

**The impact of cultural diversity on project management
communication**

**An empirical analysis of the information technology
industry in the United Arab Emirates**

أثر التنوع الثقافي على التواصل في إدارة المشاريع
التحليل التجريبي لقطاع تقنية المعلومات في دولة الإمارات العربية المتحدة

by

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**Dissertation submitted in fulfilment
of the requirements for the degree of
MSc PROJECT MANAGEMENT**

at

The British University in Dubai

March 2022

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Abstract

Introduction: Project management communication plays a critical role in ensuring the success and quality of the project delivery in the projects between diversified cultural project team members. Considering the importance of effective and efficient project management communication, especially in the diversified cultural project teams, the research was carried out with the aim of highlighting the impact that cultural diversity has on project management communication in the IT sector of the UAE.

Methodology: The research adopted an exploratory research design where the data was collected from 100 project managers and project team members who are working in the IT sector of the UAE using the survey questionnaire as the mode of data collection.

Findings and Results: Based on the findings of the research, it was concluded that the significance value is less than 0.05, which means that the model of this study is highly significant. The cultural diversity p-value is 0.001, which is below 0.05. Therefore, the first hypothesis is accepted that there is a significant impact of cultural diversity on project management communication. The p-value of language barriers is also below 0.05, which also leads to the acceptance of the second hypothesis. Language barriers have a significant impact on project management communication in IT projects in the UAE. The p-value of cultural beliefs and project management leadership is also below 0.05, which leads to acceptance of the third and fourth hypotheses that the difference is that cultural beliefs have a significant impact on project management communication and the project manager's leadership efficiency has a significant impact on project management communication.

The results of the study are in line with some previous research, who said that when examined in terms of age, gender, and ethnicity, having a diverse workforce has a positive impact on the organization's performance.

Implications: A diverse workforce, according to the author, may help a firm enhance efficiency and creativity. The findings of the research also discovered that project managers saw diversity as a key factor in increasing creativity in the workplace. Project managers play a critical role in fostering workplace diversity, and they must be held accountable for their efforts. In order to effectively lead their teams, PMs must invest time in learning about the unique work cultures of the individuals in their teams. It's a win-win situation for the team's health and well-being. All project managers should attend multicultural seminars, particularly those aimed at conflict resolution, to better comprehend the makeup of their organization's workforce. Aside from that, corporations should make it a regular practice or point of responsibility to send their PMs to external training in intercultural competency or to bring in consulting firms that specialize in this area of expertise to provide the training on a regular basis. Communication breaks down when we assume that other people share our worldview, which is impossible since we come from such diverse cultural and racial backgrounds.

Keywords: *Project management communication, cultural diversity, IT firms, Project management, effective communication*

نبذة مختصرة

مقدمة:

يلعب التواصل في إدارة المشاريع دورًا مهمًا لضمان نجاح وجودة تسليم المشاريع لا سيما بين أعضاء فريق المشروع ذات التنوع الثقافي. بالنظر إلى أهمية التواصل الفعال في إدارة المشاريع، تم إجراء البحث بهدف تسليط الضوء على تأثير التنوع الثقافي على التواصل في إدارة المشاريع في قطاع تقنية المعلومات في دولة الإمارات العربية المتحدة.

المنهجية:

اعتمد البحث على بحث استكشافي حيث تم جمع البيانات من 100 شخص مختصين في مجال إدارة المشاريع في قطاع تقنية المعلومات في دولة الإمارات العربية المتحدة باستخدام استبيان لجمع البيانات.

النتائج وتحليل البيانات:

بناءً على نتائج البحث تم استنتاج أن قيمة الدلالة أقل من 0.05 مما يعني أن نموذج هذه الدراسة ذو دلالة كبيرة. القيمة الاحتمالية للتنوع الثقافي هي 0.001 ، وهي أقل من 0.05. لذلك ، تم قبول الفرضية الأولى حيث أشارت بأن هناك تأثيرًا كبيرًا للتنوع الثقافي على التواصل في إدارة المشاريع. كما أن قيمة p للحوجز اللغوية أقل من 0.05 ، مما يؤدي أيضًا إلى قبول الفرضية الثانية. حواجز اللغة لها تأثير كبير على التواصل في إدارة المشاريع تحديداً في مشاريع تكنولوجيا المعلومات في دولة الإمارات العربية المتحدة. كما أن قيمة p للمعتقدات الثقافية والقيادة في إدارة المشاريع أقل من 0.05 أيضًا ، مما يؤدي إلى قبول الفرضيتين الثالثة والرابعة بأن الاختلاف هو أن المعتقدات الثقافية لها تأثير كبير على التواصل في إدارة المشاريع وأن الكفاءة القيادية لمدراء المشاريع لها تأثير كبير على التواصل في حيز إدارة المشاريع. تتماشى نتائج الدراسة مع بعض الأبحاث السابقة، التي قالت إنه عند فحصها من حيث العمر والجنس والعرق ، فإن وجود قوة عاملة متنوعة له تأثير إيجابي على أداء المنظمة.

التضمين: وفقاً للمؤلفين، قد تساعد القوى العاملة المتنوعة المنظمات على تعزيز الكفاءة والإبداع. اكتشفت نتائج البحث أيضاً أن مدراء المشاريع رأوا التنوع كعامل رئيسي في زيادة الإبداع في مكان العمل. يلعب مديرو المشروع دورًا مهمًا في تعزيز التنوع في مكان العمل، ويجب أن يكونوا مسؤولين عن جهودهم من أجل قيادة فرقهم بفعالية، يجب على مديري المشاريع استثمار الوقت في التعرف على ثقافات العمل الفريدة للأفراد في فرقهم. إنه وضع يتيح للجميع صحة الفريق ورفاهيته. يجب على جميع مديري المشاريع حضور الندوات متعددة الثقافات، ولا سيما تلك التي تهدف إلى حل النزاعات، من أجل فهم أفضل

لتركيب القوى العاملة في مؤسستهم. بصرف النظر عن ذلك، يجب على الشركات أن تجعلها ممارسة أو نقطة مسؤولية منتظمة لإرسال مديريها إلى تدريب خارجي يتعلق بالكفاءة بين الثقافات أو تعيين شركات استشارية متخصصة في مجال الخبرة هذه لتقديم التدريب على أساس منتظم. ينقطع التواصل عندما نفترض أن الآخرين يشاركوننا نظرتنا للعالم، وهو أمر مستحيل لأننا نأتي من خلفيات ثقافية وعرقية متنوعة.

المفردات الأساسية: التواصل في إدارة المشاريع، التنوع الثقافي، شركات تكنولوجيا المعلومات، إدارة المشاريع ، التواصل الفعال

Acknowledgments

First and foremost, I want to express my heartfelt gratitude and thanks to my dissertation supervisor, Dr. Muhammed Waris Khan, who has supported me from the beginning to the end of the dissertation. Without his excellent advice and constant review of my work, I would not have been able to complete it.

Second, the completion of my dissertation would not have been possible without the full support of my family, particularly my brother, who encouraged and supported me in pursuing my master's degree, and I am currently completing the dissertation to make them and myself proud of who I have become today. They assisted me at every stage of my studies at BUID. God continue to bless my family.

Finally, I'd like to express my gratitude to my friends, family, and all those who helped me succeed in my studies. To close my assignment, I'd want to express my gratitude to the British university in Dubai, as well as all faculty and administration members, for constantly assisting us in achieving the highest level of education and work submitted to the board.

Table of Contents

Chapter 1: Introduction.....	1
1.1 Introduction.....	1
1.2 Background	2
1.3 Problem Statement	3
1.4 Research Objectives.....	5
1.5 Research Questions.....	5
1.6 Research Hypothesis	6
1.7 Scope of Study	6
1.8 Significance of Study.....	7
1.9 Operational Definition	7
1.10 Expected Result.....	8
1.11 Structure of Thesis	8
1.11.1Chapter 1: Introduction.....	8
1.11.2 Chapter 2: Literature Review	9
1.11.3 Chapter 3: Research Methodology	9
1.11.4 Chapter 4: Data Collection and Analysis	9
1.11.5 Chapter 5: Conclusion and Recommendation	9
Chapter2: Literature Review	11
2.1 Cultural Diversity	11
2.1.1 Defining culture.....	11
2.1.2 Hierarchy	11
2.1.3 Market Culture	11
2.1.4 Clan Culture	12
2.1.5 Adhocracy.....	12
2.1.6 Culture Diversity and project management.....	13
2.1.7 The cultural dimensions from Trompenaars	14
2.1.8 Organizational Cultural Profile, O’Reilly and Chatman Model.....	15
2.1.9 Cultural Diversity in UAE.....	16
2.1.10 Cultural Diversity in IT projects	16
2.1.11 A 360° analysis of the cultural dimensions on your project team	17
2.1.12 Challenges of Managing cultural diversity in Projects	18
2.1.13 Building on the richness of a multicultural team: crossvergence and hybridization	20
2.1.14 framework for effective cross-cultural project management	21
2.2 Project Management Communication	22
2.2.1 Importance of project management communication	22
2.2.2 Communication Styles	23
2.2.3 Role of project management communication in project success	24
2.2.4 Cultural diversity and project management communication.....	27
2.2.5. Conceptual Framework	28

Chapter 3: Research Methodology	30
3.1 Introduction	30
3.2 Research Design	30
3.2.1 Cross-Sectional Study.....	30
3.3 Sampling Technique	31
3.3.1 Defining the population.....	31
3.3.2 Sampling Method.....	31
3.3.3 Sample Size.....	32
3.3.4 Instrument for Data collection.....	34
3.4 Mode of Data Collection	34
3.5 Data Analysis	35
3.5.1 Pilot Test.....	35
3.5.2 Reliability Analysis.....	36
3.5.3 Descriptive Analysis.....	36
3.5.4 Correlation Analysis:.....	37
3.5.5 Hypotheses Testing.....	37
3.6 Ethical Considerations	38
Chapter 4: Data Analysis	40
4. Introduction	40
4.1 Data Collection Process:	40
4.2 Demographic Analysis:	41
4.3 Reliability Analysis:	47
4.4 Descriptive Statistics:	48
4.5 Correlation Coefficient Analysis:	50
4.6 Regression Analysis:	52
4.7 Discussion	54
4.7.1 Frequently Encountered barriers in accepting cultural Diversity.....	54
4.7.2 Communication Channels.....	55
4.7.3 Cultural Diversity and Project Management communication.....	56
4.8 Summary	57
Chapter 5: Conclusion, Recommendations and Limitations	58
5.1 Summary	58
5.2 Recommendations	59
5.3 Limitations	61
5.4 Conclusion	63
References	64
Appendix	69

Chapter 1: Introduction

1.1 Introduction

As the world has become more interconnected, top management and managers in the business sector have faced new obstacles. Globalization has increased the complexity and diversification of the business world (Balevičienė, and Gečaitė, 2019). Employers from a wide range of countries, cultural backgrounds, and traditions work together in the UAE's companies. Although it may seem counterintuitive, increasing the diversity of an organization's staff has long been seen as a boon to the workplace (Bjorseth, 2013). Increasing the diversity of the workforce enables the incorporation of new ideas and educates workers to work together while respecting one another's perspectives, beliefs, and traditions. It also aids in increasing employee creativity and generating new ideas. When dealing with personnel of different countries and origins, managers encounter some unique obstacles in understanding their views and attitudes. This is particularly true when it comes to maintaining good communication (Lee et al, 2018).

The diversification of the employees is not only related to cultural backgrounds but also in most of the projects that multinational organizations are working on. There are employees who are geographically dispersed as well (Lückmann, and Färber, 2016). The style of the communication and the mode of communication in this regard plays a very important role in the success of a project as projects are as important for the companies as any other operational tasks. Projects not only add value to the information technology industry but without them, strategic actions cannot be implemented. A company needs to adjust to the industry and for that sake, it must adapt to the internal and external change by carrying out strategic actions (Lee et al, 2018). Accordingly, projects are of great importance

for companies, and therefore the communication style of the project manager plays a very important role as it directly impacts the overall performance as increases the potential for achieving project success. However, in this era of contemporary project management, one of the challenges is the integration of the workforce in the company. So, in this era of increased globalization and project-based tasks, it is highly important for the management and the leaders of the organizations to understand the cultural differences and the project management communication to ensure there are no issues for the entire project team belonging to different cultural backgrounds, to work together without having any conflicts.

The research aims to identify the role of cultural diversity on project management communication in the information technology industry of the UAE. The main aim of the research would be to highlight the factors that can contribute to ensuring effective outcomes of the projects based on integrating the cultural diversity aspects in the overall project management communication.

