

STRUCTURAL RELATIONSHIP MODEL OF FACTORS AFFECTING THE
ORGANIZATIONAL PERFORMANCE OF UAE OIL & GAS INDUSTRY

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A thesis submitted in
fulfilment of the requirement for the award of the
Doctor of Philosophy

Faculty of Technology Management and Business
Universiti Tun Hussein Onn Malaysia

NOVEMBER 2021

DEDICATION

Sincerely dedicated to my beloved husband and children for their prayers

For their unconditional supports in all my endeavours

To my brothers and sisters for their support

To my friends



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ACKNOWLEDGEMENT

I am much grateful to Allah SWT, for HIS blessings and granting me and my family the strength and opportunity to complete this work. I am grateful to my supervisor Professor Dr. Ismail Abdul Rahman for his unconditional support and outstanding guidance. Without his professional supervision, this thesis would not have been the same as presented. I am thankful to my fellow friend Dr. Nur Ain Ngah Nasaruddin for her kindness assistance and help throughout my study.

I would like to appreciate my parents for their continuous prayers. Also, it is my paramount responsibility to appreciate my beloved husband who encouraged me to pursue my PhD study. I have no words to describe my gratitude for his sacrifices, prayers and loves. I would like to thank my family members and friends in Malaysia and UAE for supporting me spiritually throughout this work.

I take this opportunity to extend my heartfelt thanks to staffs of UTHM for all continuous support during this challenging journey. Finally, I would like to thank those who have directly or indirectly assisted me in completing this study including friends and colleagues in UAE.

ABSTRACT

There are many issues and challenges faced by oil & gas industry performance such as shifting technology, skill workforce, retains experienced expertise and others. Thus, it drives this study to establish a structural equation model of factors affecting the UAE oil & gas industry performance. These factors were clustered into five independent variables which are *Leadership, Training, Motivation, Organizational culture, Job satisfaction*. This study adopted quantitative approach. It used questionnaire to collect data where the questionnaire was validated by 18 experts from UAE oil & gas industry. For data collection, it adopted non-probability sampling of simple random technique of survey among oil & gas practitioners. Even though the survey has low response rate of 26.25% but still within the minimum requirement sample size for model development. The collected data was analysed descriptively and found five most significant factors affecting the oil & gas organizational performance are *rewards and recognition, low employee turnover, effective behaviour, assuring job security and effective support system*. Then the collected data was used to developed and assessed PLS-SEM model of casual relationship of factors affecting oil & gas organizational performance using SmartPLS software. The model was assessed at measurement and also structural levels and found that it has achieved all the fitness criteria. It was found that the developed model has substantial validating power of 43.6% which representing the impact of the five groups of factors on the organizational performance. For hypothesis testing, only two out of five hypotheses are having significant relationship which is *leadership and job satisfaction* groups. Since, literature indicated that is no such model, then the establishment of this model is the main contribution to the body of knowledge. It also can assist the relevant stakeholder of the oil & gas organization in improving their performance.

