

## Human Capital and Organizational Performance among Adnoc Employees in the United Arab Emirates

Afnan AAMA Marzooqi<sup>1\*</sup>, Norsamsinar B. Samsudin<sup>1</sup>, Raja M. Y. B. R. Aziz<sup>1</sup>

<sup>1</sup>Sultan Idris Education University, UAE

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\*Corresponding author: Afnan AAMA Marzooqi

Sultan Idris Education University, UAE

### Abstract

### Original Research Article

The study focused on the impact of Human capital on organizational performance among ADNOC employees in UAE. The objective of the study was: To determine the contribution of human capital on organizational performance among employees of ADNOC in UAE. The study employed exploratory and correlational research designs in order to discover relationships among the study variables using the quantitative approach. The researcher also used the positivism paradigm in order to sail through his research process. The independent variable was human capital and the dependant variable was organisational performance among employees of ADNOC in UAE. The study population was 55,000 employees of ADNOC in UAE. The sample size was 382 people chosen using table developed by Morgan & Kreijcie (1970). The researcher analyzed data using both descriptive statistics such as means, standard deviation and inferential analyses such as structural path analysis.. The findings included: Human capital significantly predict organizational performance. Recommendations of the study included: In sum, in order to improve the organizational performance, the managerial activities should focus on enhancing human capital organisational practices. Managers should always remember to give rewards to the best performing employees per year so that they can easily work hard to achieve organisational strategies such as vision, mission and goals.

**Keywords:** Human capital, Practices, Organizational Performance, UAE.

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## INTRODUCTION

There are many expanding and successful business organizations in United Arab Emirates (UAE) nowadays. A business success does not only depend on the intelligence and hard work of the founder alone but the whole workforce, starting from the lowest to the highest position in an organization. Interest and research on human capital and organizational performance has notably increased among the managements and academics (Ogunade, 2011).

In the current global economy, there is significant impact of oil and gas industry that urges industry specialists to promote effective and implement strategic planning. More investments have been injected towards projects regarding new technologies implementation, new operational facilities development and new infrastructure construction in both upstream and downstream sectors. Such investments are justified via proper definition of the objectives, policies and strategies of the industry that have been established by the Supreme Petroleum Council (SPC) in Abu Dhabi.

Practically, the plans development and management of daily operations of oil exploration and extraction are conducted by the Abu Dhabi National Oil Company (ADNOC), which is the focus of this study. The goal of ADNOC is to integrate oil and gas industry considering their exploration, production, processing, transportation, distribution and related activities in the UAE (EIA, 2017). Accordingly, ADNOC is attempting to lay down proper management of the needed processes in order to complete successful projects via objectives.

In the UAE, the Abu Dhabi National Oil Company (ADNOC) and its Group of Companies laid stress on the significance of competitiveness and skilled workforce for the right positions in order to maintain business growth (ADNOC, 2015). In fact, from the many strategic priorities that it listed, ADNOC and its Group of Companies stressed on the recruitment of talented UAE nationals (ADNOC, 2015). The company is committed to the government plan of the UAE when it comes to creating opportunities for UAE nationals in a transformation known as 'Emiratization' (ADNOC,

2015). This is a strategy employed by the government of the UAE directed towards the reliance on foreign employees by maximizing the UAE citizens share and participation in different sectors as established by a set of policies and regulations pertaining to different practices of employment (Bateman & Waxin, 2016). While there is no consensus as to the way of Emiratisation, best practices include commitment to Emiratisation via leadership and human resource organizational policies and processes implementation that support such a feat (Rees, Mamman, & Braik, 2007).

Firms' performance in terms of non-financial (Internal Process, Learning and growth), and financial performance can be considered as a human resource issue. For the reason being firms' performance is considered as a result of employees' knowledge, skills, and attitude in developing and implementing effective ideas, thus the performance is crucially depending on effective Human Capital (HC) (Ma, Zhu, Meng, & Teng, 2019).