1.2 Background

The complexity and demands of projects are increasing with each passing day in the information technology industry, so there is a higher need for efficient Project management communication. To execute a project successfully, the project manager needs to define the scope of the project properly, communication should be appropriate, and there should be suitable project management competencies. These factors, along with the leadership style of the project manager, directly impact the project as resources are usually readily available. The information technology industry realizes the added value that projects add to the industry. Therefore, it is dedicating a high number of investments to projects per annum. According to the World Bank statistics, more than 19% of the World's GDP is being allocated to the projects alone. (World

Bank, 2022) This is a huge sum, but still, the success ratio of the projects is very low. There is a dire need to increase the project success, and for that purpose, the effective project management communication of the project manager plays a very vital role. In a similar manner, globalization has increased, where most of the employees in the information technology sector of UAE are from different nationalities, having different beliefs and ways of communicating. They speak different languages and use different jargon and methods to communicate. These often can create some significant communication gaps between the project team members. Therefore, resulting in decreased performance and inefficient outcomes of the project (Elena, 2010).

This research dissertation highlights the success benchmarks that the project manager has in mind for the successful execution of the projects in the information technology industry of the UAE and highlight the challenges they face in ensuring effective project management communication, especially with regards to projects that have team members belonging to different cultural backgrounds (Vlahov, Mišić, and Radujković, 2016). Nowadays, the Project managers and the skills they require have drastically changed compared to the skills required a few decades ago. The project manager used to be a technical manager before, but now he is also acting as a business manager. This change is brought by globalization as now industries are not restricted to operate in their home countries only. They operate globally now (Sunindijo, 2015). The project managers need to give high importance to understanding the cultural differences and ensuring that each team member, belonging to diversified cultural backgrounds, is working in similar directions for the achievement of organizational goals and objectives.

1.3 Problem Statement

Due to the growing trend towards globalization and digitalization, it is understood that projects these days need a mix of team members who are culturally and functionally diverse and

are mostly driven by innovation and creativity (Patrick and Kumar, 2012). Effective teamwork is the key to success in all phases of the project life cycle (Bjorseth, 2013); however, understanding people from diverse backgrounds could be a major challenge for project managers due to differences in language and communication (Vlahov, Mišić and Radujković, 2016). According to Obikunle (2002), misrepresentation of ideas and opinions raised between different project members in the project execution could result in project delay and poor quality of product delivery. A better understanding of people with varied races, ethnicity and language etc., could open the door for open communication and effective project delivery (Elena, 2010). Considering this role of cultural diversity in the project management communication process, an empirical and theoretical gap is identified in the literature in the context of the United Arab Emirates (Chen and Steinke, 2019; Obiria, 2020). “Multiculturalism in project management in the 21st century is an issue that project managers must focus their attention on in order to be successful. Thorough understanding of other people from other countries that work with us is a challenge that almost all project managers face daily. And this creates problem in management because of the varied levels of misunderstanding. Instead of running away from this problem, it must be viewed as a challenge or a positive thing and be embraced. Managers communicating with their team members, stakeholders or sponsors spend a highly significant amount of time (approximately 90%), scheduling and attending meetings, planning, analyzing risks, negotiating and resolving conflicts to mention a few. Generally, project managers are not educated or attuned to cultural diversity. Usually, the problem with verbal and nonverbal communication within a team is not only caused by the reluctance of Project Managers (PMs) to learn about the cultures of members of their team but also is as a result of the “cultural arrogance” of people from different parts of the world who found themselves in these countries and carry with them or loaded with their own

ideas, terminology and ways of doing things and do not want to respect the values of their adopted countries.” Thus, all these create significance issues and problems for the project managers to effectively and efficiently communicate within the project teams. This create significant issues in ensuring timely delivery of the project outcomes and achievement of project goals and objectives for the project manager.

Accordingly, research is proposed to investigate how cultural diversity can impact the communication process in project management. The scope of the study will be narrowed to the information technology industry in the UAE because this market sector majorly accepts project-based work, and project members with cultural diversity can have a significant impact on its team members and overall project outcome.

1.4 Research Objectives

The objectives of this study are as follow:

1. To investigate the barriers to accepting cultural diversity in the project management communication process.
2. To identify communication channels within project management communication in the UAE's IT sector
3. To determine the extent to which cultural diversity affects project communication in the IT sector of the UAE

1.5 Research Questions

This research specifically aims to answer the following research question:

1. What are the frequently encountered barriers to accepting cultural diversity in the project management communication process?

2. What are the communication channels within project management communication in the IT sector of the UAE?
3. To what extent, cultural diversity affects project communication in the information technology market of the UAE?

1.6 Research Hypothesis

H₁: There is a significant impact of cultural diversity on project management communication.

H₂: Language barriers create significant impact on the project management communication in the IT projects in UAE.

H₃: The difference in cultural beliefs have a significant impact on the project management communication.

H₄: Project manager's leadership efficiency has a significant impact on the project management communication.

1.7 Scope of Study

The research is being carried out on the technology market in the UAE region, where the research intends to identify the importance and role of cultural diversity on project communication which ultimately impacts the outcomes of the research. The data for the research would be gathered from individuals who are working in a technology-based organization which is operating in the UAE region. The research would be specifically based on project management aspects. Data would be gathered from culturally diversified organizations where employees from different cultural backgrounds are working on technology-based projects in the market.

1.8 Significance of Study

The significance of the study is based on increased cultural diversity within the corporate environment globally that is resulting in creating teams and project groups that have members from diversified cultural backgrounds. Communication plays a vital role in ensuring that the project is carried out in the same manner as planned and also in ensuring that the project deliverables are met in an efficient and effective manner. Therefore, the research outcomes would help analyze and investigate the importance of cultural diversity in project communication. The research would be specifically carried out in the information technology sector, which is one of the promising and developing sectors not only in the UAE but around the world. Most of the projects in the technology industry are geographical.

1.9 Operational Definition

KEY TERM	AUTHOR	DEFINITION
Cultural Diversity	Elena, R.D., 2010.	Cultural diversity is characterized by the presence of distinct cultural groups inside the institution. Cultural diversity involves distinctions in race, language, class, nationality, and geographical locations of the workforce.
Project Management	Bjorseth, S.V., 2013	To put it simply, project management is the use of various methodologies, procedures, information, skills, and experiences in order to accomplish certain project goals and objectives. Project acceptance requirements are satisfied in accordance with agreed-upon standards.
Project outcome	Lee et al, 2018	Project outcomes are defined as the changes that occur due to the actions taken by the project team. These are the final results of the implementation and execution of the project.

Communication	Mutonga and Wanjiku M. (2012)	The framework conveys certain messages about the intervention of force in the association.
Information Technology	Attaran 2003	capabilities offered to organizations by computers, software applications, and telecommunications to deliver data, information, and knowledge to individuals and processes”.

Table 1.1: Operational definition of research.

1.10 Expected Result

In the conclusion of the study, it is agreed that cultural diversity has a substantial influence on project management communication in the information technology sector of the United Arab Emirates. The research findings would highlight the importance of effective communication, especially in projects where there are culturally diversified employees and team members. The research would also find out that the culturally diversified workforce has a positive impact on increasing creativity and innovation in information technology-related projects in the UAE region.

1.11 Structure of Thesis

To assure the quality of work and to identify the influence of cultural diversity on project management communication in the UAE's information technology Firms, this thesis will be divided into five chapters. Based on the following five chapters, the study would be conducted:

1.11.1Chapter 1: Introduction

The first chapter of the thesis is based on the introduction of the topic of the research, the initial background of the research, the identification of the research objectives and research questions, followed by the scope and significance of the research. The chapter

would also provide a brief overview of the expected results, which are aimed to be identified from the research.

1.11.2 Chapter 2: Literature Review

The thesis' second chapter would provide a comprehensive analysis of the available literature on the study issue, which is the influence of cultural diversity on project management communication in the UAE's information technology Firms. The chapter would also include the definition of the terms used in the research along with understanding the research outcomes and findings of the previous research in a similar domain.

1.11.3 Chapter 3: Research Methodology

The third chapter includes the discussion of the research methodology that includes the ways in which the data for the research was gathered, the research methods, questionnaire design, population, data analysis, sampling, and the scope of the questionnaire. The chapter would also include the procedure for data analysis and the ways that data would be collected, analyzed, and presented.

1.11.4 Chapter 4: Data Collection and Analysis

The fourth chapter in the study is based on the analysis of the data which has been collected from different sources from the selected sample of the respondents. The chapter would include the analysis and the interpretation of the data that has been collected based on statistical analysis using reliability analysis, descriptive statistics, correlation analysis, and a summary of findings.

1.11.5 Chapter 5: Conclusion and Recommendation

The fifth chapter would be the final chapter of the research which illustrates the final

findings of the research along with the future recommendations for the researchers and management in information technology in the UAE. The chapter would also include the future direction for the researchers to base their research on a similar domain.

Chapter2: Literature Review

2.1 Cultural Diversity

2.1.1 Defining culture

Organizational Culture is defined in literature as "the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization"(Felipe et al., 2017). The organizational culture is not always easy to explain. Instead, it can be sensed more distinctly. It defines the personality of the organization and its employees. It includes the different ways that the employees are anticipated to behave and the acceptable norms and principles of the organization. The organizational culture also highlights the different ways organizational processes are aligned with the organizational goals and objectives (Groysberg et al., 2017).

The organizations adopt different organizational cultures based on their nature of work and the industry they are operating. Some of the most common organizational cultures are as follow:

2.1.2 Hierarchy

One of the organizational cultures that the organizations adopt is the hierarchy culture. It is one of the most formal cultures where the main emphasis is on authority and control to keep the organization operating smoothly. The organizational culture is more focused on disciplines, stability, and security (Groysberg et al., 2017).

2.1.3 Market Culture

The market culture is another type of organizational culture. The culture is similar to that of a hierarchical society, with a focus on stability and security and a results-driven culture. The culture emphasizes expanding and improving output and competing in a highly competitive market while emphasizing the value of returns (Turi and Sorooshian, 2019). Employees are held to high standards by management and leadership. General Electric is an example of such an

organizational culture, with management defining the company's success in terms of high returns and competitiveness (Felipe et al, 2017).

2.1.4 Clan Culture

The clan culture is more concerned with the organization's personnel. The organization's culture promotes a healthy and welcoming work environment and relationships. The culture focuses on fostering employee loyalty and providing them decision-making autonomy. Their input is valued, and the company operates on a two-way communication system (Groysberg et al, 2017). Most international corporations, including Unilever, Nestle, Emirates Airline, and others, have a clan culture in which employee feedback is valued highly.

2.1.5 Adhocracy

The company's culture is more concentrated, with an emphasis on innovation and creativity. Employees are empowered to think beyond the box in this sort of workplace culture. Employees are given the freedom to try new things and come up with creative solutions to the difficulties and challenges that customer have. Employees are given the resources they need to explore, and management and leadership foster creativity and innovation. Because the organization's culture is more fluid, jobs and duties are not always clearly defined. As a result, the company's culture is distinct from that of its competitors. Google is an example of such an organizational culture, where individuals are empowered to make their own decisions, determine their own work schedules, and operate in a relaxed setting (Turi, and Sorooshian, 2019).

It is not always necessary for a company to maintain the same organizational culture since this might be challenging due to external and internal influences and changes. As a result, various organizational cultures are sometimes implemented in different industries (Dwigo, 2017).

2.1.6 Culture Diversity and project management

With increased globalization, another significant challenge concerning diversity has also emerged. People from different cultural backgrounds and religious backgrounds are working together, where they differ in perceptions and opinions. The increased diversity creates problems for the management and leadership concerning ensuring employee satisfaction where each employee is different.

With the increase of business complexities, the only way to succeed for organizations worldwide is to adopt strategic thinking and look for the best possible ways of problem-solving. The competency of the managers and leaders in the organization concerning problem-solving is essential for the organization's overall success (Reichenberg, 2001). He researched a human resource management project that the "International Personnel Management Association benchmarked." The major goal of this essay was to examine the value of diversity in both the public and commercial sectors and the influence diversity has on organizational performance. The author used a hybrid approach as his methodology, in which he looked at various firms and how they performed and conducted a poll to find out what the best practices are for managing a diverse workforce. The survey's major goal was to discover the best practices of successful firms in terms of their recruiting operations, which included employing a diverse staff. Diversification was examined from three perspectives: age, gender, and ethnicity. The study's findings revealed that having a diverse workforce had a favorable influence on the organization's performance, where diversity is measured in terms of age, gender, and ethnicity. According to the author, a diverse staff may assist a company increases productivity and innovation. However, the study found that managing a diverse workforce is a real challenge since they must understand the specific requirements of individuals from various cultures and backgrounds.