ABSTRAK

Terdapat banyak isu dan cabaran yang dihadapi oleh industri minyak & gas seperti peralihan teknologi, tenaga kerja kemahiran, mengekalkan kepakaran yang berpengalaman dan lain-lain. Oleh itu, ia mendorong kajian ini untuk mewujudkan model persamaan struktur faktor yang mempengaruhi prestasi industri minyak dan gas UAE. Faktor-faktor ini dikumpulkan menjadi lima pemboleh ubah bebas iaitu *Kepemimpinan, Latihan, Motivasi, Budaya Organisasi, Kepuasan Kerja*. Kajian ini menggunakan pendekatan kuantitatif. Ia menggunakan soal selidik untuk mengumpulkan data di mana soal selidik itu disahkan oleh 18 pakar dari industri minyak dan gas UAE. Untuk pengumpulan data, ia menggunakan persampelan bukan kebarangkalian teknik rawak mudah tinjauan di kalangan pekerja-pekerja minyak dan gas. Walaupun tinjauan mempunyai kadar tindak balas yang rendah sebanyak 26.25% tetapi masih dalam ukuran sampel keperluan minimum untuk pembangunan model. Data yang dikumpulkan dianalisis secara deskriptif mendapati lima faktor terpenting yang mempengaruhi prestasi syarikat minyak & gas iaitu penghargaan dan pengiktirafan, penggajian pekerja yang rendah, tingkah laku, jaminan keselamatan kerja dan sistem sokongan yang berkesan. Kemudian data yang dikumpulkan digunakan untuk membangunkan dan menilai hubungan model PLS-SEM dan faktor yang mempengaruhi prestasi syarikat minyak & gas menggunakan perisian SmartPLS. Model dinilai pada tahap pengukuran dan struktur mendapati bahawa ia telah mencapai semua kriteria. Didapati bahawa model yang dibangunkan mempunyai kekuatan pengesahan yang besar sebanyak 43.6% dan mewakili lima kesan faktor terhadap prestasi syarikat. Untuk pengujian hipotesis, hanya dua dari lima hipotesis yang mempunyai hubungan yang signifikan iaitu kepemimpinan dan kepuasan pekerjaan. Oleh kerana itu, kajian literatur menunjukkan bahawa tidak ada model seperti itu, maka pembentukan model ini adalah sumbangan utama bagi badan pengetahuan. Ia juga dapat membantu pihak penting di dalam organisasi minyak & gas dalam meningkatkan prestasi mereka.

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LIST OF SYMBOLS AND ABBREVIATIONS

M	-	Mean
X	-	Individual data points
N	-	Sample size
S^2	-	Standard deviation
X	-	Individual score
M	-	Mean of all scores
f^2	-	Effect size
$R^2_{included}$	-	Coefficient of determination (R^2) value of the endogenous latent variable when a selected exogenous latent variable is included in from the model
$R^2_{excluded}$	-	Coefficient of determination (R^2) value of the endogenous latent variable when a selected exogenous latent variable is excluded from the model
q^2	-	Predictive relevance
$Q^2_{included}$	-	Value of the endogenous latent variable where all the exogenous latent variables are included in the model
$Q^2_{excluded}$	-	Selected exogenous latent variable is excluded from the model
GoF	-	Goodness-of-fit
AVE	-	Average communality
R^2	-	Coefficient of determination
SEM	-	Structural equation modeling
PLS-SEM	-	Partial Least Squares Structural Equation Modeling
SPSS	-	Statistical Package for Social Sciences
CSV	-	Comma delimited
AVE	-	Average variance extracted

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CHAPTER 1

INTRODUCTION

1.1 Research background

There are many issues or challenges faced by oil & gas industry. These issues can be clustered into three main areas which are financial competitive, sustainability of the sources and environmental impact. The first issue for the industry is to stay competitive. It requires to make the products at the most competitive cost in the market. Optimizing production systems on currently operating sites is therefore a priority for the oil & gas industry. This will maximize the production efficiency, reduces the costs of extraction and refining and thereby offsets the exploration costs. The second major issue is to ensure the sustainability supply of oil & gas. The oil & gas company are always looking to extend the life of mature sites and also compelling to seek new sources of oil or gas for which extraction, transport and refining are much more complex and costly. The final category of issues is to meet stringent standard on environment footprint. The oil & gas industry are a major consumer of energy resources and is therefore subject to increasingly stringent environmental standards. This constrains the industry to rethink extraction, production and distribution methods in order to obtain or maintain the licence to operate. The industry is required to provide guarantees and ensure transparency in the environmental management of their activities.