## LITERATURE REVIEW

For many years, human capital, with regards to skills, knowledge and attitude of the company personnel, was considered as an important element, especially amongst the post-industrial organizations (Mostafa 2005). The knowledge of the employees increased their creativity and discovery, innovation and inventiveness, which further increased the survival and success rate of the organizations (Bendickson & Chandler, 2019a; Brixiová *et al.*, 2020; Iwamoto & Suzuki, 2019a; Kianto *et al.*, 2017a; Ma *et al.*, 2019; Sun *et al.*, 2020a; Yeh *et al.*, 2020).

Knowledge has been considered as an important component of the organization's success. Many researchers (Spender 1994; Nonaka and Takeuchi 1995; Oliveira, Martins, & Lisboa, 2011; Park, Kim, Yoon, & Joo, 2017; S. Singh, Srivastava, & K.Srivastava, 2010; Zhou, 2012) stated that the organizations and institutions use the knowledge of their human capital for adding value to their future.

The knowledge of the employees can significantly affect organizational performance (Spender 1994; Spender 1996; Krogh and Wallin 2011). Some other researchers (Barney 1991; Becker 1993) observed that the knowledge, which was unique, was a vital parameter that increased the firm's competitive advantage. Winter (1987) stated that tacit knowledge was an important asset possessed by any organization since it is difficult to share or create. However, Nonaka *et al.*, (2006) argued that this tacit knowledge could be shared amongst communities and groups, which helps in connecting them and their knowledge. In this study, the researcher investigated the relationship and effect of knowledge possessed by the human capital on the

organizational performance in addition to other parameters like competency and skill.

Another element that exists in the definition of the human capital includes skills, which are defined as a dynamic process that has strong interactive components and is needed by the organisation from the modern economy (Heckman 2000). The skills possessed by the employees are derived from their motivation or ability to learn from their environment or schools (Coleman and Hoffer 1987). They are a necessity in the work field, particularly during a job search (Ahmed, Asghar, Malik, & Nawaz, 2020; Aledo Ruíz, Gutiérrez, Martínez-Caro, & Cegarra-Navarro, 2017; Iwamoto & Suzuki, 2019b; Kamukama & Sulait, 2017; López Rodríguez & Serrano Orellana, 2020).

Due to a changing global economy, there is a need to appoint skilled individuals, who in turn, would benefit the organizations with a minimal cost (Hamori, Bonet, & Cappilli, 2011). Additionally, the skilled human capital was considered by all organizations as a source for delivering good-quality services (Snell and Dean 1992). According to some researchers (Heckman 2000; Hamori *et al.*, 2011), in order to improve the organizational performance, the leaders and managers must be able to retain the skilled and qualified individuals in their corporations.

Seleim *et al.*, (2007) conducted a study in Saudi Arabia, where they investigated the relationship between organizational performance and human capital. The earlier studies confirmed their hypothesis that if the employees were more knowledgeable and skilled, they could show a higher effect on organizational performance. In this study, the researchers explored the relationship and the effect of the human capital (which included knowledge, skills and competence), social capital and the organizational culture (based on the viewpoint of the private companies which represent the employees) on the organizational performance.

Ulrich *et al.*, (2007) stated that competency acts in a similar manner as the other human capital components, especially attitude. This includes the abilities and knowledge of the workers, and their willingness to apply their knowledge. Many researchers noted the significance of employee attitude, along with compassion and communication. Wright and Geroy (2001) observed a dynamic equation between employee attitude and job performance. In addition to skills and knowledge, they stated that the interactions in the social capital were necessary for acquiring the desired organizational performance. They highlighted the need for constantly learning all standards and rules of the organizations, which were derived from the knowledge, experience and competency of the human capital. In this study, the researchers included attitude as a human capital component which was hypothesized to affect the organizational performance.