The researchers (Gotsis and Kortezi, 2013) To help the creation of a complete framework for the design and implementation of diversity policies in the selection and hiring process of a company, a study was undertaken. The researchers applied the ethics-based theory to promote the importance of diversity in the workplace and give a set of principles, values, and virtues for companies to follow to recognize the importance of diversity and creating an inclusive workplace. The researcher's strategy included a literature review, which contributed significantly to the study's findings. The researchers carefully chose the literature based on the present implementation of diversity management techniques in the company and provided the foundation for the non-instrumental approach to diversity problems. One of the most important factors in an organization's success is attracting and retaining diverse employees. The study's authors provided their ideas for rethinking the rationale of diversity based on recruiting dignity and ethical traditions. Therefore, according to the authors, there should be policies that allow for the participation of a diverse workforce. Researchers claim that companies can build ethically informed diversity practices, enabling the organization's vision, culture, and leadership and reap the organization's potential advantages.

2.1.7 The cultural dimensions from Trompenaars

Globalization has resulted in increased cultural diversity inside firms, posing difficulties to management in developing an organizational culture that considers cultural differences in values and beliefs. Fons Trompenaars developed a seven-dimensional cultural model based on these cultural differences, which includes "logical organization and framework of their behavior which can be seen in the dimensions like specific-diffuse, internal-external direction, universalism-particularism, as we can see relationships in individualism-collectivism, achievement-ascription,

neutral-affective" and "logical organization and framework of their behavior which can be seen in the dimensions like specific-diffuse, internal- (Carolina, 2019).

According to the Trompenaars model, the organization's culture is Universalism, in which the organization's leadership has established norms and regulations for the leaders to follow. As a result, the organization's transformational leaders who mentor, coach, and engage with workers for their growth are impacted by the universalism culture.

As a result, the influence on leadership is that leaders have adopted democratic leadership, in which they collaborate with their workforce. Leaders collaborate with their staff, emphasizing the value of creativity and innovation. Transformational leadership is the most frequent leadership style seen at Emirates Airline, in which executives grow people by delegating responsibility and training them to give the best quality of service to the airline's clients.

2.1.8 Organizational Cultural Profile, O'Reilly and Chatman Model

The Organizational Cultural Profile model, like Trompenaar's cultural dimensions, highlighted sets of values that organizations can use to better effectively define, manage, and assess their culture (Bhuiyan, Baird andamp; Munir, 2020). Charles A. O'Reilly III, Jennifer Chatman, and David F. Caldwell created the model, which was designed to assess the person-organization fit. The concept emphasizes that organizational personnel should have the same underlying "cultural beliefs and values as the firm for which they work" in terms of theory. Detail-oriented, aggressive, inventive, outcome-oriented, team-oriented, people-oriented, and stability are among the model's primary features (Tenjiandamp; Foley, 2019).

As a result, an organization's culture has a big influence on its performance and operations. The company's culture is built on its norms, values, and practices, as well as its employees. Preconceptions, values, norms, and artifacts are examples of these (McLean., 2005).

2.1.9 Cultural Diversity in UAE

“Diversity management in the United Arab Emirates is of particular importance given the fact the UAE is sixth country in the world for hosting the largest number of international migrants in 2017. Some sources report that over 200 nationalities live in the UAE and makeup 83% of the population. The remaining 17% constitutes Emiratis (World Population Review, 2018). Many of these Emiratis usually prefer to seek employment in the public sector, however, there have been recent Emiratization initiatives to encourage private sector entities to employ Emiratis. Additionally, in the most recent cabinet reshuffle in November 2017, His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Prime Minister, Vice President of the UAE and Ruler of Dubai called for more involvement of the private sector in public service provisions. These heralds increased demographic diversity in the public sector, even if only at a strategic level in order to achieve political and social objectives. Further, as the UAE embarks on being a Smart nation, successful diversity management will be a critical indicator of public sector reform.” (Warner and Moonesar, 2019).

2.1.10 Cultural Diversity in IT projects

IT Project Management is one of the industries where there is extreme competition along with safety sensitivity and the use of high technology. These organizations have their competency in their people, the employees, and customers rather than any product. Therefore, hiring the right people to conduct the job is one of the essentials for the success of the organizations in IT project Management as the impact is vast and pervasive where the impact is observed on the structure of the organization, its strategies, culture, and the operational activities.

2.1.11 A 360° analysis of the cultural dimensions on your project team

(Apperlbaum and Fewster, 2002) Conducted research on the global aviation industry to analyze the practices of recruitment and selection in IT project management and to find out what role diversity plays in the EAI projects. The researcher also studied the equal opportunity practices concerning the recruitment of a diversified workforce in the IT Project Management of the world. The auth compiled their report based on the audit conducted by the 13 executives from the human resource management field in the IT project Management where the researcher selected the audit that was conducted on these organizations in the year 2001 till 2002, where the data was selected from a total of nine countries of the world. The research results showed that IT project management follows a traditional approach to recruitment and selection, apart from only a few organizations performing high in the industry. The researchers discovered that typical top-down techniques for recruiting, and selection are used in the organizations industry, which are based on a high division listed, industrial model of governance and performance. Given the increased constraints and the highly knowledge-based character of the sector, the researchers determined that such a paradigm is unsuccessful in IT project management. According to the experts, the only option for firms in the global aviation sector to obtain a competitive advantage is to use their knowledge in recruiting and selection methods while employing a diverse workforce. Diversification, along with equal opportunity, is the need of the hour for the organization to spearhead the development of strategic approaches toward customer-centric and learning-oriented workforces in IT project management that are capable of adapting to new market trends, allowing organizations to gain a competitive edge in the IT project Management industry.

Similar results were found from the research (Ison, Herron, and Weiland, 2016). The researchers researched to evaluate the aviation industry trends concerning the participation of the minorities concerning their recruitment as professional pilots in the United States. In addition, the researchers conducted their research to evaluate the importance of diversity, which they believe, like other science, engineering, and technology fields, lack in the aviation industry. The methodology adopted by the author was to conduct a review of the literature to find out what different professionals and researchers from the aviation industry found out regarding diversity and conducted a primary survey, where the data was gathered from the "Integrated Postsecondary Education Data System. The tests were conducted based on gender, ethnic and nationality.

The results from the literature review supported the view that diversity is of utmost importance in IT project Management due to the nature of the industry. Through diversifications, IT project Management can yield several benefits. The researchers also found out that from 2004 till 2014, the participation of women significantly increased in the aviation industry. The participation from the Hispanics also increased significantly, and the Asians enjoyed marginal gain. Therefore, the researchers recommended that the recruiters in the aviation industry focus on hiring a diversified workforce by hiring more women, encouraging minority participation, and researching more in the recruitment field to study the current trends in the industry.

2.1.12 Challenges of Managing cultural diversity in Projects

It is critical for the business to ensure that they pick the correct person for the position since my study is based on the variety of recruiting and selection procedures in the IT project management sector. I've decided to research this area to better understand firms' experience when attracting a more diverse staff.

A research was conducted by (Waxin, Lindsey, and Omar, 2018). As a result of this study, researchers could get insight into the concerns and obstacles that public and private sector companies experience when employing a diverse workforce. Five private and six public organizations were chosen for the study, using a qualitative and inductive research technique. The researchers used a semi-structured interview style, who spoke to the firms' recruiting and selection managers.

According to the writers, the most pressing issues confronting the public and private sectors are largely the same. Lack of business, inadequate education, Emirati candidate experience, high wage expectations, competition from other sector employers, and expat reluctance to take up employment are just a few of the many problems companies face when filling positions. Furthermore, the study found that the best way to overcome the difficulties of recruiting and selecting employees would be to hire a diverse staff, which would also serve as a source of creativity. Both the public and private sectors benefit greatly from the researchers' contributions to the literature, which has helped to improve the recruitment and selection processes in both sectors.

(O'Brien, Scheffer, van Nes, and van der Lee, 2015) In addition, a study was done to examine the possible issues that may arise from an increase in workplace diversity. There have been social justice-related issues that have come up. The researchers believe that ethnicity, gender, and other variables are to blame for the supremacy of diversity. In this study, researchers aimed to improve people's opinions of the social problems of employing a diverse workforce by conducting research. The authors utilized a dynamic model to show how the concerns of prejudice that employers use in the recruiting process and the departure of workers may lead to the company falling into a trap where there is a lack of diversity in the business. Diversity trap is the phrase used

by scholars to describe this phenomenon. According to the findings of this study, there is a high turnover of employees when there is limited diversity in the business. Findings from the study show that the main obstacles and reasons for the low percentage of diversity are employer prejudice in recruiting, exit bias, and appointment bias. The findings of this study may apply to any business since the researchers employed a context-specific strategy to identify the elements that contribute to poor diversity.

2.1.13 Building on the richness of a multicultural team: crossvergence and hybridization

The author Cue et al. recognized one of the significant issues in workforce diversity as differences in employee religion (2013). As a result, the author conducted a study to assess the influence of workers' religious differences on their performance and the number of disputes that develop. After adjusting for numerous business factors, the researchers discovered a "positive correlation between a measure of the organization's commitment to diversity and the religiosity of the firm's management."

Similarly, the researcher Iverson (2000) stated in his research that managing a workforce with diverse cultural origins is always difficult for managers. The researcher performed an extensive study of managers in the hotel business, which has a diverse workforce. Managing disparities in cultural and traditional origins, variances in views, and human resource management are among the primary issues noted by the author.

Murmu (2014) also looked into the concerns and obstacles that come with cultural diversity among personnel in a business. One of the main issues for managers working in global firms, according to the author, is "sourcing, developing, and managing human resource." This is due to the cultural differences in origins, beliefs, and conventions. The author conducted a literature study to demonstrate the concept of cultural diversity, and its influence on organizational performance,

and the management of cultural diversity in the workplace. The author suggested HRM practices that ensured there were no conflicts of interest or discrepancies amongst workers owing to their cultural origins.

The literature research revealed that workforce diversity is helpful to the business since it allows firms to build a creative organizational culture. However, managers throughout the world confront considerable obstacles in managing a diverse workforce. Management of disparities in culture and values, as well as efficient communication owing to variances in perceptions and demands of the diverse workforce, are among the primary problems found by the research.

2.1.14 framework for effective cross-cultural project management

(Manoharan and Singal, 2017) One of the most important assets of a business is its diversity, which may help it gain a competitive advantage in the marketplace. Using the notion of diversity and diversity management as a framework, the authors performed an in-depth literature analysis to discover evidence of the value of diversity in organizational contexts based on age, gender, race/ethnicity, and other demographic/cultural characteristics. The researchers used various methods to conduct their study, including a thorough literature analysis and a relationship between organizational success and diversity in the workplace. The literature research findings reveal that companies profit greatly when they hire a diverse workforce since these employees bring in creativity and improve performance. The researcher discovered that there is a lack of application of the ideas of diversity in management practices. An empirical data-driven study in the subject and a worldwide extension of diversity's value in companies are proposed by writers.

2.2 Project Management Communication

Communication, Planning, and Progress Tracking are the three key performance indicators for successful project delivery. Communication between the project manager and his or her team members may take several forms, including verbal, telephonic, email, and face-to-face interactions. The term "planning" refers to the process of determining who the project's target audience is and how to reach them. The term "progress tracking" refers to the process of ensuring that assigned activities are completed on schedule and at the required standard (Mirza, Pourzolfaghar, and Shahnazari, 2013). Goal setting is a setting of timelines to attain a successful project implementation result is closely related to emotional capabilities. Finally, good project management is shown by a positive attitude that affects the interaction between the project manager and the client (Daniel, Agarwal, and Stewart, 2013).

2.2.1 Importance of project management communication

Communication plays a significant role in the success of the organization. It allows a better understanding of the message being sent to the receiver by the message's sender. The success of the organizations and the effectiveness of the achievements of tasks depend on the effectiveness of the communication process. As per the business dictionary, "*An **Effective Communication** is a communication between two or more persons wherein the intended message is successfully delivered, received and understood.*"

The benefits of clear communication in the context of the workplace are as follow:

1. **A clear understanding of business goals and objectives:** Only through effective communication, the management and leadership of the organization would be able to ensure that the employees can efficiently understand the objectives of the business.

2. **Team building:** effective communication also plays a significant role in successful team building, where teams, through effective communication, can out-perform.

3. **Employees' morale:** Effective communication also helps management enhance team morale as they can understand one another and build the trust required to perform effectively.

4. **Increased employee satisfaction:** only when the employee is clear about what they are required to do will they achieve their goals. Achieving goals and objectives would lead to increased employee satisfaction (Chava, 2017).

5. **Enhanced customer satisfaction:** Effective communication also enables the organization to achieve the highest level of customer satisfaction. They can understand exactly what the customers need and hence ensure that the products and services are as per the customers' demand (Doucette, 2018).

Unclear communication results in confusion and chaos at the workplace, where no one exactly knows what is required and what they need to do. When in an organization, there is no proper way of communication, and it is a lack of effective communication, the performance of the employees is not as per the requirements of the business. Ineffective communication leads to an unclear understanding of business goals and objectives, which leads to the non-achievement of the goals and objectives of the organization. This ultimately leads to losses for the organization. In such a business environment, the employees are unsatisfied and not motivated to perform; therefore, the performance of the employees has affected adversely, the overall organization ends up in failure. Therefore, one of the significant tasks that organizations need to ensure is effective and efficient communication within and outside the organization.