Globalization, fast shifting technology and high energy demands are the continuous challenges faced by many countries including the United Arab Emirates (UAE). Abu Dhabi as one of the seven UAE's emirates holds a total asset of 92.2 billion barrels of oil which is amongst the top ten countries by assets size (Dongare, 2019). Abu Dhabi oil & gas are managed by Abu Dhabi National Oil Company (ADNOC) and being positioned as amongst the major energy producers in the world by producing about 3 million barrels of oil and raw gas beyond 9.8 billion cubic-feet for each day. In 1971, ADNOC was incorporated in 1971 for oil & gas business which expanded its activities from upstream and downstream (Butt, 2001). A number of issues encountered by ADNOC exploration and production activities are mainly on the technological aspects. Other significant issues are retiring skilled workforce, constraints labour market of experienced job seekers, problems of recruitment, training, education and capability to develop leadership among employees.

The situation became difficult when UAE imposed a restriction on hiring Emirati natives in the employment scheme. Extra challenges faced by oil & gas industry are in supervision, arrangement of training and improvement plans. With the increasing effect of globalization, the industry has recognized the new necessities of the training machineries and processes. Training in the oil & gas industry is expensive, especially when professionals with years of experience leave the company to start their own businesses or retire, filling their positions then it creates stiff competition amongst the companies to retain these skills and to get talented workforce. The turnover workforce in the oil & gas industry was reported as high as 63% especially at the executive level. These experienced workforces will search of more flexible work hours, better benefits or higher pay than their former job. Human resources management in oil & gas company faces the challenges in retaining, recruiting and training of workforce in this industry. In the context of ADNOC, the UAE government has imposed that 75% of its employees are local Emiratis and this provided bigger challenges to the recruitment scheme (Katzman, 2010; Ameen *et al.*, 2018).

In order to enhance any organization, empowering the employees play a vital role by giving greater trust to workers. This will lead to overall improvement the individual worker performance. This leads to larger trust levels inside the comprehensive group of employees (Ameen *et al.*, 2018). ADNOC's management considers employees promotion as motivation targeted at affecting and encouraging

the employees to carry out the best and exceedingly favourable manners. The basic elements include specific needs of a person to display performance in an efficient method to participate for the organization's performance. Conversely, growth of the organization is not possible without workers' individual satisfaction at the workplace (Ameen *et al.*, 2018). Effective organizations recognise that employee retention is essential to acquire the skills and knowledge of the marketplace (Hassan, 2014). Based on the satisfaction of the employees, it is essential as their workforces can change the organizations performance (Yee, 2018). Consequently, leaders of organizations need to improve their abilities and skills to possess a compatible initiative at the global competition. The several factors in attaining a satisfactory and a cooperative workforce are organizational culture, employee authorisation, leaders' personality, and employee motivation. These factors have direct impact on employee satisfaction, efficiency, and organizational performance (Hay, 2002).

Achieving high efficiency and productivity performance has continuously been the motivation of organizations in achieving the growth. Human resource is considered as a vital and valued component in achieving the maximum performance of any organization (Neog & Barua, 2014). Therefore, productivity increases when human resources are satisfied with their positions and tasks. Workforce performance can be improved by increasing the motivational level of employees, job satisfaction, and providing a secure work environment (Le Tran & Chiou-shu, 2015). According to (Singh, 2012), there are multiple variation of factors and outcomes of job satisfaction through different cultures, this statement was also supported by literatures from (Kirkman & Shapiro, 2001; Vecernik, 2003; Spector, 2008). Finally, it can be deduced that organisation performance depends on factors such as leadership, motivation, training, job satisfaction and organization's culture. The significance of research on job satisfaction and performance is still important in the field of science and organizations, particularly manufacturing companies which put in plans to advance growth such as oil & gas companies. It is essential to study the influence and improvement of job satisfaction on employee performance and other important factors affecting organization performance, especially for the Middle East countries that face a global competitive environment. Hence this study extracted all the identified factors that affects organizational performance and relate with the ADNOC company performance. These factors are validated by the respondents of ADNOC employees through questionnaire survey, the relationship between these

factors and the organizational performance were then established through the PLS-SEM approach as presented in the following chapters.