In the UAE, the labor force participation is nearly 80% which represents people aged 15 years old and above (Human Development Indicators, 2016a). It comes after Qatar in the aforementioned matter. When comparing to the Arab countries specially Gulf countries it lags ahead. Which indicates that the UAE have a great Human capital that can be a great capital for the country in general that could thrive the country and improve its positions in all development indicators which consequently will bring the UAE to the same level of its Asian and western counterparts.

**METHODOLOGY**

**Methods and Materials**

**Data Collection**

The study employed an exploratory research design including quantitative approach. The researcher chose as Sample size of 382 employees in ADNOC using a table developed by Morgan & Krejcie (1970). Amin (2005) noted that a researcher cannot study the whole of the study population due to time and money constraints and one must choose a few people to represent others whereby the results can be generalized to cover the whole of the target population in a certain geographical area. The researcher used a survey questionnaire to garner data from the field. The questionnaire was employed because it gathers a lot of information in a short period of time.

**Sampling methods**

The researcher used simple random sampling and stratified random sampling methods. The former was employed because participants were able to have equal chances of being selected to participate in the

study while the later was also utilized because all categories of people had to be represented in the study.

**Data analysis**

The researcher used both descriptive statistics such as tables, frequencies, percentages, means, standard deviations and inferential analyses such as structural path analysis to present and summarize data or findings from the field for a successful research study.

**RESULTS**

**The following are the results concerning Human capital and organizational performance among ADNOC employees in the UAE.**

**Knowledge (KN)**

Table 1 presents the frequency, percentage, mean and standard deviation of each item, which measures knowledge among respondents. A respondent is asked to indicate their opinion which is measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Generally, the results indicate the overall respondents' mean score for knowledge in the current study is 4.58 with a standard deviation of 0.543, indicate that the respondents agreed that they can learn what is necessary for new task, refer to best practices and apply them to the task, use the Internet to obtain knowledge to the task, obtain useful information from brainstorming meetings without spending too much time, search information for tasks from various knowledge sources administered by the organization, understand computer programs needed to perform the tasks and use them well, and they are ready to accept new knowledge and apply it to the tasks when necessary.

**Table 1: Mean and standard deviation of knowledge**

No.	Items	1 n %	2 n %	3 n %	4 n %	5 n %	M	SD	Rank
KN1	Employee can learn what is necessary for new task	0	1	3	162	207	4.54	.530	6
		0	0.3	0.8	43.4	55.5			
KN2	Employee can refer to best practices and apply them to the task	0	1	5	167	200	4.52	0.542	7
		0	0.3	1.3	44.8	53.6			
KN3	Employee can use the Internet to obtain knowledge to the task	1	0	1	131	240	4.63	0.520	1
		0.3	0	0.3	35.1	64.3			
KN4	Employee can obtain useful information from brainstorming meetings without spending too much time	0	4	5	136	228	4.58	0.580	4
		0	1.1	1.3	36.5	61.1			
KN5	I search information for tasks from various knowledge sources administered by the organization	0	2	3	131	237	4.62	0.534	2
		0	0.5	0.8	35.1	63.5			
KN6	I understand computer programs needed to perform the tasks and use them well	1	1	5	136	230	4.59	0.564	3
		0.3	0.3	1.3	36.5	61.7			
Total							4.58	0.534	

Source: Survey

**Note:** n=frequency; %=percentage; 1= strongly Disagree 2=Disagree; 3= Neutral; 4= Agree; 5= strongly Agree; M=Mean; SD=Standard Deviation

**Skills (SK)**

Table 2 presents the frequency, percentage, mean and standard deviation of each item, which measures skills among respondents. A respondent is asked to indicate their opinion which is measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Generally, the results indicate the overall respondents' mean score for skills in the current study

is 4.525 with a standard deviation of 0.531, indicate that the respondents agreed that they are able to change decisions based upon new information, respects the thoughts and opinions of others in the team, identify potential problems readily, willingly contribute solutions to resolve problems, recognize conflict, they are effective in doing their work, and qualified to do the job well.