2.2.2 Communication Styles

There are four basic styles of communication. These are:

Passive style: There is a lack of expression of needs in passive communication, allowing others to express themselves. The passive communicator often lacks communication outwards. Example of passive phrases, "It doesn't matter that much."

Aggressive: It is when someone communicates aggressively, where the speaker emphasizes their message using their tone, maintains intense eye contact, or dominates the other party.

Passive-Aggressive: The communicator appears to be passive on the face but is powerless and acts by using body language without open communication.

Assertive: it is thought to be the most effective communication style, where there is open communication. In this style, the sender can clearly express his/ her needs, ideas, and feelings while considering a win-win situation.

Its communication effectiveness enables one organization to gain a competitive advantage over the other through customer satisfaction and rapport among the organization's stakeholders. Through effective communication, organizations can convey their message properly to the customers and understand what they need. Also, using effective communication, the organizations can understand the needs of their employees and help the employee understand their tasks and objectives in a better way. Therefore, effective communication help organizations gain a positive reputation among the internal stakeholders, the employees, and the external stakeholders, that the customers and partners.

2.2.3 Role of project management communication in project success

According to Unger, Gemünden, and Aubry (2012), several factors must be considered when a project fails in the oil sector. The absence of effective senior management is one of these issues. The executive branch of government has to prioritize and make decisions. To have a project

fail, it must have one or more people actively involved in it. Therefore, the senior management must make an effective organization regarding how the project is needed to be carried out.

Contrary to that, in Turner and Zolin (2012) view, Project failures in the oil business may be attributed to a lack of defined goals and objectives. As a result, most organizations have more activities and possibilities than they can handle. In many cases, corporations take on more work than they should, resulting in an overburdened workforce and workers.

In the view of Kerzner and Kerzner (2017), the availability of resources is also a major issue that determines the success of a project in the oil industry. Therefore, organizations need to ensure that the available resources meet their needs to effectively carry out various project operations.

Contrary to that, it is stated by Yang, Huang, and Wu (2011), The failure of a project may also be attributed to a lack of communication amongst the project's stakeholders. As a result, project-related operations in the oil sector are often delayed because of a lack of communication between stakeholders. Zwikael and Ahn (2011) stated that it is essential for project managers to effectively manage risks to cope with the issues that arise throughout the execution of their projects. It is essential for risk management to foresee the hazards that might impede the project's success and develop alternate measures to mitigate their consequences.

Tracy (2007) states that four main factors fail projects. These factors are stated below:

- There is a problem with the timeframe since several jobs will take longer than the given time.

- There are no suitable risks or assumptions. Inaccurate risk and assumption projections lead to project failures.
- In order to meet tight deadlines, project managers tend to hurry their work, which results in mistakes and delays—overwhelmed with work. In addition, project managers may assume too many obligations themselves or delegate too many responsibilities to their subordinates.
- As a result of the rising demand for project work and a lack of trained employees, project management is becoming more difficult. To eliminate project failure, businesses must have access to more highly trained staff.
- Globalization presents managers with several issues, among them the issue of cultural differences—workers from a variety of cultural and linguistic backgrounds.

According to the author Murkowski (2002), Managing a diverse workforce is always a challenge, particularly for firms that operate in countries with the highest concentration of expatriates. Therefore, the author did a thorough literature analysis to understand the origins of the word diversity and how it has evolved in recent years. According to the researcher, there were five themes in theoretical literature that made diversity "invisible: ethnocentrism, the USA's conception of itself, indigenous (particularly racial) natives, assimilation, and convergence theory," according to the researcher.

The researchers Kim and Park (2015) conducted similar research, where the researchers performed a study to determine how the age of the workforce affects the organization's ability to come up with new ideas. To determine the link between diversity in the workforce and creativity, the researchers used primary research methods, such as surveying 234 different Korean companies. An advantage to organizational innovation may be gained from an older workforce, according to

the findings of the study's authors. Furthermore, the researchers discovered that the age disparity among workers contributes to increased creativity; as a result, companies stand to gain from a more ethnically diverse staff.

2.2.4 Cultural diversity and project management communication

Diversity in the workplace cannot be ignored since managers play an important role in ensuring that diversity is maintained and managed. If the company has a varied workforce, there are several concerns and obstacles that it must deal with. Managers, rather than diversity managers, need to take a more active role in dealing with these difficulties. My goal is to find out what function these managers have when managing diversity at work by doing extensive literature research.

(Dobbin and Kalev, 2016) They did their homework to find out how critical it is for their business to employ diversity managers. The article aimed to examine the significance of designating a diversity manager, team managers, and management officers with primary and managerial responsibility for diversity.

The researchers relied on quantitative information gleaned from a slew of studies looking at managers' significance and functions. The authors conducted a study of 800 companies to demonstrate the relevance of managers in the management of diversity in the business. When a company's personnel are diverse in terms of culture and ethics, it presents a variety of difficulties. These may lead to problems in the workplace, as well as strained relationships amongst workers. However, these managers play an important role in ensuring that the business realizes the actual advantages of diversity in terms of creativity and high performance by managing a varied workforce.

To determine the attitudes of Australian managers toward understanding workforce diversity management and the many practical ways they are using to improve their organization's performance, (Davis, Frolova, and Callahan, 2016) researched this topic. In addition, researchers looked at how managers may help to maintain a diverse workforce.

In order to conduct their study, researchers gathered data from 650 managers from various firms using the main method of data gathering. In order to gather quantitative information for the study, the researchers used the questionnaire as a data collecting tool. As a result, researchers discovered that all firms' workforces were very diverse and that HR managers saw diversity as a key factor in increasing creativity in the workplace. According to the findings, HR managers play a critical role in fostering workplace diversity, and they must be held accountable for their efforts.

2.2.5. Conceptual Framework

Due to the growing trend towards globalization and digitalization, it is understood that projects these days need a mix of members who are culturally and functionally diverse and are mostly driven by innovation and creativity (Patrick and Kumar, 2012). Effective teamwork is the key to success in all phases of the project life cycle (Bjorseth, 2013); however, understanding people from diverse backgrounds could be a major challenge for project managers due to differences in language and communication (Vlahov, Mišić and Radujković, 2016). According to Obikunle (2002), misrepresentation of ideas and opinions raised between different project members in the project execution could result in project delay and poor quality of product delivery. A better understanding of people with varied races, ethnicities, languages, etc., could open the door for open communication and effective project delivery (Elena, 2010). Considering this role of cultural diversity in the project management communication process, an empirical and theoretical gap is identified in the literature in the context of the United Arab Emirates (Chen and

Steinke, 2019; Obiria, 2020). Therefore, research is proposed to investigate how cultural diversity can impact the communication process in project management. The scope of the study will be narrowed to the information technology industry in the UAE because this market sector majorly accepts project-based work, and project members with cultural diversity can have a significant impact on its team members and overall project outcome.

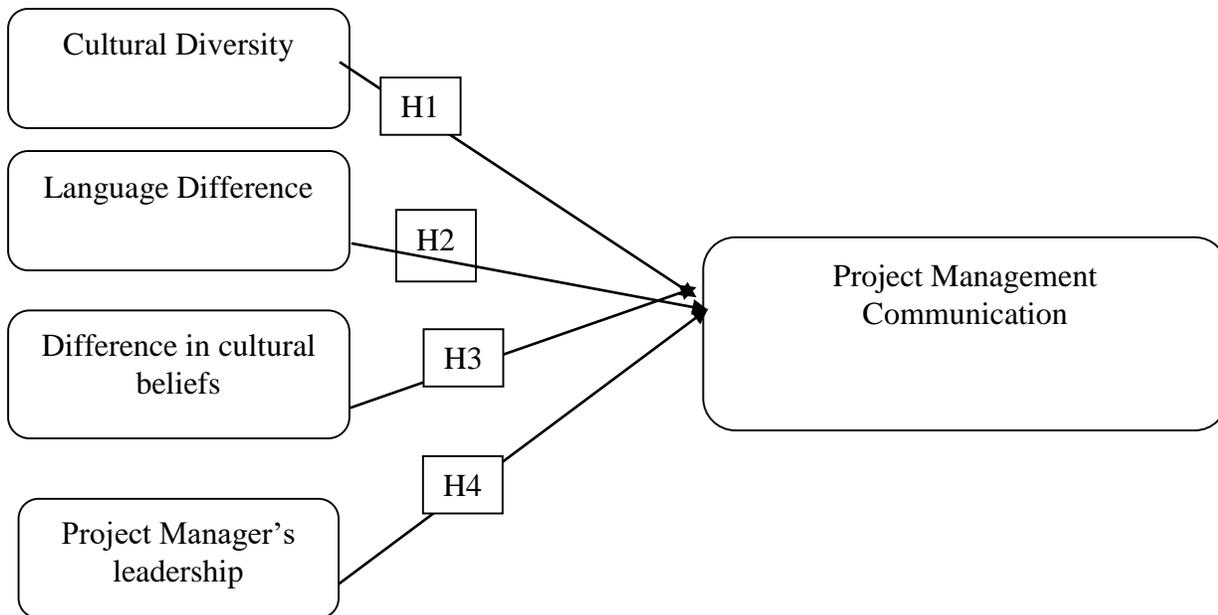


Figure 1: Conceptual Framework

Therefore, the research hypotheses are as follow:

H₁: There is a significant impact of cultural diversity on project management communication.

H₂: Language barriers create significant impact on the project management communication in the IT projects in UAE.

H₃: The difference is cultural beliefs have a significant impact on the project management communication.

H₄: Project manager's leadership efficiency has a significant impact on the project management communication.

Chapter 3: Research Methodology

3.1 Introduction

The techniques used to collect, analyze, and display the data are described in detail in this chapter. A thorough examination of all aspects of the research methodology, data collecting, data collection instruments, sample and sampling strategies, and data analysis processes is provided in this chapter. The study's findings are also extensively explored.

3.2 Research Design

The research has adopted an exploratory research design, where the research would aim to explore and highlight the impact of cultural diversity on project communication in the IT sector of the UAE region. A quantitative method has been used in the study's data collecting, with a variety of data sources being used. (Creswell, 2009) The research used a quantitative approach that included both primary and secondary data collection techniques. One of the most important sources of information is the survey. The primary data is the one that is acquired directly from the respondents of the study, and the data is regarded first-hand without any prior test. First-hand information gathered directly from a sample of respondents may be a significant benefit of primary data gathering methods. When it comes to the time and resources needed to gather all the necessary data, there are certain drawbacks. Secondary data, such as literature reviews, journal articles and research papers as well as books and the internet are also acquired from numerous sources.

3.2.1 Cross-Sectional Study

The research's objectives necessitated a cross-sectional design. Cross-sectional research was selected because it may establish a connection or prevalence using data and information gathered from a large sample in a particular time. Cross-sectional research was used to gather information from such a vast population; a cross-sectional study technique is ideal, since it does

not need an evaluation of long-term patterns in data. The timing restrictions have also influenced the research design (Hair et al., 2012). It was thus decided to conduct a cross-sectional study using TQM methods and project performance in the public sector of the UAE area to identify the correlation.

3.3 Sampling Technique

The method of sampling is critical to any study since it determines the number of respondents and the size of those respondents. Once a study population has been defined as well as an acceptable sampling technique chosen, it is time to begin the sampling procedure. To determine the most effective sample size and choose the actual sample for the research.

3.3.1 Defining the population

Any study's target population is composed of all participants and groups relevant to the study's aims (Delice, 2001). All project managers, quality managers, and project associates working in the IT sector of the United Arab Emirates (UAE), especially in the Dubai area, are the focus of this study. The number of participants in the study is based on the number of project managers employed in the UAE's IT sector.

Project managers and project associates from various IT based organizations are all part of the study's target audience.

3.3.2 Sampling Method

Sampling technique explains how the research sample was gathered and analyzed. "When it comes to selecting a representative sample for a study, there are primarily two sorts of sampling strategies to choose from. The probability sampling method and the non-probability sampling approach are two examples of this kind of sampling. The statistical or mathematical probability approach is used to produce the sample in the probability sampling technique, while

any computation is used to generate the sample in the non-probability sampling methodology”.
(Willis, 2004)

Our sample size was determined by the ease with which participants might be reached using a simple sampling approach. Convenient sampling is another name for non-probability sampling, in which a sample is selected based on a set of criteria. As each of the people in the sample has a managerial position, we needed their prior approval to include them in the study based on their availability and time constraints. Using this strategy, every member of the population has a fair shot of being included in the sampling process. It's also more efficient. Since the study had a limited amount of time, this strategy was used.

3.3.3 Sample Size

The entire number of people who are willing to participate in the study's data collection is included in the sample size. According to Taro Yamane's sampling estimates, the study's sample size is 100 participants, as determined by the convenience sampling approach (1967).

