CHAPTER 7
SUMMARY AND CONCLUSION
The review of thematic literature has been carried out in chapter two. It reviews the literatures related to the condition of migrants and also on the categorisation of ethnographic documentation of expatriates. The focus is on the United Arab Emirates (UAE) and in other Gulf countries. The literatures include researches carried out on their working conditions, wages and other socio-economic parameters. The discussion on the process of expatriation to UAE and also the challenges faced by expatriates related to their wage and working conditions have also been undertaken based on the review of literature on the theme.

Some of the areas which have been covered as part of the review of literature include ethnographic analysis of expatriates in UAE, expatriation process, working conditions and challenges for expatriates and also the cross-cultural contexts. The expatriates face numerous socio-economic challenges when they migrate to another country to live and work there. These challenges range from being economic to cultural and influence their life. Sometimes, they have serious implications for the expatriates. This research has addressed the central idea of studying the socio-economic challenges faced by expatriates in the UAE. Khalaf and Alkobaisi (1999) provided the documentary evidence of expatriates from Asian countries particularly from India on the challenges related to the working environment in UAE. The paper highlights an incidence about an expatriate from India working in a construction company. The case mentioned by Alkobaisi (1999) suggests that how the working conditions and contracts are changed when expatriates actually reach UAE. This again points out to the flaws in the expatriation process in the home country as well, as discussed in chapter two. Moreover, it was seen that the new contract that the first time expatriates received in UAE was written in Arabic, while the contracts signed by the expatriates in their home countries were in English. Sasidharan (2008) studied the process of expatriation in detail while analysing their working conditions in various working camps. He found that most of the workers who migrated from India to UAE are working in camps. But an important aspect is his analysis of the process of expatriation.

It argues that most of the expatriates come across so many recruitment agents, visa agents and middlemen in the home country that he gets confused as to who is the main agent through whom the application is being processed. This paper largely concentrates on the working condition of labourers in UAE and the issues involved in
their living conditions. The paper, however, does not highlight the technical and systematic flaws in recruitment process of expatriates in home country.

In case of process of expatriation in the host (labour-receiving) countries such as UAE and Saudi Arabia, different process is involved depending upon the type of labour. A widely known process for contract unskilled and semi-skilled labour such as drivers is carried out through Kafala System or ‘Ka’feel’, who are the local sponsors. Rhys (2008) has accounted for these aspects of expatriation. A large number of contract workers mostly unskilled labourers are employed in sectors such as construction, municipality, industrial cleaning firm, agriculture, livestock, building maintenance, road construction. These workers live in urban centers with several of them sharing a room.

In fact, the challenges faced by the expatriates have been seen in this research both from the practical aspects as well from the policy aspects. This implies that in case of practice, it is related to the multicultural contexts and international human resource management practices. Moreover, as a matter of policy, it pertains to national labour laws and conventions like that of International Labour Organisation (ILO). This research has also taken into account the pertinent literatures related to ILO conventions as well to build the arguments.

With the assessment of discourse through literature review and research gap owing to the lack of adequate qualitative and quantitative research on the theme of migration and expatriation from India to the UAE, chapter 3 provides the methodologies used in this research. Based on literature review and the research gap identified in the previous chapter, this chapter provides a comprehensive description of the methodological approach opted to carry out the study. The detailed descriptions of the field study, data collection and the statistical techniques used in the study have been discussed. This chapter also describes the methodologies adopted to undertake the field study in order to carry out the current research. For survey, the pre-test of the instrument used for data collection, along with the data collection procedure, the sample and construct selections have been described. An explanation of development of the reliability test of the instrument, statistical techniques, which have been used to analyse the data and test the research hypothesis have also been discussed in this chapter. Considering the objectives of this research, a multi-pronged approach has
been adopted to carry out the research which encompasses primary survey, case studies and interviews with stakeholders like the employers in UAE, officials from Ministry of Overseas Indian Affairs (MOIA) and International Labour Organisation (ILO). As in case of the first objective which is about studying the causes of labour migration from India to UAE and their assessment, both primary and secondary research have been conducted. The main focus of this research has been the process of expatriation, which has also been analysed by writing case studies based on primary data and interviews of expatriates as well as employers in the UAE. The research methodology has been categorised into three phases. The three phases include:

- **Phase-I:** Survey of Overseas Consultants
- **Phase-II:** Survey of Indian expatriates in UAE
- **Phase-III:** Interviews with officials from MOIA, returned migrants, UAE employer, and ILO.

