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## FOREIGN EMPLOYMENT IN ENTERPRISES – EXAMPLES FROM COUNTRIES WITH DIFFERENT CULTURES

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**Abstract.** Migration has been a topic discussed across international boundaries especially the mobility of international workers. The purpose of this research was to conduct a comparative analysis of foreign employment in enterprises and firms operating in UK, Poland and UAE. The study was driven by the increasing rate of migration whether to look for better employment and life opportunities or simply a change of scenery abroad. The analysis was conducted using primary data collected from managers of the companies operating in these countries. The data were analyzed using descriptive statistics and comparative analysis technique of chi-square tests for independence. The findings indicated that there was a significant relationship between the country in which the companies operated and the age of foreign employees, type of contract, a common type of jobs foreigners are employed, and the reason why the company decided to employ foreigners. The study concluded that there is a similar trend in the increase in the number of foreign employees working in the three countries – the UK, Poland and UAE. The largest age group of foreign employees was 25-35 years. The highest type of contract was fixed-term full-time employment consented by 165 companies. The most common job was unskilled manual labour.

**Keywords:** migration; employment migration; foreign employment; comparative analysis

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**JEL Classifications:** J60, J61, J69

### 1. Introduction

Migration and the changes in its global trajectories have emerged as critical contemporary issues. In Europe, many governments have been overwhelmed by the current massive migration. As a result, the international community must confront this 21st-century challenge, which can only be accomplished by fully addressing its underlying reasons (Sokołowicz & Lishchynskyy, 2018). And as people, both oblivious and scoped, it is our responsibility to assist our leaders in making sound migration decisions. Simply put, migration is the act of

relocating to a novel location to survive there. Hammarstedt and Miao (2020) state that individuals migrate for one of two primary reasons: they would like to migrate to improve their living conditions, or they are forced to migrate due to challenging circumstances. Migration incentivizes cultural pluralism, economic prospects and saves lives. It can also change the socioeconomic foundations and demography and support criminal activities like human smuggling and uncontrolled migration, prompting concerns about cultural identity and political sovereignty (Fitzsimmons et al., 2019).

Elevated migration is commonly objected to on the basic principle of concerns that large inflows of foreign laborers will eliminate jobs, drive down wages, and result in a drop to a downward trend in the employment of low-skilled nationals. According to Shirmohammadi et al. (2021), the impact of migration on the balance and complexities of the labor market is significantly more sophisticated; it cannot be comprehended with considerations of both the attributes of the migrants and the economic circumstances in the host country are excluded. The labor market impact of foreign employees' changes based on the stage of economic trade activity. Therefore, the evaluation period impacts the nature of the links between the number of migrants and the labor market (Chen et al., 2019). Long-term, migration may help alleviate the effects of population aging while also improving available personnel across industries. While in the short term, migration can be significant in alleviating downturns and labor market disparities.

Foreign employment is a buffer in the labor market's adaptation to cyclical fluctuations. Initiatives to implement migration policies whose primary goal is to adapt to the labor market's short-term necessities are not without difficulty. Fassio et al. (2019) assert that migration cannot be blamed for the labor market disequilibria. Migration's role in long-term growth is considered not only in its quantitative effect on labor-force increases but also in its qualitative influence on individual wealth generation. According to Martynowska et al. (2020), labor shortages in information and communications technologies are especially problematic acute in the current context of country growth. Some countries are also having difficulty employing low-skilled workers. Most countries have revised their legislation to make it easier to admit skilled and highly qualified migrant labor.

## **2. Theoretical background**

As per the ILO Department of Statistics (2022), there were a projected 169 million migratory workers worldwide in 2019. Approximately two-thirds of all foreign laborers were centered in high-income nations, with about 60.6% centered in 14.3% in the Arab States, 22.1% in Northern America, and 24.2% in Western, Northern, and Southern Europe. The significance of these top-ranked three subdomains proportion to the proportion of foreign migrant workers they house has not waned. As predicted by prior projection, the same three subdomains housed the greatest proportion of all foreign laborers: 60.2 percent in 2013 and 60.8 percent in 2017.

In 2019, 70 million, an estimated 41.5 percent, of all foreign laborers worldwide were female (Bertolini & Clegg, 2020). Male migrant laborers covered 99 million of the totals estimated to be 58.5 percent. ILO Department of Statistics (2022) further state that women make up a lesser proportion of net global migrant workers since women make up a smaller proportion of all international migrants (47.9 percent) and have a lower labor market involvement than males (59.8 percent vs. 77.5 percent). Nevertheless, there were also substantial geographical differences in the proportion of women within overall migrant laborers. Moreover, the research suggests that women made up 50% of all migrant laborers in Northern, Southern, and Western Europe; in the Arab States, the figure was less than 20 percent.