To get a total of 92.9, we rounded up to 100 since this is the most acceptable sample size for our present study. Project managers and project associates in Dubai's IT sector firms are likely candidates for this survey. A permission form would be issued to each participant to assure their agreement to engage in the study on the relationship between cultural diversity in projects and its impact on the project management communication. Taro Yamane (1967) refers to a method for calculating the precise number of samples to use in his explanation for the sample size. The following table shows the sample size calculation for the specified research project.

$$n = N \div [1 + N (e)^2]$$

$$n = 121 / [1 + 121(0.05)^2]$$

$$n = 121 / [1.302]$$

n=92.9

Another basis for sample rationale may be found in the 1970 Krejcie and Morgan table. The following is the table:

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

Assuming the population is 121, the sample size should be 92 workers, as shown in the table.

Based on these sampling methods, we may conclude that a sample size of 100 is appropriate.

3.3.4 Instrument for Data collection

The survey questionnaire is the research data gathering method for this study. A standardized survey questionnaire was constructed for data collection, which was carefully tailored to meet our study aims. It was decided to employ Sections A and B of the survey. Section A was developed based on the demographics of the survey respondents and a basic understanding of the research question. Section B of the survey was based on the variables of the research. There were three variables on which the questionnaire was developed based on the Likert scale. The Likert scale was five-point Likert scales, where it had options from Strongly Disagree to strongly agree. First variable on which the questionnaire was based was frequently encountered barriers in accepting cultural diversity, which has a total of five measures. The other variable was communication channel, which also had a total of five measures. The third variable included in the questionnaire was cultural diversity and project management communication which also had a total of five measures in the questionnaire.

3.4 Mode of Data Collection

The mode of data collection explains how and why they picked a particular data gathering strategy for their study. The main data gathering technique refers to the medium that is constructed from scratch. Using different surveys, questioners, and target sample audiences, this describes the core data gathering process. Researchers may reach their goals more quickly and easily via primary data collecting. Additionally, the data variability of the replies and a variety of other factors contribute to the advantages. Methods such as secondary data collecting make use of already-existing resources. There are a variety of sources for this information, including academic publications, scientific reports, conference proceedings, and even individual web

pages. Saving time and money are two of the primary benefits of secondary data (Chancellor, 2015).

Quantitative data in this study includes the SPSS analysis findings as well as survey replies. While the quantitative information indicates research results, the qualitative data conveys those same discoveries. Analysis of the study implications and goals may be achieved by combining both results. There will be many stages to the empirical investigation. URL links to a self-designed survey will be sent to study participants. Research goals and questions will be determined through a series of closed-ended questions in this survey.

3.5 Data Analysis

Using data analysis, researchers may provide relevance to a large amount of data obtained during a review (Struwig and Stead, 2001). The review's goals are met by a coordinated mix of data. The data gathered from the survey was analyzed using SPSS, which will be used to examine the connections between the three variables explained above in the research. An analysis programmer called SPSS is to be used for data filtering and discovering new information. Analyses such as factor analysis and regression as well as analyses such as ANOVA and t-test will be performed. Data analysis will thus proceed according to the schedule outlined below.

3.5.1 Pilot Test

If there are any flaws in the instrument, the Pilot test may be used as a pre-study to see whether it can be improved. Basically, the pilot test's primary goal is to see whether the survey instrument's findings can be discovered and adjusted before the real study takes place. Data gathering and feedback from a limited number of participants are often included in the pilot test to see whether the questionnaire yields the intended results. However, a general guideline is that

5% of the total sample size should be used for the pilot test. In order to conduct a pilot test, we recruited ten subjects from the general population.

3.5.2 Reliability Analysis

Cronbach's Alpha was used to gauge trustworthiness. Internal consistency is assessed using this test. It informs you how near together the items in the group are. The reliability's accessibility may be set anywhere from 0 to 1. In order for Cronbach's Alpha to be considered dependable, it must be greater than 0.8. Reliability is moderate when the number ranges from 0.6 to 0.8. The lower the value, the less dependable the data is. The results of reliability tests are shown in the following table:

Table: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.955	15

This shows that there are ten things in total. Reliability has a score of 0.955. The value is a representation of items in the groupings that are closely linked. This study's findings are trustworthy.

3.5.3 Descriptive Analysis

Describing the study's constructs statistically will be done using descriptive statistics. The lowest, maximum, mean, and standard deviations for both dependent and independent constructs will be calculated and displayed, and all constructs will be assessed on a five-point Likert scale. Descriptive parameters for each of the constructs will be derived from the findings.

3.5.4 Correlation Analysis:

When doing a correlation analysis, the sample's correlation coefficient is calculated. Correlation coefficient (R) spans from -1 to +1 and is represented by R. Two variables' strength and direction were measured by the values. In correlation analysis, a low level of one element is related to a higher level of another factor, resulting in a negative correlation value. In correlation analysis, a high level of one component is associated with a high level of another factor when the correlation value is positive. The direction of the relationship between two variables is shown by the sign of the correlation analysis, while the degree of the connection is indicated by the size of the correlation coefficient. Values greater than zero indicate no relationship between the variables, whereas values less than zero indicate an unfavorable relationship between the variables. There is no correlation between two continuous variables if their values are equal to zero.

3.5.5 Hypotheses Testing

Hair et al. were able to effectively evaluate the structural model and test their assumptions (2013) R², path coefficients, or beta () and the associated t-values by bootstrapping with a resample of 100 are recommended for evaluation. In addition to these essential indicators, researchers should specify the scope of their results, according to this group (f²). For the sake of addressing the hypotheses, we'll also discuss the correlation coefficient (R²). The R² value is a measure of the independent variables' ability to explain the variance of other variables. Because of this, the structural model's predictive potential is boosted by the R² value. Davari and Rezazadeh (2014) state that an R² value of 0.19, 0.33 or 0.67 is deemed poor, moderate or high, respectively. We'll use these numbers to see whether our theories hold up.

3.6 Ethical Considerations

Ethics are of utmost importance in any research. Therefore, the current research has also given utmost importance and significance to the ethical issues and ensuring that all the ethical aspects of the research are given highest importance. The ethical issues that were considered for the research include taking permission and consent from the respondents before including them in the sample for the research. It was assured that all the participants filled the consent form to provide their consent to be part of the research.

The confidentiality and personal information shared by the participants was also given high considerations. It was assured that no personal information or confidential information of the participants and the organizations used for the research are included in any part of the research. It was done to assure the participants of the confidentiality and importance given by the author to the personal information shared by the participants.

Another important ethical consideration was given to the element of plagiarism. It was assured that all the work done is free from any sort of plagiarism and no work is copied from the research conducted by the previous authors and researchers. If any information or data in the research that is taken from the other authors and literature, has been properly cited and references are provided in the research. Honesty and integrity have been given high importance throughout the period of conducting the research.

3.7 Chapter Summary

Detailed explanations of the study methods were given in this chapter in order to understand how cultural diversity impacts the project communication in the IT sector of the UAE region. The chapter's major goal was to show how the research's data was gathered, processed, and presented. A quantitative strategy was used in the study, which placed a high value on

selecting data collecting, analysis, and presentation methods that would best serve the study's goals and provide definitive answers to its research questions.

Chapter 4: Data Analysis

4. Introduction

This chapter of the research includes a detailed description of the data collection, data analysis tools used, and interpretation of the results. The results are presented in a form of tables and graphs. The result will guide us whether there is a link between cultural diversity and project management communication. Before applying any statistical tool, the reliability analysis will be carried out to ensure that the result obtained from the data gathered will be reliable. Once the reliability of the data will be checked the correlation analysis and regression analysis will be conducted to test the hypothesis of the study.

4.1 Data Collection Process:

The table below is representing the numbers of a questionnaire distributed and the actual sample collected. The questionnaire was forwarded to the 100 employees of the information technology industry of UAE, out of which 100 responses were gathered. The required number of respondents is acquired, and the number of respondents obtained matches the requirements of the data to be analyzed. The questionnaire was distributed through the google forum.

Items	Number
Sample Size	100
Numbers of questionnaires distributed	100
Numbers of responses collected	100

Table 1: Sample of the questionnaire

4.2 Demographic Analysis:

In the demographic analysis, the frequency and percentage of each category covering demographic information are presented. The frequencies and percentages are evaluated in IBM SPSS. The instruments included in the demographic analysis are age, gender, education, experience, designation, and job specialization.

Age		
	Frequency	Percent
20 – 30	22	22
31 – 40	32	32
41 – 50	28	28
51 – 60	18	18
Total	100	100

Table 2: Age of respondents

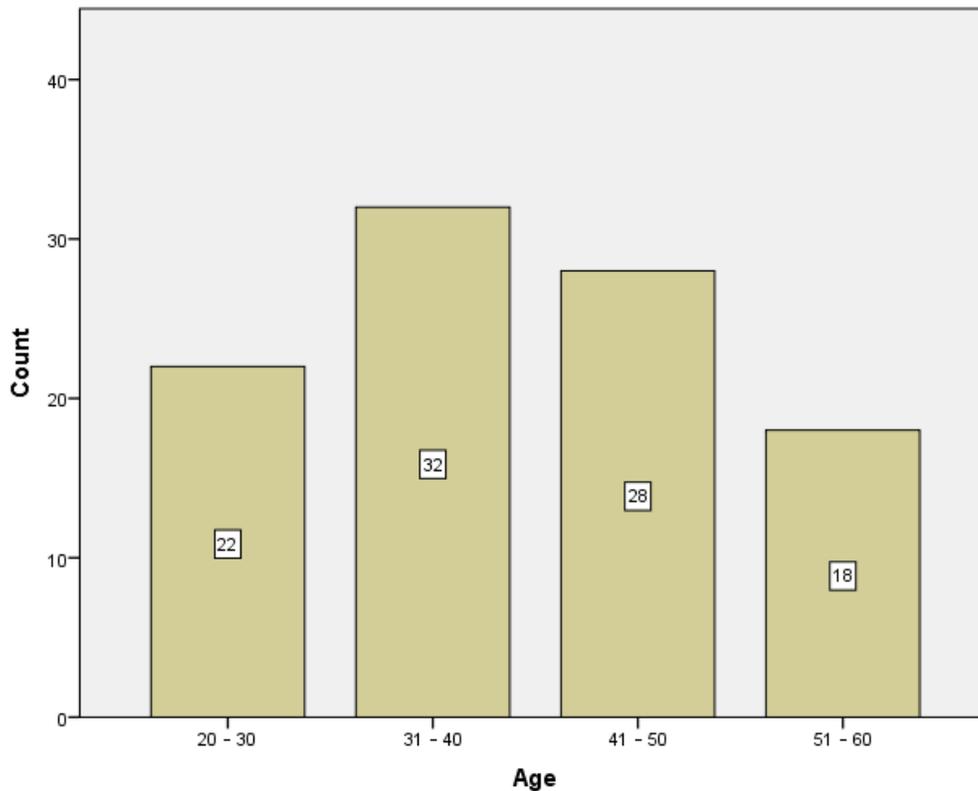


Figure 1: Age of respondents

Figure 1 is representing the age distribution of the respondents in our sample size. Table 2 is representing the frequencies and percentages of each category of age. According to the above figures, the sample of this research includes most respondents of age group 31 to 40 years, which is followed by 28 respondents of age group 41 to 50 year. The sample included 22 respondents of age group 20 to 30 and lastly 18 respondents of age group 51 to 60 years.