The Statistical Package for Social Science (SPSS) software version 20.0 has been used for statistical analysis. A sample of data comprising from each skills segment has been used in this study constitute of expatriates from three major segments of labour viz. skilled, semi-skilled and unskilled. The respondents are from three Emirates of the UAE – Dubai, Sharjah and Abu Dhabi – which have been chosen owing to their respective relevance of being an economic centre, a city with high population density and Abu Dhabi being the capital city. Some of the statistical techniques used in this study include test of homogeneity of variances by Levene statistic, correlation analysis, ANOVA test, and multiple comparisons by Post-Hoc test.

In fact, for the primary research related activities carry out research objectives such as the objectives number 1, 3 and 4 of this research. The first phase of primary survey consists of 30 respondents which are from overseas recruitment agencies in New Delhi. The research is carried out through random sampling. While approaching to the expatriates as the sample for questionnaires, both online as well as telephonic survey has been used in order to fill the questionnaires. Since the idea was to capture larger number of expatriates, it was based on contacting them at random basis of selection. On the other hand, for randomly selection of expatriates, they were classified into various types of clusters. Thus, the questions were asked to skilled, semi-skilled and unskilled labour. The size of population for each cluster is 30 and it is 90 combined.
This was the second phase of field survey. The current research has used both open-ended questions and closed-ended questions to capture the broad views of respondents. These questions are prepared in accordance with the objectives expressed earlier. After collecting the data through surveys, reliability test for the questions that have been asked to the respondents was carried out. The reliability test is technically a process to test the internal consistency of the questions.

Further, chapter four examines about the Indian expatriates in the UAE and those aspects related to their decisions to migrate. Various theories and the process of expatriation to UAE and its labour laws, living conditions and expatriate management practices have also been discussed in this chapter. The causes of migration have also been discussed. These includes wage differentials, influence of friends and relatives, maximizing income and minimizing risk, unemployment in home country, migration cost, geographical proximity, and, demand-led reasons. For instance, the wage differences between the two countries are one of the most important reasons for migration of labour. People move from low-wage giving countries to high-wage giving countries and low wages become the push factor and lucrative wages becomes the pull factor of an economy. This is one of the important reasons why people migrate from India to GCC. This cause of migration is well explained by the Neo-Classical Theory of International Migration, which also explains that cause of migration is wage differentials. It also explains that the lower migration costs also have impact on migration and that it is an individual decision for income maximization. The issues and challenges faced by Indian expatriates in the UAE, the ILO conventions, and UAE Labour laws and its comparative analysis with the ILO conventions have also been discussed in this chapter. The theories of migration have also been discussed from which reasons of migration have been explored and have been related in context of Indian expatriates. Some of the theories which have been discussed include neoclassical economics theory, new economics of migration theory, decision-making models, dual labour market theory, world systems theory, world society approach and network theory.

The issues and challenges faced by Indian expatriates have been discussed under the heads of socio-cultural issues, labour camps, rising inflation and underpaid labour, exploitation and harsh working conditions, local sponsors, detentions and imprisonment, restriction in forming trade unions and associations. Some such challenges are
inconsistent with ILO Declaration on Fundamental Principles and Rights at Work and international instruments on migrant workers. An immediate change in government policy and ratification of international conventions by GCC countries is urgently necessary to protect the interests of the expatriates and rights of migrants. A multilateral initiative is needed towards transparent cooperation between countries and official documentations with regard to the situation of expatriates in various countries particularly in UAE. A comparative study of ILO conventions and UAE labour law has been carried out in this chapter. Some of the conventions dealt in this chapter for this analysis include the following: Hours of work (Industry) Convention, 1919; Forced Labour Convention, 1930; Night Work (Women) convention (Revised), 1948; and Discrimination (Employment and Occupation Convention), 1958, among several others.