Adults of peak working age (ages 25–64) made up 86.5 percent of all migrant employees. In 2019, around 10% of all foreign laborers were between 15 and 24. Among migratory workers, the proportion of elderly employees (aged 65 and above) was 3.6%. The services industry was the largest job provider of foreign laborers, employing 66.2 percent of all migrant employees and over 80 percent of all female migrant workers globally (Bak-Klimek et al. 2020). Increasing demand for labor in the economic sphere (encompassing medical and household duties),

where the labor force is largely female, might account for a portion of the high proportion of female foreign laborers in the services sector. According to the ILO Department of Statistics (2022), the other migrant workers were employed in manufacturing (26.7%) and the agricultural sector (7.1%).

### ***2.1 Reasons for Foreign Employment Migrants***

In general, the population of foreign employees is not a homogenous group. Adjustments in the foreign labor force and its primary features (country of origin, expertise, workforce participation, sectoral dispersion, and unemployment rates) are caused by the credentials of new migration fluxes and any economic and structural modifications that occurred during the review process (Fitzsimmons et al., 2020). For example, any changes to the prerequisites for naturalization and any changes to the legislation limiting migrants' entrance to the labor market are anticipated to impact the volume of the foreign labor force significantly. Rodgers et al. (2019) argue that though the fraction of foreign nationals or migrant workers in the labor force can differ from that of the overall population for which they compensate, depending on factors such as the timing of consecutive influx of migrants, the magnitude of the household element in migrations, and selection criteria based on age or skills and experience, the ratios have primarily followed a similar pattern over the last decade.

Although new perpetual foreign worker admittance is now quite a few, transitory foreign worker employment looks to be getting more common; certain nations are implementing governmental steps to support it. The temporary employment of foreign workers adds versatility to the labor market and helps to alleviate sectoral labor scarcity in host countries (Muoka & Lhussier, 2020; Urbański, 2021). The latter is especially true in the latest technological segments, where numerous countries are experiencing a shortage of qualified and highly competent laborers. Enhanced temporary labor migration may also discourage employers from employing undocumented employees, especially those engaged in seasonal operations. Bertolini and Clegg (2020) and Androniceanu et al. (2021) point out that measures to facilitate the entry of temporary employees, particularly skilled and highly trained individuals, have recently been implemented in several nations. These policies are being implemented to increase economic development and labor shortages in specific industries.

Migration is the most efficient approach to eliminating poverty and sharing wealth by working and finding new employment, which is the World Bank's dual aim. Not unexpectedly, all historical development and growth cycles have featured a reallocation of labor across geography and industries within nations. According to Balezdrova et al. (2019), addressing these valid economic concerns is essential to making informative and successful policy decisions. The objective should be to cut the price of native-born employees' short-term displacements and spread the economic advantages of labor mobility more evenly. Aoki & Santiago (2018) believe that proactive actions to alleviate suffering and share the benefits of migration are required to prevent extreme migration restrictions that will harm everyone. It is therefore evident that people migrate a lot for employment purposes, in different countries. Therefore, the purpose of this article is to investigate and compare the aspects of migrants for foreign employment enterprises operating in Poland, the United Kingdom, and the United Arab Emirates. The hypothesis of this study is:

**H1:** There are significant similarities and differences in the migrants' foreign employments among UK, Poland, and UAE

The stated hypothesis was evaluated using the analysis of the data collected for people who have migrated to these countries for work.

### ***2.2 Employee Migrants in UK, Poland, and UAE***

#### ***2.2.1 United Kingdom (UK)***

From 2004 (9.1 percent of the employed labor in Q1 2004) to 2019 (Q1), when they constituted 17.8 percent of the workforce, the proportion of employees born overseas has continuously risen (The migratory observatory, 2022). Wadsworth et al. (2018) state that there have always been more non-EU-born employees than EU-born employees, albeit the difference has shrunk between 2004 and 2017. Due to disruptions in data gathering, there is considerable doubt regarding how migratory labor has evolved throughout the epidemic. According to

preliminary data, the number of EU-born employees in employment declined from 2.5 to 2.3 million between Q1 2020 and Q1 2021 (Shirmohammadi et al., 2021). In contrast, the non-EU-born working population was comparatively consistent at 3.7 million over the same time, as illustrated in Fig 1. Not all the decline in EU-born employees in 2020 can be attributed to EU migrants departing the UK. As detailed below, there was also a rise in the percentage of jobless EU migrant workers residing in the UK (The migratory observatory, 2022).