Gender		
	Frequency	Percent
Female	57	57.0
Male	43	43.0
Total	100	100.0

Table 3: Gender of respondents

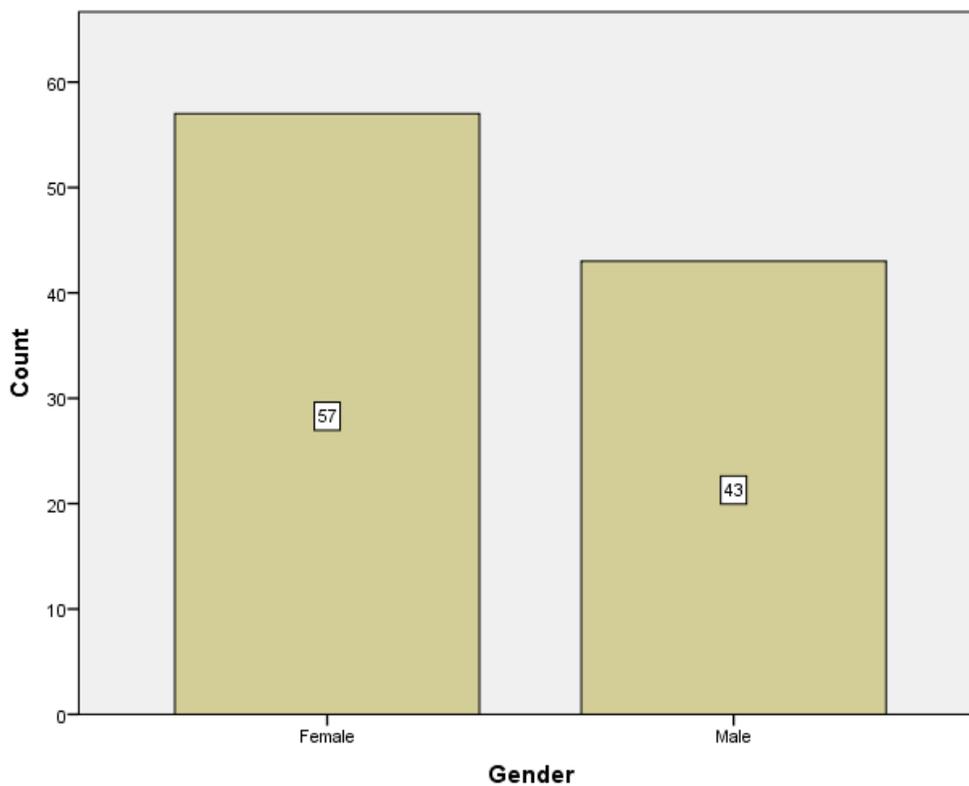


Figure 2: Gender of respondents

Figure 2 is representing the distribution of respondents based on gender. Table 3 is representing the frequency and percentage of male and female respondents of the study. As per the above information, females are more as they are 57 females in a sample of research while the males are less. The total sample includes 43 males.

Education		
	Frequency	Percent
Higher Diploma degree	32	32.0
Bachelor's degree	29	29.0
Master's degree	23	23.0
Doctorate	16	16.0
Total	100	100.0

Table 4: Education of respondents

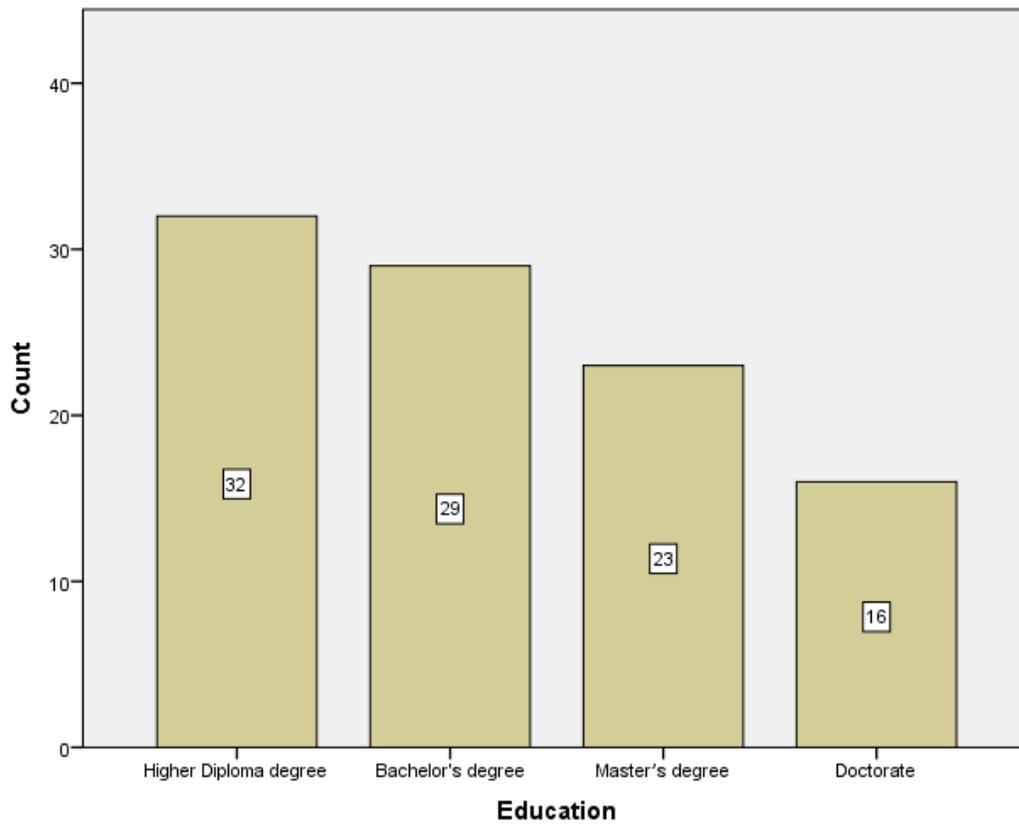


Figure 3: Education of respondents

Figure 3 is representing the distribution of respondents based on education. Table 4 is representing the frequency and percentage of respondents belonging to certain categories of education. The sample of the research includes most respondents holding high diploma degrees. There are 32 respondents in the sample that have high diploma degrees. 29 respondents are holding bachelor's degrees, 23 respondents are holding master's degrees and 16 respondents are holding a doctorate degree.

Experience		
	Frequency	Percent
Below 5 years	10	10.0
5 – 10 years	51	51.0
11 – 20 years	28	28.0
21 years & above	11	11.0
Total	100	100.0

Table 5: Experience of respondents

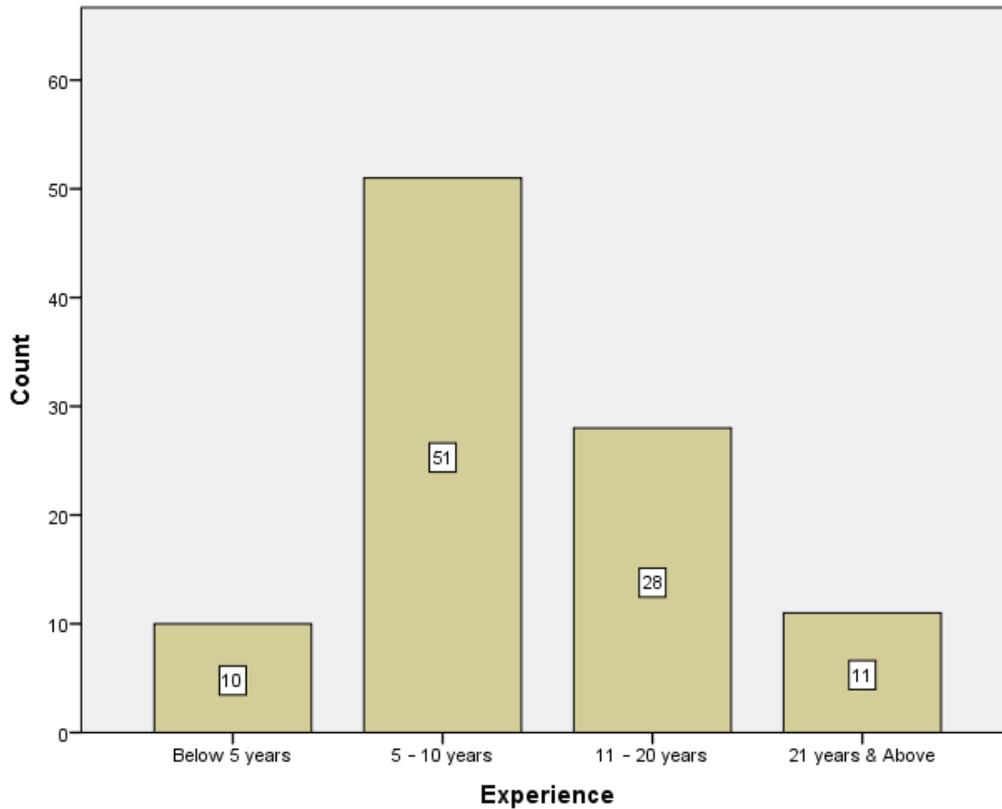


Figure 4: Experience of respondents

Figure 4 is representing the distribution of respondents based on their experience level.

Table 5 is representing the frequency and percentage of experience held by the respondents. The sample includes most of the respondents with experience of five to ten years. 51 respondents have five to ten years of work experience, 28 respondents have 11 to 20 years of experience, 11 respondents have experience of 21 or more years and lastly, 10 respondents have experienced below five years of working.

Designation		
	Frequency	Percent
New Joiner employee	9	9.0
Mid-experience employee	24	24.0
Section Head	29	29.0
Manager	22	22.0
Director	16	16.0
Total	100	100.0

Table 6: Designation of respondents

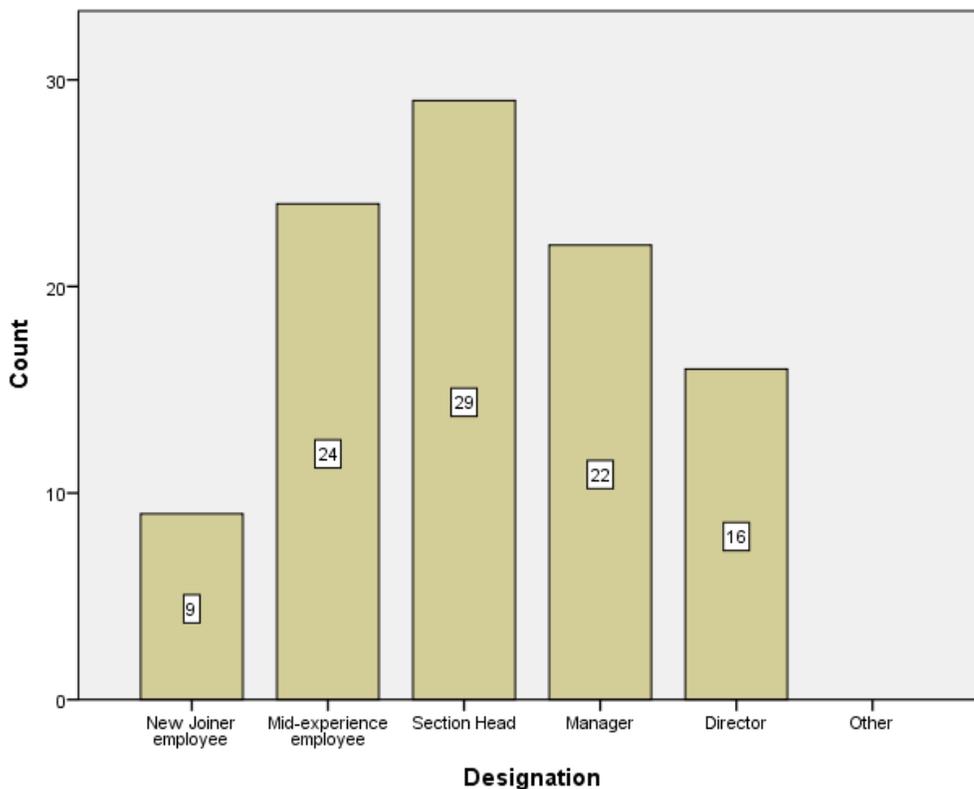


Figure 5: Designation of respondents

Figure 5 is representing the distribution of the respondents based on their position in the organization. Table 6 is representing the frequencies and percentage of respondents who belong to different positions. Most of the respondents included in the sample were the section head making up 29 percent of the sample. 24 percent of the respondents are mid experience employees, 22 respondents are managers, 16 respondents are directors and only 9 respondents have recently joined the organization.

Job Specialization		
	Frequency	Percent
Program development	15	15.0
Database	29	29.0
Electronic services	23	23.0
Technical support	33	33.0
Total	100	100.0

Table 7: Job specialization of respondents

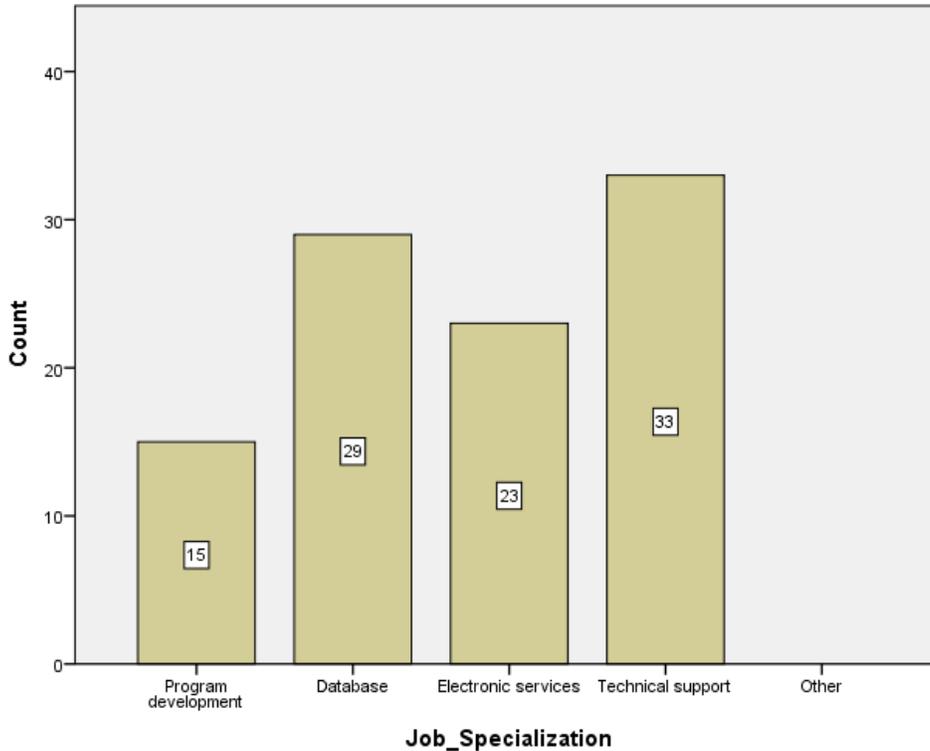


Figure 6: Job specializations of respondents

Figure 6 is representing the job specialization of the respondents. The high numbers of respondents that provided responses belong to the technical support department. 33 percent of respondents are in technical support, 29 percent of respondents are in the database department, 23 percent belong to the electronic service department and the remaining 15 percent belong to the program development department.