**Table 2: Mean and standard deviation of skills**

No.	Items	1 n %	2 n %	3 n %	4 n %	5 n %	M	SD	Rank
SK1	Employee is able to change decisions based upon new information	0	1	6	175	191	4.49	0.531	4
		0	0.3	1.6	46.9	51.2			
SK2	Employee respects the thoughts and opinions of others in the team	0	0	6	185	182	4.49	0.547	5
		0	0	1.6	49.6	48.8			
SK3	Employee can identify potential problems readily	0	2	7	169	195	4.47	0.531	7
		0	0.5	1.9	45.3	52.3			
SK4	Employee willingly contribute solutions to resolve problems	0	0	6	143	224	4.49	0.566	6
		0	0	1.6	38.3	60.1			
SK5	Employee recognizes conflict	0	0	144	100	51	4.58	0.525	1
		0	0	35.4	24.6	12.5			
SK6	Employee is effective in doing my work	0	0	7	150	216	4.57	0.527	2
		0	0	1.9	40.2	57.9			
SK7	Employee is qualified to do the job well	0	0	4	157	212	4.56	0.534	3
		0	0	1.1	42.1	56.8			
Total							4.525	0.531	

Source: Survey

Note: n=frequency; %=percentage; 1= strongly Disagree 2=Disagree; 3= Neutral; 4= Agree; 5= strongly Agree; M=Mean; SD=Standard Deviation

**Attitude (ATT)**

Table 3 presents the frequency, percentage, mean and standard deviation of each item, which measures attitude among respondents. A respondent is asked to indicate their opinion which is measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Generally, the results indicate the overall respondents' mean score for attitude in the current study

is 4.43 with a standard deviation of 0.717, indicate that the respondents agreed that their co-workers appreciate their work contributions, they receive recognitions from their supervisor when they do a good job, their supervisor communicates the importance of valuing diversity, their supervisor encourages their career growth and development, the pay is fair to the job they do, their job description accurately describes their duties, and they get the professional development they need to succeed at their job.

**Table 3: Mean and standard deviation of attitude**

No.	Items	1 n %	2 n %	3 n %	4 n %	5 n %	M	SD	Rank
ATT1	My co-workers appreciate my work contributions	0	7	14	145	207	4.48	0.662	1
		0	1.9	3.8	38.9	55.5			
ATT2	I receive recognitions from my supervisor when I do a good job	3	4	15	166	185	4.41	0.696	6
		0.8	1.1	4.0	44.5	49.6			
ATT3	My supervisor communicates the importance of valuing diversity	2	1	14	169	187	4.44	0.635	3
		0.5	0.3	3.8	45.3	50.1			
ATT4	My supervisor encourages my career growth and development	2	5	14	145	207	4.47	0.686	2
		0.5	1.3	3.8	38.9	55.5			
ATT5	My pay is fair for the work I do	9	14	26	142	182	4.27	0.924	7
		2.4	3.8	7.0	38.1	48.8			
Total							4.43	0.717	

Source: Survey

Note: n=frequency; %=percentage; 1= strongly Disagree 2=Disagree; 3= Neutral; 4= Agree; 5= strongly Agree; M=Mean; SD=Standard Deviation

**Power Distance (PD)**

Table 4 presents the frequency, percentage, mean and standard deviation of each item, which measures power distance among respondents. A respondent is asked to indicate their opinion which is measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Generally, the results indicate the overall respondents' mean score for power distance in the

current study is 1.48 with a standard deviation of 0.77, indicate that the respondents disagreed that managers should make most decisions without consulting subordinates, manager should not ask subordinates for advice, because they might appear less powerful, decision-making power should stay with top management in the organisation and not to delegate to lower level employees.