In fact, ILO has several conventions related to the rights of the expatriates. Besides, the core convention also discusses the rights of the labour. ILO Convention on Migration for Employment 1949 (No. 97) in its Article 11 states: ‘migrant for employment means a person who migrates from one country to another with a view to being employed otherwise than on his own account and includes any person regularly admitted as a migrant for employment’. ILO has developed detailed guidelines for formulation of migration policies for labour-sending and labour-receiving countries: a) employing foreign workers: a manual on policies and procedures of special interest to middle-and low-income countries, Geneva, ILO, 1996, and, b) sending workers abroad: a manual for low-and middle-income countries, Geneva, ILO, 1997. It can thus be concluded that there are several international conventions on the rights of the migrants’ workers which have either not been ratified by many countries nor are implemented properly.

This leads to several forms of violation of basic human rights, freedom and social well-being. International conventions on the rights of migrant workers are often ignored. Also, the participation of females in migrating workforce to GCC is one of the lowest in the world and they also face immense challenges in terms of inequality of opportunities and of wages and discrimination in promotions, among others. The issue of ratification of international conventions and their serious implementation is a matter of concern as we still find Indians facing poor work conditions in the GCC countries.
On the expatriation process, questions involved the basic recruitment process the consultant follows such as how much they charge from candidate, mode of recruitment, who bears the cost of conduct of interview, in how many locations they schedule it and preferred location for that, what all facilities they provide to the candidate before and after expatriation, What they did for getting license and how much time it takes etc.

During the field study, it was found that the consultancies do not support the survey as they feel that some official from the Ministry has come for the investigation. The researcher convinced that this is for academic purposes only and that the names will be kept confidential even then some preferred not to fill the form in their own handwriting. Some of the consultancies did not gave chance to talk even after prior appoint, and could not be included in the study.

Further, the expatriates in cross-cultural contexts have been discussed in chapter five. The theoretical frameworks of cross-cultural management explore the cultural differences faced by expatriates in UAE. Some of the theoretical frameworks that have been discussed in this chapter include Florence Kluckhohn and Fred Strodbeck Model and Indian Culture Context, Hofstede Theory and cultural contexts of India and the UAE, and Trompenaar’s model. This chapter has also discusses the concept of Emiratisation and its imperatives in the evolving scenario, and also its implications for the migrants.

It has also analysed some of the cultural differences faced by Expatriates in the UAE including those related to festival within boundaries, promotion of decent clothing, languages, etc. It also discussed the indicators of multiculturalism in UAE and can also be concluded that the cross-cultural training is necessary for Indian expatriates. Cross-cultural management is an issue of discourse as globalisation has increased the cross-border mobility. It has been seen that increasing numbers of expatriate workers are now accompanied by their family and children, thus creating the need of not only workplace adjustment but also social and cultural adjustment of self and family. In fact, the UAE hosts a large number of Indian expatriates and efficient cross-cultural management will lead to higher productivity of employees. Also, such training will reduce the instances of cultural shocks faced by the expatriates.
The UAE government has adopted a strategy “Emiratisation” for the deployment of the national workforce in key sectors of the economy. This can be achieved with high quality education and competition in the Job Market. Hijazi et. al. (2008) mentions that 12.7% of expatriates working in private sector (in year 2005) had a post secondary education level which is more than 3 times the total number of UAE nationals with post secondary education.

Bogdan et. al. (2012) did a study on cross-cultural management practices entitled ‘Managing People in the United Arab Emirates’, the study introduces Hofstede analysis in order to show the essence of the UAE culture and to help expatriates managers to adapt quickly to this culture. The study also reflects that there is a clear line between managers and subordinates in Arab cultures. Cerimagic and Smith (2011) in their paper entitled ‘Cross-cultural training: The importance of investing in people’ argues that, there are cultural differences between Australia (and western countries generally) and the UAE (Middle Eastern). The study incorporates various aspects of cross-cultural issues and concludes that our world seems to be becoming smaller and more people live and work overseas in countries which are very different to their home country and recommends cross cultural training. Naithani and Jha (2010) in their paper entitled ‘challenges faced by expatriate workers in Gulf Cooperation Council countries’ discusses that the expatriates from different foreign locations are extended a different social treatment and Asian expatriates do not enjoy the same social status as their counterparts from western world do.