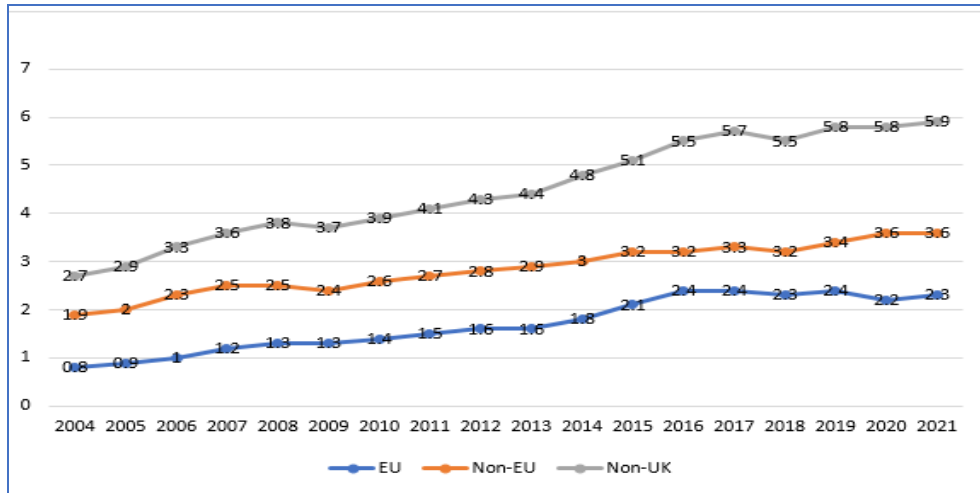


Figure 1. Number of Migrant Workers in the UK in Millions, 2004-2021

Source: The Migration Observatory

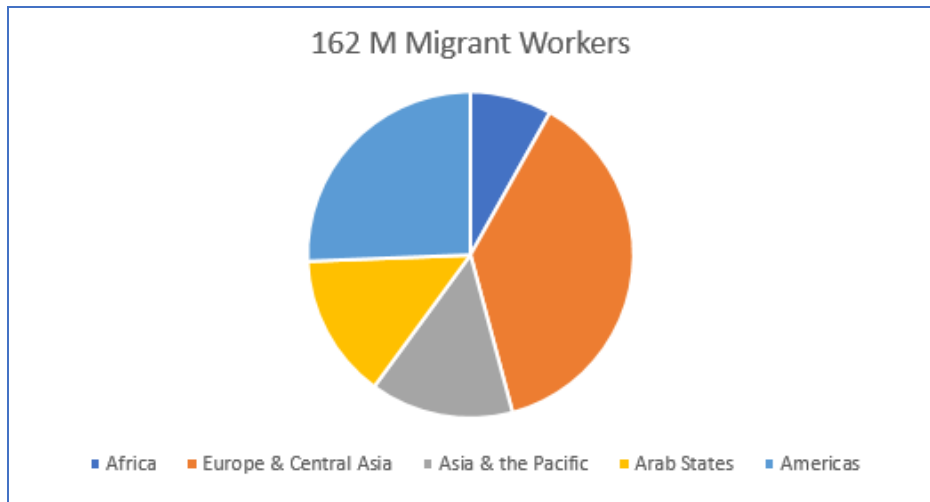
Numerous aspects influence migrant work opportunities and unemployment levels in the UK, including migrants’ differing academic achievement and expertise, English language proficiency, household and caring obligations, interpersonal channels, the magnitude to which UK companies recognize their foreign certifications, and exclusion (Martynowska et al., 2020). Because of the economic slowdown in 2020 and the first half of 2021, unemployment levels for UK-born and foreign-born employees grew until the third quarter of 2021. The gender employment gap (the discrepancy between males’ and females’ employment levels) is least among working-age people born in the United Kingdom (6%), EU-14 nations (8%), and East and Southeast Asia (9%) and (8%) respectively (The Migratory Observatory, 2022).

The gender employment gap is greatest in migrants both in Pakistan and other South Asian countries, where women have a 47-percentage degree lower employment rate than males. The unemployment rate between many EU-born people rose from 3.6 percent in Q1 2020 to 6.5 percent in Q1 2021 before falling to 3.8 percent in Q3 2021 (Migrants in the UK Labour Market: An Overview, 2022). It grew from 5.2 percent to 6.7 percent for non-EU births throughout the same time, reaching 6.8 percent in Q3 2021. Research further states that non-EU migrants pursuing refuge in the UK have a greater jobless percentage and a reduced employment ratio than non-EU migrants (Migrants in the UK Labour Market: An Overview, 2022). For example, in 2020, the jobless rate across non-EU-born migrants who went to the UK seeking asylum was 14 percent. In contrast, the unemployment proportion between those who migrated for work reasons was 6 percent. Recent studies (Khalid & Urbański, 2021; Martynowska et al., 2020; Urbański, 2022; Wądołowska, 2021), indicate that these disparities in health status, particularly mental health, maybe one of the reasons contributing to these disparities.