4.3 Reliability Analysis:

It was necessary to do reliability analysis first to determine if a question in the questionnaire was trustworthy or not before proceeding with additional analysis. There are several methods for calculating the validity of reliability analysis. However, the most used metric by academics is the value of Cronbach's Alpha. When the value is 0.7 or higher, the scale is trustworthy. A low value of alpha is attributable to a weak relationship between the study and the public. In other words, when the value is 0.50 or above, it is considered acceptable, whereas when the number is less than 0.50, it is considered unsatisfactory.

Case Processing Summary			
		N	%
Cases	Valid	100	100.0
	Excluded	0	.0
	Total	100	100.0

Table 8: Summary

Reliability Statistics	
Cronbach's Alpha	N of Items
.979	15

Table 9: Result of reliability test of the questionnaire

The findings suggest that all valid instances are present and that there are no excluded values; therefore, the sample data demonstrates that there are no missing values in the data set. The Cronbach's Alpha value is .979, indicating that the 15 survey questions used to evaluate the

link between cultural diversity and project management communication are reliable. The internal consistency exists. In a similar vein, the test findings indicate that the survey input does not suffer from any reliability issues.

4.4 Descriptive Statistics:

Descriptive statistics are used to summarize the characteristics of cultural diversity and project management performance. The mean of all the questions of the study will be discussed in this section of the study. According to Wireman (1995), there are three categories of the mean value of the agreement.

Mean	Level of agreement
1 to 2.40	Disagree
2.41 to 3.80	Average Agree
3.81 to 5.00	Agree

Table 10: Level of the mean value of the agreement

	N	Mean	Std. Deviation	Level of agreement	Average mean
Cultural differences create significant issues and challenges in managing project communication within the IT sector of the UAE	100	4.0200	.98453	Agree	4.1360
Language barriers are more significant in culturally diversified project teams	100	4.2700	1.04306	Agree	
Cultural beliefs and norms make it difficult for the team members to effectively communicate within project teams in the IT sector	100	4.0600	.94088	Agree	
Inefficient leadership and management practices significantly impact effective project communication	100	4.2200	1.08786	Agree	
There is a lack of cultural awareness training by the management which leads to inefficient project management communication in the IT sector of the UAE	100	4.1100	.96290	Agree	
All important decisions are communicated to the project team members through official emails	100	4.2300	1.00358	Agree	4.1640
There are regular in-person meetings conducted to evaluate the project progress in the IT sector of the UAE	100	4.0700	1.03724	Agree	
Online mediums, like Teams, Google Meet, Skype, and WhatsApp Video calls are used for conducting meetings and to communicate with geographically dispersed team members	100	4.1700	.95405	Agree	
Team members in culturally diversified project teams are required to communicate in English	100	4.1900	.99184	Agree	
Face- to Face communication (in-person and video conferencing) develops more effective communication channels in culturally diversified project teams	100	4.1600	1.04175	Agree	
Cultural Diversity significantly impacts project communication in the IT sector of the UAE	100	4.2200	.97006	Agree	4.1680
The differences in languages and acceptable norms impacts project	100	4.1200	.99778	Agree	

management communication in IT sector projects				
Project teams with diversified employees are more innovative	100	4.240 0	.97566	Agree
Lack of proper cultural differences training often leads to issues and challenges of project management	100	4.020 0	.98453	Agree
Project delays or low-quality products are often the result of misunderstandings and misunderstandings among members of culturally diverse teams	100	4.240 0	.97566	Agree

Table 11: Descriptive Statistics

According to the above table, the average mean of all the three categories of questions in the questionnaire is closer to each other. The mean of the Frequently Encountered Barriers in accepting cultural diversity is 4.1360 which are the lowest. The mean value of the communication channel is 4.1640 and the mean value of Cultural Diversity and Project management communication is 4.1680 which are the highest of all.

4.5 Correlation Coefficient Analysis:

It is possible to quantify the strength of a linear relationship between two variables by calculating their correlation coefficients. Linear correlation coefficients that are greater than zero indicate a positive relationship. Having a value less than zero indicates a negative relationship. When two variables are both equal to 0, there is no correlation between them. Here, we utilized Pearson Correlation to see whether there was any relationship between the independent and the dependent variables. The dependent variable was project management communication while the independent variable is cultural diversity. The controlling variable of the study is the communication channel.

		Culture Diversity	Language Barriers	Cultural Beliefs	Project Management Leadership	Project Management Communication
Culture Diversity	Pearson Correlation	1	.595**	.915**	.684**	.767**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	100	100	100	100	100
Language Barriers	Pearson Correlation	.595**	1	.601**	.900**	.759**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	100	100	100	100	100
Cultural Beliefs	Pearson Correlation	.915**	.601**	1	.638**	.760**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	100	100	100	100	100
Project Management Leadership	Pearson Correlation	.684**	.900**	.638**	1	.758**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	100	100	100	100	100
Project Management Communication	Pearson Correlation	.767**	.759**	.760**	.758**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	100	100	100	100	100

Table 12: Correlation matrix

Table 12 is representing the results of correlation analysis. The values are indicating that there is a positive and significant relationship of the dependent variable with the independent variable and controlling variable. In detail, the value of R between cultural diversity and project management communication is 76.7% which is indicating a strong positive link between the two variables. The R-value between the language barrier and project management communication is 75.9% which is indicating a strong positive link between the two variables. The value of R between Cultural Beliefs and project management communication is 76% which is also indicating a strong positive link between the two variables. Lastly, the R-value between Project Management

Leadership and project management communication is 75.8% which is also indicating a strong positive link between the two variables. To summarize, the independent and dependent variables are highly and positively linked to each other. The direction of the relationship between the dependent and independent variable of study is positive. Improvement or increase in independent variables will also improve or increase the dependent variable.

4.6 Regression Analysis:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 ^a	.738	.727	.50729

Table 13: Model Summary

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.712	4	17.178	66.750	.000 ^b
	Residual	24.448	95	.257		
	Total	93.160	99			

Table 14: ANOVA

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.345	.246		1.403	.164
Culture Diversity	.292	.140	.297	2.087	.040
Language Barriers	.382	.116	.411	3.288	.001
Cultural Beliefs	.215	.139	.209	3.551	.012
Project Management Leadership	.046	.121	.052	2.383	.010

Table 15: Coefficient

Using R^2 the study's independent factors influence the dependent variable's fluctuation, as shown in Table 13. The value of R^2 for this research is 73.8% percent, which implies that the independent variable of the study is responsible for an 73.8% percent variance in the dependent variable. If this number exceeds 50%, we can safely say that the model is a good match. Table 14 provides a summary of the model's overall relevance. The model used in this investigation has a significance level of less than 0.05, which indicates that it is extremely significant. Finally, the p-

values for each independent variable are shown in table 15. Because the p-value for cultural diversity is less than 0.05, the first hypothesis, that cultural variety has a substantial influence on project management communication, is accepted. The p-value of Language Barriers is also below 0.05 which is also leading to acceptance of the second hypothesis Language barriers create a significant impact on the project management communication in the IT projects in UAE. The p-value of Cultural Beliefs and Project Management Leadership is also below 0.05 which leads to acceptance of the third and fourth hypothesis that are the difference is cultural beliefs have a significant impact on project management communication and Project manager's leadership efficiency has a significant impact on the project management communication. The results of the study are in line with some with previous research such as Rauschenberg (2001) who said that when examined in terms of age, gender, and ethnicity, having a diverse workforce has a positive impact on the organization's performance. A diverse workforce, according to the author, may help a firm enhance efficiency and creativity. (Davis, Frolova, and Callahan, 2016) discovered that HR managers saw diversity as a key factor in increasing creativity in the workplace. HR managers play a critical role in fostering workplace diversity, and they must be held accountable for their efforts. According to Elena (2010). A better understanding of people with varied races, ethnicities, languages, etc., could open the door for open communication and effective project delivery.

The finding of the reliability test showed that all questionnaires used in the study were highly reliable and provided reliable results. According to the findings of correlation analysis and regression analysis, all four hypotheses are accepted. As per the results, culture diversity, language barrier, cultural belief, and Project manager's leadership efficiency do impact project management communication.

4.7 Discussion

In the 21st century, project managers must pay attention to multiculturalism in order to be successful in their endeavors. Our ability to communicate effectively with individuals from different nations is an issue that project managers encounter on a regular basis. Because of this, management must contend with a wide range of misunderstandings. There must be an attitude of acceptance rather than avoidance when confronted with this issue. 90% of the time managers spend talking with their team members, stakeholders, or sponsors is spent organizing and attending meetings, planning, identifying risks, negotiating, and resolving problems, to name a few. It is uncommon for project managers to be unaware of or unprepared to deal with cultural differences.

According to literary analysis, a group's culture may be described as a common collection of characteristics through which that group organizes its life together, its surroundings, and its response to social issues. Civilizations vary in many ways: national character, perception, thinking, language, nonverbal communication, values, habits, and social grouping are just a few of the many things that set them apart from other cultures. Because of our increasingly multicultural culture, even the most routine project manager faces several difficulties. Most of the time, communication breakdowns occur because project managers (PMs) refuse to learn about the cultures of their team members and instead rely on "cultural arrogance," which is when people from other countries arrive in these countries with their own set of ideas, terminology, and practices that they don't care about or respecting.

4.7.1 Frequently Encountered barriers in accepting cultural Diversity

Cultural diversity in the project leads to certain important barriers that need to be understood by the PM and the project team member. The research found out that there are some potential barriers that the PM and the project teams encountered in accepting the cultural diversity

in the IT projects in the UAE region. These include the differences in the cultural norms that the employees have which enable them not to understand what the other cultures accept to be normal and what is not considered as the way of communication by the others. Other barriers identified in the analysis of the research data include the language barriers. It is considered as one of the most important barriers as language is the key to effective communication. The differences in the spoken language by the team members often leads to creating barriers for effective project management communication in the IT sector, as the project team members belong to different cultural backgrounds, speak different languages, it becomes very difficult to understand and to communicate effectively.

Another barrier that was identified from the research includes the inefficiency of the project manager to manage cultural diversity effectively in the project teams. This creates conflicts of interest and understandings which are utmost important in effective project management communication. The research also identified that often the lack of cultural diversity training lead to issues and problems in establishing effective project management communication in the IT sector-based projects in the UAE region.

4.7.2 Communication Channels

Effective communication is only possible if the project teams. Communication channels help PMP credential holders conceptualize how information is shared between project team members and other stakeholders. As a PMP can calculate the number of communication channels to identify potential communication issues and implement ways to keep project communications under control. Knowing the number of potential communication channels can help project managers make informed decisions regarding what kind of information needs to be shared, the best format, delivery method, timing, and more.

As per the review of literature and data analysis, the process of communicating something between individuals involves several elements. these include context: the time, space, reason, or organizational structure involved, Message: the information, idea, opinion, or whatever else being shared, Sender: the person who sends the message with some intent in mind, Receiver: the person who receives the message and interprets it, Medium: some method of communicating the message and Feedback: some form of response or follow-up initiated as a reaction to the message

For example, at the start of a project (context), a project manager (sender) may call (medium) a customer (receiver) to confirm the specifications of a requested deliverable (message), and the customer may respond with the requested information (feedback). When we communicate with others, we are trying to share information, ideas, and common ground with them. Projects revolve around and depend upon efficient communication from the moment an idea is shared through the entire life span of the project.

4.7.3 Cultural Diversity and Project Management communication

How can project managers and clients overcome the structural and cultural requirements and limits that define its operation in order to establish an infrastructure that supports more effective communication in the future of the IT industry in the United Arab Emirates region? In addition, the IT research community and the industry must discover ways to overcome the current and future cultural limits on the sector's growth, which are highlighted in the study. While it may be possible to claim that adopting successful communication tools is a simple matter in a theoretical sense, the translation of theoretical viewpoints into reality relies on how the people understand them. Many people with previous experience working in multicultural project teams may not yet have the necessary communication skills to deal with the difficulties of working in such an environment. Due to the large range of cultures involved in multicultural project teams,

there is no assurance that proclaimed good practices will provide effective project results. As seen in ethnic construction project teams, communication is examined in this research.