**Table 4: Mean and standard deviation of power distance**

No.	Items	1 n %	2 n %	3 n %	4 n %	5 n %	M	SD	Rank
PD1	Managers should make most decisions without consulting subordinates	242 64.9	102 27.3	15 4	9 2.4	5 1.3	1.48	0.798	2
PD2	Manager should not ask subordinates for advice, because they might appear less powerful	237 63.5	118 31.6	7 1.9	9 2.4	2 0.5	1.45	0.704	3
PD3	Decision-making power should stay with top management in the organization and not to delegate to lower level employees	229 61.4	112 30.0	18 4.8	9 2.4	5 1.3	1.52	0.808	1
	Total						1.48	0.77	

Source: Survey

**Note:** n=frequency; %=percentage; 1= strongly Disagree 2=Disagree; 3= Neutral; 4= Agree; 5= strongly Agree; M=Mean; SD=Standard Deviation

**DISCUSSION**

**1. Knowledge**

Generally, the results indicate the overall respondents' mean score for knowledge in the current study is 4.58 with a standard deviation of 0.543, indicate that the respondents agreed that they can learn what is necessary for new task, refer to best practices and apply them to the task, use the Internet to obtain knowledge to the task, obtain useful information from brainstorming meetings without spending too much time, search information for tasks from various knowledge sources administered by the organization, understand computer programs needed to perform the tasks and use them well, and they are ready to accept new knowledge and apply it to the tasks when necessary. This finding was in agreement with the study conducted by Sun, Li & Ghosal (2020) on Human capital and innovations who found out that possession of knowledge by human resources leads to superior performance in any organisation.

**2 Skills**

Generally, the results indicate the overall respondents' mean score for skills in the current study is 4.525 with a standard deviation of 0.531, indicate that the respondents agreed that they are able to change decisions based upon new information, respects the thoughts and opinions of others in the team, identify potential problems readily, willingly contribute solutions to resolve problems, recognize conflict, they are effective in doing their work, and qualified to do the job well. This finding did not concur with the findings of

the study conducted by Yeh, Tseng & Lim (2020) on Human capital and organisational forgetting who found out that poor technological advancements leads to deficiency in current information and therefore not being able for workers to influence informed decisions.

**3 Attitudes**

Generally, the results indicate the overall respondents' mean score for attitude in the current study is 4.43 with a standard deviation of 0.717, indicate that the respondents agreed that their co-workers appreciate their work contributions, they receive recognitions from their supervisor when they do a good job, their supervisor communicates the importance of valuing diversity, their supervisor encourages their career growth and development, the pay is fair to the job they do, their job description accurately describes their duties, and they get the professional development they need to succeed at their job. This finding was in consonance with the study conducted by Saez (2018) on Continuous Innovations in Hotel Industry who found out that better rewards management in any organisation motivates employees, improves diversity management and encourages the spirit of professionalism.

**CONCLUSION**

ADNOC employees in the UAE agreed that they can learn what is necessary for new task, refer to best practices and apply them to the task, use the Internet to obtain knowledge to the task, obtain useful information from brainstorming meetings without spending too much time, search information for tasks

from various knowledge sources administered by the organization, understand computer programs needed to perform the tasks and use them well, and they are ready to accept new knowledge and apply it to the tasks when necessary.

ADNOC employees in the UAE are able to change decisions based upon new information, respects the thoughts and opinions of others in the team, identify potential problems readily, willingly contribute solutions to resolve problems, recognize conflict, they are effective in doing their work, and qualified to do the job well

The co-workers of ADNOC employees in the UAE appreciate their work contributions, they receive recognitions from their supervisor when they do a good job, their supervisor communicates the importance of valuing diversity, their supervisor encourages their career growth and development, the pay is fair to the job they do, their job description accurately describes their duties, and they get the professional development they need to succeed at their job.

#### RECOMMENDATION ON FUTURE RESEARCH

The effect of other resources on organizational performance apart from human capital such as: Financial resources, material resources, land and Entrepreneurship.

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