### 2.2.2 Poland

The magnitude of the entry of foreigners into the nation in subsequent decades ranks Poland among the governments that are becoming more appealing to migrants. Notwithstanding the epidemic, the number of foreign workers working in Poland increased substantially last year. In December 2020, there were 725,173 foreigners enrolled in the nation’s social insurance system (ZUS), an increase of 11.3 percent from the previous year (Wądołowska, 2021). Jacobs et al. (2021) assert that a rise in the number of foreigners working in Poland on a seasonal basis was characterized by a rise in the overall employment rate, including seasonal and permanent

employees. According to Valenta et al. (2020), implementing measures that enable migrants to convert their seasonal job to permanent employment should thus be strongly encouraged, as this would assist in stabilizing their labor market condition without increasing the danger of deterioration.

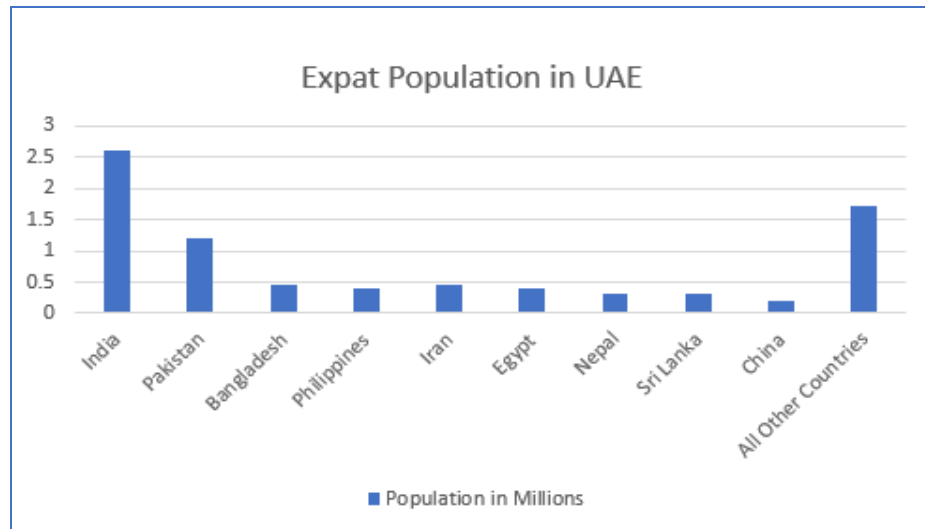


**Figure 2.** Distribution of Workers in 2019 by region  
*Source:* The authors

Nevertheless, in this scenario, we must be aware of other endogenous elements, like the labor market, the job conditions provided, or employees’ accessibility to social services. This surge — of about 100,000 jobs — combined with an additional 40,000 in the first quarter of this year marks a “historic rate” of expansion (Kumar & Jamil, 2020). This significant increasing trend in the percentage of foreign nationals in the Polish labor market has not increased to the multitude of economically unresponsive Poles, insinuating that the proportion of people who have stopped looking for work and have become meek has not risen despite continued competition for jobs among them and migrant workers (Bak-Klimek et al., 2020). With some prudence, we can even argue that the flood of migrants may have caused positive impulses in the labor market – all other financial trends remaining constant – thus making contributions to an increment in the number of jobs (for native-born workers as well) and causing a drop in the quantity of economically inactive people as shown in fig 2.

### 2.2.3 United Arab Emirates (UAE)

The United Arab Emirates’ overall working population in 2018 was 7.384 million. In all, according to research (United Arab Emirates Population Statistics 2022 | GMI, 2022), 7.219 million people were employed, with individuals in the wholesale and retail trade sector earning the highest, AED 62,857 million. The second was the design and building sector, which earned AED 52,959 million. Garces-Bacsal et al. (2021) point out that among Arab nations, the United Arab Emirates has the greatest population density. The number of births, the low mortality rate among countries, and improved life expectancy because of superior healthcare facilities has resulted in a rise in the population of citizens. The continual influx of expatriates contributes considerably to population increase (Al Oramiet al., 2020). Owing to the country’s many job opportunities, the percentage of foreigners staying in the UAE has also grown. Having Expo 2020 creating a wide variety of job prospects, an increase in migrants in 2022 is expected.