As a matter of fact, it can be concluded that the Indian expatriates in the UAE do have training needs. In fact, the necessity is even larger in terms of global applications, when people from different origins work together. Organisation today faces various challenges in terms of multiculturalism in an organisation, such as to maintain the organisations own culture, conflict due to ethnic variances, efficient and effective management and their exists the needs for Cross cultural training. Ceremagic and Smith (2011) mentions that major International companies have established themselves in the United Arab Emirates (UAE) market by setting up their regional headquarters in Dubai. These companies do not realise that if they do not appropriately train and prepare their expatriates for their overseas assignments the expatriates are more likely to experience difficulties that can have a serious impact on their employee’s effectiveness and on the company’s activities.
There exists a reason for cross-cultural training for Indian expatriates to UAE due to huge expatriation and huge trade relations between the countries. There are various approaches of Cross cultural training some of which includes, information or fact-oriented training, attribution training, experiential learning training, cultural awareness training etc. The training should present the real situation at the workplace and pros and cons of the job profile.

Expatriate should also have general understanding of law and order of the host country. At last but not the least they should also know the aspects when they come back to the home country as its evident that when people go outside their country and live there for a considerable time they initially try to maintain their original dress, food, religious practices and habits but later on they observe the practices of host country and through the time they changes. This is the general phase of transition the expatriate faces.

The findings of this research have been presented in chapter six. The chapter presents the analysis and findings of the research based on both qualitative as well as quantitative analysis. It also includes the findings of the primary data collected in all three phases as well. Phase I: Data collection from consultants at Delhi, Phase II: Data collection from Indian expatriates at United Arab Emirates (UAE), Phase III: Conducting Interviews at Ministry of Overseas Indian Affairs (MOIA) and International Labour Organisation (ILO), New Delhi. Some of the key findings that have been presented in this chapter include those on the causes of labour migration from India to the UAE, expatriation process and findings of primary data, challenges faced by Indian expatriates in the UAE based on primary data, expatriate management in UAE and cross-cultural training needs, and, policy measures for cross-cultural practices in expatriate management in the UAE.

To understand causes of expatriation from India the questions under various variables such as employment conditions, expatriation cost, capital constraints, social networks were asked. But the reliability test omitted some of the important scales under employment conditions and expatriation cost. Therefore, this research relies on causes of migration asked under capital constraints and social networks.

The result suggests that on an average skilled, semiskilled or unskilled responded in a same way for scales asked under capital constraints. It appears that improving
financial conditions and to fulfil socio-economic responsibilities are important reasons for all the segment of labour for expatriation. Some of the Ministry of Overseas Indian Affairs (MOIA) officials who have been interviewed include S. N. Alam (Director, Emigration Policy Division, MOIA), T. K. Manoj Kumar (IAS) Diaspora Services, MOIA, Ruolkhumblien Buhril (Protector General of Emigrants, MOIA). Based on the interview and the discussion, it can be concluded that there are 18 ECR countries (and UAE is one of them) and passport holders are required to go through POE offices for doing job in ECR countries. There is migrants’ resource center in Cochin and Hyderabad from where people can directly go and get information related to expatriation. Also, MOIA runs eighty days awareness programme related to fake agencies in a year via Doordarshan channel. However, there is no mechanism to track the unlicensed agencies in MOIA. The Ministry does not holds records of all expatriates working in UAE or any other country but only ECR passport holders data is available.

Then the interview with UAE employers was also carried out as part of this research. The challenges faced by Indian expatriates in UAE have been examined through small case studies written by the researcher based on field study. To carry out the research in the context of the above analysis, the researcher has collected primary data on Likert Scale through a constructed questionnaire. The primary data has been collected through telephonic discussion, personal interviews and also through online interviews. The questionnaire provides the information that most of the variables which considered under this exercise have been considered on the basis of carefully examination of literature. A pilot study was conducted first to check out the fact that whether the questionnaires have internal consistency. Through the reliability check using Cronbach’s Alpha statistics, the questionnaires were finalised. To do this exercise, means of the respondents of skilled, semi-skilled and unskilled labour have been compared. For this exercise, the Analysis of Variance (ANOVA) was used. The result of the analysis of variance suggested that statistically the responses on account of like expatriation cost, living condition, working condition and wage discrimination were found to be significant.

