
12	8	9	7	7	8	7	7
13	10	8	10	10	10	10	1
14	8	7	4	4	8	8	9
15	10	7	10	10	10	10	10
16	8	7	10	10	10	10	10
17	9	6	9	9	9	9	9
Mean (Average)	8.06	7.00	8.06	7.82	7.88	7.65	7.00
St. Dev	1.43	1.84	2.16	2.51	2.20	2.50	3.26