**Figure 3.** Expatriate Population in UAE  
 Source: Global Media Sight

As per recruiting companies, the UAE’s economic diversification has increased the number of specialized employments. With the growth of new institutions and enterprises in the UAE, employment prospects for talented professionals in various fields like medicine and healthcare, travel and hospitality, information systems, machine learning, training, digital marketing, SEO, e-commerce, content creation, and web design. According to Quratulain and Al-Hawari (2021), the expansion in employment in all industries resulted in an inflow of employees of all levels and nationalities. Over a decade, the overall population increased by around 5 million people. The expanding expatriate and migrant communities were primarily responsible for the population rise, as shown in Fig 3. The UAE has the greatest net migration rate globally, with roughly 88.52 percent of the expatriates and migrants.

### 3. Research objective and methodology

The purpose of this research was to carry out a comparative analysis of the foreign employment in the enterprises among the countries of the United Kingdom (UK), Poland, and United Arab Emirates (UAE). To conduct the analysis, a descriptive design was adopted for the study. The quantitative methodology was also adopted where quantitative data were collected and analyzed to address the hypothesis of the study. The data was collected using a structured questionnaire. The questionnaire was structured in two major sections. The first section was collected demographic characteristics of the respondents, using variables such as the legal form of the business, number of employees in the company, business profile, and the position of the respondents in the company. The second section evaluated the foreign employment of migrants in UK, UAE, and Poland. The data was collected from managers and senior officers in the companies operating in the countries of interest. The respondents included 168 managers from Poland, 47 managers from UAE, and 70 managers from the United Kingdom.

The questionnaire was evaluated using a pilot study. The pilot study involved sending the questionnaire to a few respondent managers. The responses of the data were used to improve the questionnaire. The questions that were considered not fit were deleted and others improved. The questionnaire was addressed to the managers of the companies that were working with or had employed foreign workers from other countries. The data was collected from June 1, 2021 to December 31, 2021. The data analysis was conducted using various techniques. The first technique was descriptive statistics which evaluated the characteristics of the respondents. Another analysis conducted was a comparative analysis to compare the characteristics and aspects of migrants employees working in the UK, Poland, and UAE. The Chi-square test was applied as a major test in this study. The purpose of conducting these tests was to evaluate whether there was a significant relationship between the categorical

variables under consideration. This test was considered suitable because all the study variables in this study were categorical. The test was run as 95% confidence level, and null and alternative hypotheses applied are listed below:

**H0:** Variable 1 is independent of Variable 2

**H1:** Variable 1 is not independent of Variable 2

#### 4. Results and discussion

##### 4.1 Descriptive Statistics

The first analysis was examining the characteristics of the respondents. The first descriptive statistics was for the number of respondents from each country. The study used a total of 314 respondents, where 168 managers were from Poland (representing 53.5%), 76 managers were from UAE (comprising 24.2%) and 70 managers were from the United Kingdom (representing 22.3%). The other comparison was the company’s legal form among the three countries. The statistics, as shown in Table 1 below indicated that for Poland, the majority business form was limited Liability company, for UAE was other companies, and for the UK, it was Limited Liability Company. Overall, the statistics indicated that limited liability company was the most common legal business form for all the three (43.90%) followed by sole-proprietorship (19.10%).

**Table 1.** Cross Tabulation for Legal form of the Company and the Countries

|            | General partnership | Joint-stock company | Limited liability company | Sole-proprietorship | Other  | Total   |
|------------|---------------------|---------------------|---------------------------|---------------------|--------|---------|
| Poland     | 2                   | 32                  | 72                        | 44                  | 18     | 168     |
| UAE        | 15                  | 10                  | 19                        | 8                   | 24     | 76      |
| UK         | 3                   | 5                   | 47                        | 8                   | 7      | 70      |
| Total      | 20                  | 47                  | 138                       | 60                  | 49     | 314     |
| % of Total | 6.40%               | 15.00%              | 43.90%                    | 19.10%              | 15.60% | 100.00% |

Source: The authors’ research

The analysis also analyzed the number of employees in the company in the three countries under study. The statistics indicated that for Poland, the majority number of employees was under 10 and 50-249 with the same value (46). For UAE, the majority number of employees was over 250, while for the UK, the majority number employees were 10-49 employees. For all the countries, the majority of companies had employees ranging from 10-49 followed by those with under 10 employees.