Further, in order to meet the fourth objective of this research, this chapter also presents the findings on the expatriate management in the UAE and assessment of cross-cultural training needs. The narrations and key outcomes of the interviews with
UAE employers have also been discussed. The discussion also entails on returned migrants from UAE, whose insights and useful learning experiences have contribution to understanding the living conditions and cross-cultural contexts better.

This present research also makes some statistical advances in the field of study of expatriation and migration with respect to Indian expatriates in the UAE. Some of the existing methodologies as used by researchers in the field have been summarised in Table 7.1.

**Table 7.1: Existing methodologies in discourses on Expatriate Management**

<table>
<thead>
<tr>
<th>Researchers</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suter (2005)</td>
<td>Method/technique: face-to-face interview and observation conducted in Dubai</td>
</tr>
<tr>
<td>Tahir &amp; Ismail (2007)</td>
<td>Method/Technique: Personal interviews on semi-structured questionnaire, and narration of the interviews and discussion for expatriates in Malaysia</td>
</tr>
<tr>
<td>Cerimagic &amp; Smith (2011)</td>
<td>Method/Technique: Case method, online survey of project managers working in UAE</td>
</tr>
</tbody>
</table>

Source: Author’s compilation based on review of literatures as mentioned

The Questionnaire has been developed on a Likert scale. Likert scale is a psychometric scale which has been used to analyse the responses in surveys. This technique has been developed by Likert. The scale has been widely used to analyse questionnaires based on scales in social sciences as well as in medical sciences. A five-point Likert Scale has been used to develop questionnaires which include parameters from strongly disagree to strongly agree. A common set of questions have been asked from all skill segment for making a comparative analysis. House maids are not included as the part of study because most of the house maids in the UAE are from the Philippines, Sri Lanka, Bangladesh and Nepal. The duration of this survey was from May 2013 to May 2014.
This present research thus contributes to the body of literature on various counts including examining the socio-economic conditions, ILO conventions, causes of migration from India to the UAE within the context of theoretical frameworks, and the cross-cultural contexts. It will be beneficial in many ways for the society, community development, prospective migrants and their families, expatriates already working in UAE and for the policy makers. The same has been discussed in Chapter 9.

**Suggestions**

Based on this research, some of the key suggestions have been presented here. There should be skill development programme to promote efficient expatriate management to the UAE, so that the employer in UAE should be confident in hiring from India. There is no mechanism to check the licence holder’s expiry date of licence and they continue to work even after expiry of license. To make the monitoring possible, there should be fixed month say March in which any licence should be issued and expired, so that the MOIA must have a detailed check on the situation and can take strong action against those who keep working even after the licence gets expired or expelled.

All the grievances related to the unlicensed consultancies must be taken seriously by MOIA, right now only those cases are being taken seriously which are through licensed one. All the issues related to expatriation must be taken very seriously and immediate action should be taken to shutdown such unlicensed agencies within a month of written application received.

Since ILO’s conventions on Forced labour and Abolition of Forced labour requires that the passport cannot be kept by the employer but it has been found that, the *kafala* system is prevalent and many employers keeps the passport with them. Resolution to this should be done at the policy level with home country requesting the host country to ensure compliance to the said ILO convention. Merely imposing penalties may not stop the violations of regulations as violators could afford it and the employer pays the amount of penalties easily. It should be penalties with punishment.

The issues and challenges faced by Indian expatriates have been discussed under the heads of socio-cultural issues, labour camps, rising inflation and underpaid labour, exploitation and harsh working conditions, local sponsors, detentions and imprisonment, restrictions in forming trade unions and associations. Some such
challenges are inconsistent with ILO Declaration on Fundamental Principles and Rights at Work and international instruments on migrant workers. An immediate change in government policy and ratification of international conventions by UAE is urgently necessary to protect the interests of the expatriates and rights of migrants.

A multilateral initiative is needed towards transparent cooperation between countries and official documentations with regard to the situation of expatriates in various countries particularly in UAE.

None of the returned migrants interviewed by the researcher was aware about “MGPSY” initiative of MOIA for expatriates. So, a strong and planned awareness programme is needed to reach at ground level with the help of local and International NGO’s.