1.2 Problem statement

UAE Vision 2030 amongst others is to improve oil & gas industry performance by expanding the economy of the industry. More investments are allocated to this industry tends to increase the skill and expertise of the industry workforces in facing new challenges. Oil & gas employees face continuous insecurity at the workplace in term of safety, hazardous jobs, heavy production loads and constantly shifting technologies. This makes it hard to recruit new employees and also difficult to retain experienced employees for the industry (Harun *et al.*, 2014; Harhara *et al.*, 2015). For the industry to survive and sustain in a competitive market, it needs to increase the performance continuously (Arslan & Staub, 2013; Ameen *et al.*, 2018; Yee, 2018). Hence the main reason to conduct this study is to continue the efforts of improving the performance of UAE oil & gas companies.

There are studies on identifying factors contributed to the organization performance such as leadership, training, motivation, organization's culture, and job satisfaction. According to many studies, **leadership** plays a vital role in achieving better organizational performance. However, there are findings that indicate the role of leadership in different organization performance varies, thus it needs to further explore (Kragt & Guenter, 2018; Baron & Agustina, 2019; Yukl *et al.*, 2019). Additionally, most of previous studies concentrated on the role of leadership in the various contexts, thus there is always a need to re-examine the influence of leadership in organizational performance in different outcomes (Wang *et al.*, 2011). The second factor is **training** development structure for employees. Quartey (2012) indicated that an effective employee training structure has significant impact to the improvement of productivity in achieving competitive advantage. Employees' training development has a direct-link benefit to the organization's output performance. Many researchers found that the organizational performance became better through an effective employee training structure (Niazi, 2011; Stiehl *et al.*, 2015; Chua & Ayoko, 2019; Tafvelin & Stenling, 2020). In the context of the oil &

gas industry, training of employees has become a major investment for the industry to stay competitive. The third factor that affects the organizational performance is motivation. Several researchers found that **motivation** encourages employees to execute a job or task seriously according to the required organization's demands (Dobre, 2013; Asim, 2013; Frost *et al.*, 2018). There is a strong relationship between employee motivation and employee efficiency, where it directly influences the organization's performance (Matthew *et al.*, 2009; Muhammad *et al.* 2011; Agburu, 2012; Wiyono, 2018).

Many studies had highlighted the influence of **organizational culture** to the organization's performance (Dasanayake & Mahakalanda, 2008; Varelas, 2009). Furthermore, researchers have investigated and concluded that the relationships between organizational culture and the behaviour of employees affect the organizational performance. The role of organizational culture is important to support the overall business performance, additionally the organizational culture in the workplace is influenced by factors of globalization and multiple workplace locations (Varelas, 2009; Huang *et al.*, 2010). Many past researches investigated the effect of organizational culture on performance, however, there are lack of studies on developing countries especially in the UAE (Al-Musadieq *et al.*, 2018; Odor, 2018; Colaco & Loi, 2019).

Although the significance of **job satisfaction** on the influence of organizational performance has been investigated by many scholars, yet there are not many studies conducted in Middle East countries. Also, previous studies indicated that job satisfaction factors vary through different cultures. The literature search also found it is necessary to investigate effect of training and also on employees' job satisfaction toward organizational performance especially in the oil & gas sectors and also to the region of Abu Dhabi, UAE situation (Roodt, Rieger, & Sempene, 2002; Spector, 2008; Ameen *et al.*, 2018; Yee, 2018; Dirisu *et al.*, 2018; Tran, 2020).

As being mentioned above, there are many studies on factors affecting organizational performance. However not many of these studies applied in the context of oil & gas organizational performance and moreover for UAE scenario. Hence, this study takes the opportunity to integrate these five domains of factors in the form of structural equation model which focusing on the oil & gas industry in of UAE. This model is considered as a contributor to the body of knowledge and also

benefitted the practitioners in oil & gas sectors in UAE in assisting them the significant factors in influencing the organizational performance.