**Table 2.** Number of employees across the three countries

|        |   | Number of employees |        |          |          | Total  |
|--------|---|---------------------|--------|----------|----------|--------|
|        |   | 10-49               | 50-249 | Over 250 | Under 10 |        |
| Poland | n | 44                  | 46     | 32       | 46       | 168    |
| UAE    | n | 15                  | 14     | 34       | 13       | 76     |
| UK     | n | 34                  | 9      | 8        | 19       | 70     |
| Total  | n | 93                  | 69     | 74       | 78       | 314    |
|        | % | 29.6%               | 22.0%  | 23.6%    | 24.8%    | 100.0% |

Source: The authors’ research

**4.2 Comparative Analysis**

This section conducted a comparative analysis of the three countries in terms of the migrant employees working in their countries. The purpose of the analysis was to evaluate the similarities and differences in terms of the foreign employment in the companies and enterprises in the migrants.

The comparison of the age brackets of the foreigners employed in the companies among the three countries (UAE, Poland and UK) indicated a significant relationship between them ( $\chi^2 = 22.03$ ,  $df = 8$ ,  $\rho < 0.05$ ). This implies that age and country variables are not independent of each other and that there is a statistical relationship between them. The age bracket 18-24 years was highest in Poland, but age group 46 -55 and over 56 years was highest in UAE. This is an indication that different countries preferred different age-groups of foreign employees.

**Table 3.** Age distribution of employees

|       |                   | Countries |        |        |         | Chi-square | df | p-value |
|-------|-------------------|-----------|--------|--------|---------|------------|----|---------|
|       |                   | Poland    | UAE    | UK     | Total   |            |    |         |
| Age   | 18-24 years old   | 16        | 5      | 4      | 25      | 22.03      | 8  | 0.005   |
|       | 25-35 years old   | 84        | 29     | 45     | 158     |            |    |         |
|       | 36-45 years old   | 58        | 27     | 18     | 103     |            |    |         |
|       | 46-55 years old   | 10        | 14     | 3      | 27      |            |    |         |
|       | Over 56 years old | 0         | 1      | 0      | 1       |            |    |         |
| Total |                   | 168       | 76     | 70     | 314     |            |    |         |
|       |                   | 53.50%    | 24.20% | 22.30% | 100.00% |            |    |         |

Source: The authors' research

The study also analyzed the type of contracts in which foreigners are often employed in the company. This section intended to investigate the terms the companies offered to foreign employees in their country. As presented in the figure below, the results indicated that it was evident that for all the types of employment consideration, all of them had a significant relationship among the three countries (Poland, UAE, and the UK). This is because all the p-values were less than 0.05 ( $\rho < 0.05$ ). This implies that the type of employment and country variables are not independent of each other and that there is a statistical relationship between them. Considering the Fixed-term full-time employment contract, it was highest in Poland (69.1%) while Fixed-term part-time employment contract was highest in UK (43.20%), and specific task contract was highest in UAE (73.10%). Therefore, different companies in different countries prefer different employment terms as far as employing foreigners is concerned.

**Table 4.** Employment contract variation

|  | Countries |        |        |         | Chi-square | df   | p-value |
|--|-----------|--------|--------|---------|------------|------|---------|
|  | Poland    | UAE    | UK     | Total   |            |      |         |
| Fixed-term full-time employment contract | 114       | 33     | 18     | 165     | 38.54      | 2.00 | 0.00    |
|  | 69.1%     | 20.0%  | 10.9%  | 100.0%  |            |      |         |
| Fixed-term part-time employment contract | 12        | 9      | 16     | 37      | 11.74      | 2.00 | 0.00    |
|  | 32.40%    | 24.30% | 43.20% | 100.00% |            |      |         |
| Full-time permanent employment contract  | 24        | 29     | 29     | 82      | 26.80      | 2.00 | 0.00    |
|  | 29.30%    | 35.40% | 35.40% | 100.00% |            |      |         |
| Part-time permanent employment contract  | 4         | 8      | 6      | 18      | 7.97       | 2.00 | 0.02    |
|  | 22.20%    | 44.40% | 33.30% | 100.00% |            |      |         |
| Contract of mandate                      | 56        | 5      | 4      | 65      | 38.85      | 2.00 | 0.00    |
|  | 86.20%    | 7.70%  | 6.20%  | 100.00% |            |      |         |
| Specific task contract                   | 4         | 19     | 3      | 26      | 31.28      | 2.00 | 0.00    |
|  | 15.40%    | 73.10% | 11.50% | 100.00% |            |      |         |
| Self-employment                          | 4         | 3      | 4      | 11      | 31.28      | 2.00 | 0.00    |
|  | 36.40%    | 27.30% | 36.40% | 100.00% |            |      |         |

Source: The authors' research



Another analysis conducted investigated the most common jobs that foreign employees are employed to do in the three countries. The comparison was intended to investigate if there are any similarities or differences between common jobs foreigners are employed to do in Poland, the UK, and UAE.