To reach research objectives, four hypotheses were developed and test. As per the analysis of the research, the p-value for cultural diversity is less than 0.05, the first hypothesis, that cultural variety has a substantial influence on project management communication, is accepted. The p-value of Language Barriers is also below 0.05 which is also leading to acceptance of the second hypothesis Language barriers create a significant impact on the project management communication in the IT projects in UAE. The p-value of Cultural Beliefs and Project Management Leadership is also below 0.05 which leads to acceptance of the third and fourth hypothesis that are the difference is cultural beliefs have a significant impact on project management communication and Project manager's leadership efficiency has a significant impact on the project management communication.

4.8 Summary

The chapter provided detailed analysis of the data gathered through survey. The results of the study are in line with some with previous research such as Rauschenberg (2001) who said that when examined in terms of age, gender, and ethnicity, having a diverse workforce has a positive impact on the organization's performance. A diverse workforce, according to the author, may help a firm enhance efficiency and creativity. (Davis, Frolova, and Callahan, 2016) discovered that HR managers saw diversity as a key factor in increasing creativity in the workplace. HR managers play a critical role in fostering workplace diversity, and they must be held accountable for their efforts. According to Elena (2010). A better understanding of people with varied races, ethnicities, languages, etc., could open the door for open communication and effective project delivery.

Chapter 5: Conclusion, Recommendations and Limitations

5.1 Summary

The research was carried out with the aim of highlighting the impact that cultural diversity has on project management communication in the IT sector of the UAE. The research adopted an exploratory research design where the data was collected from 100 project managers and project team members who are working in the IT sector of the UAE using the survey questionnaire as the mode of data collection. Based on the findings of the research, it was concluded that the significance value is less than 0.05, which means that the model of this study is highly significant. The cultural diversity p-value is 0.001, which is below 0.05. Therefore, the first hypothesis is accepted that there is a significant impact of cultural diversity on project management communication. The p-value of language barriers is also below 0.05, which also leads to the acceptance of the second hypothesis. Language barriers have a significant impact on project management communication in IT projects in the UAE. The p-value of cultural beliefs and project management leadership is also below 0.05, which leads to acceptance of the third and fourth hypotheses that the difference is that cultural beliefs have a significant impact on project management communication and the project manager's leadership efficiency has a significant impact on project management communication. The results of the study are in line with some previous research, such as Rauschenberg (2001), who said that when examined in terms of age, gender, and ethnicity, having a diverse workforce has a positive impact on the organization's performance. A diverse workforce, according to the author, may help a firm enhance efficiency and creativity. (Davis, Frolova, and Callahan, 2016) discovered that project managers saw diversity as a key factor in increasing creativity in the workplace. Project managers play a critical role in fostering workplace diversity, and they must be held accountable for their efforts.

According to Elena (2010). A better understanding of people with varied races, ethnicities, languages, etc., could pave the way for open communication and effective project delivery. The findings of the reliability test showed that all the questionnaires used in the study were highly reliable and provided reliable results. According to the findings of correlation analysis and regression analysis, all four hypotheses for the research were accepted. As per the results, cultural diversity, language barriers, cultural beliefs, and a project manager's leadership efficiency do impact project management communication.

5.2 Recommendations

Increasingly, firms are looking to extend their operations abroad or develop new markets in a new location. There are only a few firms that will thrive in the 21st century if they engage in cross-cultural training for its personnel, particularly their Project Managers. Employees will be better equipped to increase their efficiency and effectiveness both at home and abroad if they have a comprehensive grounding/drilling in cultural concerns. To be successful, one must be aware of how other people think, how they see the world, and what their attitudes and cultural standards are. Remind yourself that most initiatives nowadays fail not just due to issues with budget, time, and schedule, but also due to difficulties with people. Working with individuals from various parts of the globe may be very challenging. Be open to new ideas and ways of looking at the world.

It is critical, according to the research, that people from other cultures respect the culture (especially organizational) of the country where they now find themselves and work well with those in charge of their organizations' affairs, particularly PMs, in order to contribute their best in team communication. People from different cultures should put aside their cultural arrogance and put their best effort into their projects and assist their project managers in resolving cross-cultural challenges. Communication variables (especially nonverbal) that may have been misunderstood

by either the PM or other members of their team would be easily resolved if everyone in this team understands that they are all working together to satisfy their clients and anything that would hinder it should be quickly resolved.

To effectively lead their teams, PMs must invest time in learning about the unique work cultures of the individuals in their teams. It's a win-win situation for the team's health and well-being. All project managers should attend multicultural seminars, particularly those aimed at conflict resolution, to better comprehend the makeup of their organization's workforce. Aside from that, corporations should make it a regular practice or point of responsibility to send their PMs to external training in intercultural competency or to bring in consulting firms that specialize in this area of expertise to provide the training on a regular basis. Communication breaks down when we assume that other people share our worldview, which is impossible since we come from such diverse cultural and racial backgrounds. When we pay attention to the individuals in our lives, we discover that they are all predictable and follow a set pattern of conduct. Everyone has a network of people they can turn to for support. It is important for project managers to learn how to work with each of these kinds of people. Cooperation between minorities and their project managers is critical if they are to integrate successfully into their new surroundings.

Educating managers and project team members about the cultures of various countries is highly encouraged. They should also broaden their horizons. To put it another way, don't be confined to the ways in which you've been taught things should be. There may be a variety of approaches to solve a problem, so don't be afraid to try them all. No matter how hard you try, you can't expect the rest of your project team to say things exactly the same way you do. The Prime Ministers need to recognize that everyone has a global duty. They need to learn greater conflict-resolution skills (especially the ones with cultural orientation). The goal of cross-cultural training

is to provide project managers with the communication skills necessary to deal with the challenges that come with working with people from diverse cultural backgrounds. It's time for a fundamental transition from cultural sensitivity to skills-based training that teaches managers how to deal with individuals from a variety of backgrounds.

Individuals from various cultural backgrounds have varying frameworks for seeing the world, leading to a variety of interpretations and conclusions. PMs need to be aware of the cultural rhythms of the women on their teams, and they need to be aware of the importance of women in IT. To effectively manage diversity, one must be both culturally literate and culturally competent.

Project Managers should not be paralyzed by apprehension. In most circumstances, they deny or dodge the subject. To be successful as a project manager, you must become a cultural mentor: lunchroom, not conference room! It's a good idea for project managers to take a coworker of a different race or ethnicity out to lunch to learn more about each other. Listen to what others have to say. When a team member has a greater level of trust and respect for the PM, they are more willing to communicate openly, which makes it easier to address conflict when it develops. It is important for project managers to understand about other cultures. Attending cultural activities in your neighborhood to widen your horizons and learn about other cultures is one example. A better knowledge of the team's makeup may alleviate many of the issues that arise throughout project development, including scheduling, personality, cost, and priorities.

5.3 Limitations

Other studies of this kind have likewise had limitations, and this one has, as well: As a start, three independent variables are being examined in this research. Accordingly, it is recommended that future research add other aspects, such as impact of external factors on the

project communication and success in the IT sector. It is impossible to disguise the present research's effectiveness and profitability. A further problem with estimating study elements is that it relies entirely on respondents' views and inclinations when it comes to answering the questionnaire about how those factors affect performance or profitability. Therefore, there is a possibility of mistake and bias in the data set. Third, the sample size is too small. Data might be gathered from a different section of the nation and not only from the project managers and project teams in the IT sector. Finally, the study relies only on quantitative data analysis to arrive at a response to the research question. Qualitative research is unique in that it does not make a judgment before the investigation begins; therefore, qualitative research may be completed in a fair amount of time while still allowing authors to do hands-on work that isn't constrained by predetermined inquiry categories.

There are certain disadvantages to doing research using a cross-sectional study design. Due to non-response bias in cross-sectional research, a non-representative sample is chosen from the population. Using Google Forms, a link was sent to a sample of respondents who had consented to participate in the survey online, and the survey questionnaire was submitted. In addition, the study presented a more in-depth review of the research's aims and related them to the literature already available (Gray et al, 2017).

"Finally, common technique variance is present. A measurement inaccuracy is known as a method variance (Podsakoff, MacKenzie and Podsakoff 2012) that occurs when responses to measurements from a single data source fluctuate consistently with a shared scaling strategy (Fuller et al. 2016). For this sort of survey, Harman's single factor test was employed as the statistical test for the common method variance since it is the simplest measure and frequently used in the literature (Podsakoff, MacKenzie and Podsakoff 2012)".

5.4 Conclusion

In this article, we've reviewed the primary challenges that today's Project Managers face because of cultural diversity, discussed the importance of intercultural competency, and emphasized the need of laying the groundwork for tomorrow's leaders, the Nesters. Using these ideas, I believe project managers will seek out more information to better prepare themselves for dealing with cultural issues that arise when working with individuals from diverse backgrounds, both inside their own teams and from across national and international borders. Additionally, they will be better equipped to cope with the communication management difficulties of the 21st century if they are culturally competent.

As project managers, you have the power to design your own professional world. When it comes to the quality of your professional life, your thinking has a lot to do with it. Your attitude is the one thing you have complete control over. Changing your thoughts and perceptions is the only way to make a difference in the world.

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Appendix

(Survey questionnaire)

Dear respondent,

Your contribution is important to us and will be used for academic purposes only. Please be assured that any information or responses that you provide in connection with this research will remain anonymous, meaning your answers will not be connected to you in any way.

Part 1: Demographics

A) Age:

- 20 – 30
- 31 – 40
- 41 – 50
- 51 – 60

B) Gender:

- Female
- Male

C) Education:

- Higher Diploma degree
- Bachelor's degree
- Master's degree
- Doctorate

D) Years of Work Experience:

- Below 5 years
- 5 – 10 years
- 11 – 20 years
- 21 years & Above

E) Which of the following best describes your designation in your organization?

- New Joiner employee
- Mid-experience employee
- section Head
- Manager
- Director
- Other _____

F) Which of the following best describes your job specialization in the IT department?

الجزء الأول: البيانات الديموغرافية

(أ) العمر:

- 20-30
- 31-40
- 41-50
- 51-60

(ب) الجنس

- أنثى
- ذكر

(ت) التعليم:

- درجة الدبلوم العالي
- درجة البكالوريوس
- درجة الماجستير
- درجة الدكتوراه

(ج) سنوات الخبرة

- أقل من 5 سنوات
- 5-10 سنوات
- 11-20 سنوات
- 20 سنة أو أكثر

(ح) أي مما يلي يصف بشكل أفضل تعيينك في مؤسستك؟

- موظف جديد
- موظف ذو خبرة متوسطة
- رئيس قسم
- مدير
- مخرج
- أخرى _____

(د) أي من الخيارات التالية يصف تخصصك الوظيفي في مجال تقنية المعلومات؟

<ul style="list-style-type: none"> ● program development ● Database ● Electronic services ● Technical support ● Other_____ 	<ul style="list-style-type: none"> ● تطوير الأنظمة ● قاعدة البيانات ● الخدمات الإلكترونية ● الدعم الفني ● أخرى_____
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Frequently Encountered Barriers in accepting cultural diversity

#	Statement	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
1	Cultural differences create significant issues and challenges in managing project communication within the IT sector of UAE					
2	Language barriers are more significant in culturally diversified project teams					
3	cultural beliefs and norms make it difficult for the team members to effectively communicate within project teams in IT sector					
4	Inefficient leadership and management practices significantly impacts effective project communication					
5	There is a lack of cultural awareness training by the management which leads to inefficient project management communication in the IT sector of UAE					

Communication channels

#	Statement	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
6	All important decisions are communicated to the project team members through official emails					
7	There are regular in-person meetings conducted to evaluate the project progress in the IT sector of UAE					
8	Online mediums, like Teams, Google Meet, Skype and Whatsapp Video calls are used for conducting meetings and to communicate with geographically dispersed team members					
9	Team members in culturally diversified project teams are required to communicate in English					
10	Face- to Face communication (in-person and video conferencing) develops more effective communication channel in culturally diversified project teams					

Cultural Diversity and Project management communication

#	Statement	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
11	Cultural Diversity significantly impacts the project communication in the IT sector of UAE					
12	The differences in languages and acceptable norms impacts project management communication in IT sector projects					
13	Project teams with diversified employees are more innovative					
14	Lack of proper cultural differences training often leads to issues and challenges of project management communication in culturally diversified project teams					
15	Misinterpretation of ideas and opinions usually arise among culturally diversified team members, which ultimately leads to project delay or poor-quality product deliver					