1.3 Research questions

The problem statement has to be addressed the following questions:

- (i) What are the factors that affecting the oil & gas organizational performance?
- (ii) What are the significant factors affecting oil & gas organizational performance?
- (iii) How is the relationship between these factors on organizational performance?
- (iv) What are the groups of factors that dominant the organizational performance?

1.4 Aim and objectives

The aim of this study is to develop a relationship between factors affecting UAE oil & gas organizational performance. To achieve the aim, the following objectives were developed:

- (i) To identify the factors affecting oil & gas organizational performance
- (ii) To determine the significant factors affecting oil & gas organizational performance
- (iii) To develop a structural relationship between the factors affecting oil & gas organizational performance
- (iv) To determine the most influential group of factors affecting oil & gas organizational performance

1.5 Research scope

This research seeks to investigate relationship between factors affecting UAE oil & gas organizational performance. Hence, this study adopts quantitative approach where data was collected through questionnaire surveys and analysed statistically. Respondents of the questionnaire survey were employees from Abu Dhabi oil & gas organization (ADNOC) which includes site managers, quality control surveyors, project managers, engineers, and official staffs. ADNOC was chosen because it is a government owned company and is amongst the largest oil & gas company in the world. The collected data were analysed using descriptive SPSS software to determine the rank of each factor influencing the organizational performance, it also uses multivariate approach in structural modelling equation of PLS-SEM model in SmartPLS software.

1.6 Significance of the study

Oil & gas is one of the largest industries in the world. Many large economies rely on this industry not only to survive but grow and flourish. Therefore, it is essential to conduct research on this industry from time to time to get better insights, discover more effective methods, and improve its role in the world economy. This study is significant because it discovered the factors that have significant positive impact on the performance of oil & gas industry of Abu Dhabi. It will help the respective parties such as site managers, quality control surveyors, project managers, and engineers to understand the impact of these factors and how these factors can add efficiency to improve the performance of the oil & gas industry of Abu Dhabi. The theoretical model used in this research work provides insights on how *Leadership*, *Training*, *Motivation*, *Organizational culture*, and *Job satisfaction* can influence organizational performance. This information is specific to the oil & gas industry of Abu Dhabi.

1.7 Definition of terms

The following are the definition of terms related to the context of this study;

- (i) Affecting factors: factors in five (5) domains which are *Leadership, Training, Motivation, Organizational culture*, and *Job satisfaction* that affects the organizational performance.
- (ii) Organizational performance: based on two criteria which are the company's growth and profitability.
- (iii) Oil & gas industry: one of the largest energy sectors that generate high revenue and employment.
- (iv) ADNOC: is Abu Dhabi National Oil Company, an oil & gas company located at capital city of the United Arab Emirates (UAE).

1.8 Organization of the thesis

The thesis for this study is organized into 6 chapters as follows:

- (i) Chapter One
The chapter outlined pertinent elements such as problem statement, research question, research aim & objectives, and the research scope.
- (ii) Chapter Two
The chapter provided a review of the research literature relating to the factors affecting oil & gas company performance in order to establish a theoretical understanding of and a basis for developing the research instruments.
- (iii) Chapter Three
The chapter discussed the methodology applied to this study.
- (iv) Chapter Four
The chapter dealt with data presentation, the univariate statistical analyses and interpretation of the results.
- (v) Chapter Five
The chapter dealt with data presentation, the multivariate statistical analyses for development PLS-SEM model and interpretation of the results.

(vi) Chapter Six

The final chapter discusses about conclusion and recommendation.

1.9 Summary

This chapter presents the framework of this study by giving the introduction, then the problem statement that drive the study, with the problem statement it generates the research question and objectives. Then it presents the scope of the study, significant and some prominent terminology used in this study. The next chapter is providing literature works on factors affecting the performance oil & gas company that being used in this study.



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