The chi-square tests of independence indicated that there is a significant relationship between the most common jobs that foreigners are employed to do in the companies and enterprises and the three countries of Poland, UAE, and the UK. The p-values for all the chi-square tests in the cross-tabulation were less than 0.05 ( $p < 0.05$ ). This implied that common jobs foreigners are employed to do and country variables are not independent of each other and that there is a statistical relationship between them.

Considering the specific jobs and countries, the most common job offered in Poland was unskilled manual workers (68.42), while the most common job offered in UAE was a skilled manual worker. Results also indicate that the clerical staff was common in Poland while personal service workers were more in UAE.

**Table 5.** Category of workers

|                           | Countries |        |        | Total   | Chi-square | df   | p-value |
|---------------------------|-----------|--------|--------|---------|------------|------|---------|
|                           | Poland    | UAE    | UK     |         |            |      |         |
| Unskilled manual workers  | 104       | 7      | 41     | 152     |            |      |         |
|                           | 68.42%    | 4.61%  | 26.97% | 100.00% | 61.90      | 2.00 | 0.00    |
| Skilled manual workers    | 78        | 43     | 20     | 141     |            |      |         |
|                           | 55.32%    | 30.50% | 14.18% | 100.00% | 11.89      | 2.00 | 0.00    |
| Clerical staff            | 20        | 9      | 6      | 35      |            |      |         |
|                           | 57.14%    | 25.71% | 17.14% | 100.00% | 0.60       | 2.00 | 0.74    |
| Personal services workers | 0         | 12     | 1      | 13      |            |      |         |
|                           | 0.00%     | 92.31% | 7.69%  | 100.00% | 46.10      | 4.00 | 0.00    |
| Specialists and managers  | 14        | 38     | 6      | 58      |            |      |         |
|                           | 24.14%    | 65.52% | 10.34% | 100.00% | 206.18     | 4.00 | 0.00    |

Source: The authors' research

In addition, the analysis to evaluate the reason why the company decided to employ foreigners in the three countries under consideration was evaluated. Some of the options given to the respondents included lower employment costs, high availability of employees, and better employee efficiency among others. From the results, the first thing noted is that based on the chi-square test for independence, to test whether there was a relationship between the categorical variables, it was confirmed that there was a relationship between the variables (all p-values  $< 0.05$ ). There was a significant association between the countries and the reason why companies decided to employ foreigners. Better employment efficiency was considered as the major reason in Poland (68.9%); foreign language skills were the major reason in UAE (62.8%), and knowing the market of the country where the employee comes from and having multicultural awareness was a major reason in the UK (40.4%).

**Table 6.** Employee characteristics

|   | Countries |       |       | Total  | Chi-square | df | p-value |
|---|-----------|-------|-------|--------|------------|----|---------|
|   | Poland    | UAE   | UK    |        |            |    |         |
| Better employee efficiency                                      | 42        | 14    | 5     | 61     | 53.504     | 4  | 0.00    |
|   | 68.9%     | 23.0% | 8.2%  | 100.0% |            |    |         |
| Diversity facilitating development of the company               | 6         | 22    | 3     | 31     | 117.526    | 4  | 0.00    |
|   | 19.4%     | 71.0% | 9.7%  | 100.0% |            |    |         |
| Foreign languages skills  | 12        | 27    | 4     | 43     | 146.916    | 4  | 0.00    |
|   | 27.9%     | 62.8% | 9.3%  | 100.0% |            |    |         |
| High availability of employees                                  | 70        | 12    | 11    | 93     | 63.808     | 4  | 0.00    |
|   | 75.3%     | 12.9% | 11.8% | 100.0% |            |    |         |
| Knowing the market of the country where the employee comes from | 8         | 20    | 19    | 47     | 35.997     | 4  | 0.00    |
|   | 17.0%     | 42.6% | 40.4% | 100.0% |            |    |         |
| Lower employment costs  | 78        | 21    | 38    | 137    | 71.988     | 4  | 0.00    |
|   | 56.9%     | 15.3% | 27.7% | 100.0% |            |    |         |
| Reducing staff turnover   | 14        | 13    | 3     | 30     | 41.374     | 4  | 0.00    |
|   | 46.7%     | 43.3% | 10.0% | 100.0% |            |    |         |
| Shortage of domestic employees with the required qualifications | 0         | 20    | 6     | 26     | 75.975     | 2  | 0.00    |
|   | 0.0%      | 76.9% | 23.1% | 100.0% |            |    |         |
| Other   | 56        | 5     | 1     | 62     | 76.243     | 12 | 0.00    |
|   | 90.3%     | 8.1%  | 1.6%  | 100.0% |            |    |         |

