

# Chapter 5

## Cultural Diversity: Profiling Done Right!

**Sapheya Aftimos**

*Australian University, Kuwait*

**Farah Al Saeed**

*Kuwait Technical College, Kuwait*

### **ABSTRACT**

*The Gulf region is notorious for bringing in laborers for blue-collar work due to the low cost associated with it. With many language and cultural barriers present, understanding the needs of these workers and their preferred methods of communication has proven to be a challenge. Their methods are often misinterpreted and even punished, both collectively and individually. From years of observation, these mishaps are primarily due to the lack of understanding and resources available to investigate such issues, especially in masses. However, doing so is bound to improve the overall employee-employer relationship and create value to the organization. A convenient method to assess such matters is to employ a personality test, much like entry tests used in the hiring process of middle and upper management. In this case, we have employed the MBTI personality, which will be discussed in the chapter. Without a doubt, new ways of assessing existing ones and employees to be sought after. It is estimated that over 2 billion dollars are spent in this industry annually worldwide (Saccuzzo, 2009). Science and technology have not only made management science tools readily available, but they have also made them relatively inexpensive and easy to administer. The aim is to highlight that identifying dominant trait characteristics amongst certain clusters may work in their favor, especially when the goal is to match job requirements with the most qualified personnel. This discussion contributes to modern literature by adding a social and partly psychological element to the blend of finding the right person for the right job, as well as giving managers insight on how to best deal with individual cultural diversity.*

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## **INTRODUCTION**

There is a critical need to understand the impact of personality type on team-role performance along with the influence of diversity on team-roles. The review of different methodologies and studies which proceed gives management new insight on an identified research need of individual attributes and how they can impact the workplace. It advances the current understanding and connection between personality traits and value creation in a team setting. In the aspect of ethnicities and their impacts on the workplace, there has been very limited research in the field. From this part of the world (Kuwait) where over 80% of the workforce is an expat, it is crucial to understand our similarities and differences in order to be able to sustain human resources. The idea is to embrace all aspects, both negative and positive, in order to produce a more productive worker in a comfortable work environment. Harboring the idea of understanding cultural differences will undoubtedly give way to a better work dynamic. The outcomes of this chapter highlight that there are matters and correlations between ethnicities and their impact which need to be investigated in the workplace and aims to give policy makers insight on the matter.

Though there is plenty of research on various culture perspectives and dynamics, there is a dearth of information available when it comes to applied psychology and the impact of ethnicities on the well-being of the individuals in the workplace, especially from a Middle East context. It is essential to highlighting important directions for future inquiries at the intersection of feedback and cultural theories as there has been several negative reports from the area. The concerning trend, as it looks on the surface, could very well be impacted by the diverse groups of workers which pour into the Gulf countries. Thus, a look into the possible cultural aspects of the workplace dynamic would be worthwhile as ethnicities have been proven to impact various elements of the equation.

### **Linking reality to Academic Necessity**

The trend of human resources in relation to the Kuwaiti population is causing a rift. In the most recent official report by the government, more than 72% are employed in the public sector and the numbers have been steadily rising since then ([www.cbs.go.kw](http://www.cbs.go.kw), 2021). As Kuwait continues to fluctuate when it comes to the sustainability of privatizing the job market, Stojs (2016) suggests that Kuwait's workforce demographics trends could very well be influenced by national culture. These potential causes based on cultural traits may give insight on the Kuwaiti people's partiality for a job in the public sector and the significance of the influence of human performance on the economy. In fact, national culture might bring an answer to this conundrum as suggested by **Geert Hofstede (2010)**, well-known

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