Source: The authors' research

The purpose of this research was to find out if there are similarities and differences in the employment of foreigners in companies operating in Poland, the UK, and the UAE. Two aspects drove the reason behind conducting this study - the rise in the rate of migration for a major reason of finding employment in the foreign countries; and the choice of three countries (Poland, UK, and UAE) which has been reported to offer employment opportunities for foreigners. The UK is known to employ a large proportion of foreign labor constituting approximately 17.8% by 2019 (The migratory observatory, 2022). In a similar breath, Poland is considered an attractive destination for migrant workers whereby in 2020, there were more than 725,173 foreigners enrolled in the nation's social insurance system (ZUS) (Kumar & Jamil, 2020). For UAE is considered to have many job opportunities, especially for unskilled labor. From these observations, it is conclusive that Poland, UAE, and the UK share two common characteristics: 1) they are a great destination and attraction for foreign employment, both skilled and unskilled; and 2) all the countries have been experiencing an increasing trend in the number of foreign employees working in the companies operating in them.

Different characteristics and aspects of the companies operating in the UK, Poland, and UAE were evaluated, as far as employment of foreign workers is concerned. The first finding worth noting is that the most common legal business form for companies employing foreigners in Poland and UK was limited liability Companies, but in UAE, the most common were other legal business forms. Age and country had a significant relationship; it was found the major age group of foreign workers was those aged between 25-35 years of age. This is considered accurate because this age group makes the most active workforce, and most people at this age have completed college and are looking for employment. There was a relationship between the countries considered and the types of contracts foreigners were employed. While fixed-term full-time employment was common in Poland, the fixed-term part-time employment contract was common in the UK and part-time permanent employment was common in UAE. It is therefore observed that different countries preferred a different mode of employment for foreign workers. For the type of jobs that foreigner was employed in the three countries, unskilled manual work was common in Poland while personal service workers were common in UAE. These findings could be confirmed by the fact that UAE, over the last decade, has attracted many foreign domestic workers (Sabban, 2002).

Overall, the most common jobs foreigners were employed is unskilled manual workers (confirmed by 152 companies in the three countries). The major reasons mentioned for employing foreign workers included better employment efficiency (42 and 14 for Poland UAE respectively), high availability of employees (70 companies confirmed in Poland), and lower employment rates (78 and 38 companies confirmed in Poland and UK respectively). Knowing the market of the country where the employee comes from and having multicultural awareness for UK (20 companies confirmed in UAE and 19 in the UK); and shortage of domestic employees with the required qualifications in UAE (confirmed by 20 companies in UAE, out of 26 companies in all countries). Overall, it is observed that lower employment cost is the major reason for employing foreign workers (137 total companies confirmed). From the above discussion, the hypothesis of the study is confirmed that there are significant differences and similarities in the migrants' foreign employments among UK, Poland, and UAE.

## **5. Conclusions**

From the comparative analysis of the foreign employment in companies operating in the UK, Poland, and UAE, several conclusions could be pointed out. First, this research noted a similar trend in the increase in the number of foreign employees working in the three countries – the UK, Poland, and UAE. These countries are considered suitable places to find different kinds of employment by foreigners. Concerning the descriptive statistics, this study found that the most common type of legal form of the company for the three countries is limited liability. Limited liability was the most common type in Poland and UK while others were common in UAE. The statistics also indicated that most companies interviewed have employees 10 – 49 in number, followed by those with under 10 employees.

The comparative analysis indicated that there was a significant relationship between age and the countries in which the companies operated. For all the companies, the largest age group was 25-35 years. This age group was the highest in all the countries, implying the age at which people graduate from college and universities and move to secure employment abroad. The type of contracts in which the foreigners are employed and the country of operation had a significant relationship. The highest type of contract was fixed-term full-time employment consented by 165 companies. The job type the foreign employees were employed in has a significant relationship with the country of operation. The most common job was unskilled manual labor (high in Poland and UK, and consented by 152 companies). The major reason why companies employed foreign workers was lower employment costs and the high availability of employees.

Though this research is considered to have been conducted successfully, several limitations could be highlighted. The first limitation is that the study was carried out during the Covid-19 pandemic. During the pandemic, many employees working abroad had returned to their home country due to fear of the economic hardship in the foreign countries. As a result, the statistics could not have captured the actual statistics regarding foreign workers, the aspect which should be recognized in the application of the findings of this study. Another limitation is that the data for this study was collected from the company's managers. Though the managers are considered to have full information regarding the company's operations, this research recognizes that the inclusion of other respondents such as supervisors and general employees could have resulted in varied information. The study was limited by the fact that only companies operating in Poland, the UK, and UAE were considered. It is recommended that future research should expand the scope of the study by considering a larger number of countries operating in different global regions.

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