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MANCHESTER

**The Impact of Knowledge, Skills and Attitude on Organisational
Performance among Kuwaiti Employees within the Private Oil and Gas
Sector in Kuwait: The Moderating Effect of Power Distance.**

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A Thesis Submitted in Fulfilment of the Requirements for the Degree of Doctor of Philosophy.

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AUTHOR'S DECLARATION

I hereby declare that this thesis is based on my own independent work, except for quotation and summaries which have been dully acknowledged. I also declare that no part of this work has been submitted for any degree to this or any other university.

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ABSTRACT

There are many successful, expanding business organisations in Kuwait (Kipco, 2019). Business success does not only depend on the intelligence and hard work of the founder, but the whole workforce - from the lowest to the highest position in an organisation. Interest in and research on human capital and organisational performance has notably increased among managements and academics. Moreover, attention is now paid to the importance of organisational culture as a catalyst/inhibitor to strengthen or dampen the performance of organisations (Rafiei & Pourreza, 2013). In Kuwait, the petroleum industry is the largest industry in the country, accounting for nearly half of the country's GDP (Central Intelligence Agency 2017a). Kuwait has proven crude oil reserves of 104 billion barrels (15 km³). Kuwait is estimated to hold 9% of the world's reserves. Kuwait's oil reserves are the fourth largest in the world and Burgan Field is the second largest oil field. Kuwait is the world's eleventh largest oil producer and seventh largest exporter. Kuwait's oil production accounts for 9% of worldwide oil production (KOC, 2019). Based on this, the performance of oil and gas sector organisations is very important to the country's economic development and, therefore, an improvement in the quality of life for the people of Kuwait. Moreover, in the Global Competitiveness Report (2018), which was concerned with the extent of staff training, Kuwait's ranking is not promising. It ranks 86 out of 137 countries. Comparing this rank to neighbouring countries will show how far Kuwait is in this matter which definitely impacts the performance of organisations because the skills and knowledge of employees will need to be improved and, consequently, improving organisational performance. Additionally, this also calls for an examination of the impact of human capital dimensions that include knowledge, skills, and attitude on the performance of organisations. Much of the existing research on human capital has focused on the developed world – specifically within Anglophonic and

Scandinavian nations (Bontis, 2007). There is also great interest in human capital development in the Arab region. This study is one of several initiatives to offer a number of insights to policy makers and managers in Kuwait's private sector in gas and oil services and is intended to yield effective information on and recommendations regarding human capital and its influence on organisational performance. In addition, the Kuwaiti economy also benefits from the large market size which involves all Gulf Cooperation Council (GCC) countries. In the current study, the population under examination consisted of Kuwaiti employees working at private oil and gas companies in Kuwait. Since the number of workers in the Kuwaiti private oil and gas sector is 20,000, the researcher set the size of the sample at 377 in order to fulfil minimal sample size criteria. The data were further analysed by the Structural Equation Modelling (SEM) via SMARTPLS 3.0. The study selected the sample by using probability random sampling. The results shows that knowledge, skills, and attitude, have a significant impact on the organisational performance among Kuwaiti employees within private gas and oil sector. Moreover, power distance has a moderation effect between attitude and organisational performance, while it did not have any moderation effect between knowledge, skills and the organisational performance. The variance explained through the theoretical model is 31%, which indicates that there are different factors that affect the organisational performance in the Kuwaiti private oil and gas industry. More discussion about the results in chapter 4; and chapter 5 discuss more about the findings and recommendations. Moreover, future recommendations are stated. Further, results give more insights for the practitioners and policy makers to improve the organisational performance.

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LIST OF APPREVIATIONS

Abbreviations

ATT	Attitude
AVE	Average Variance Extracted
CMV	Common Method Variance
CR	Composite Reliability
EFA	Exploratory Factor Analysis
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
HC	Human Capital
HTMT	Heterotrait-Monotrait Ratio
IPMA	Importance-Performance Map Analysis
KN	Knowledge
M	Mean
MENA	Middle East and North Africa countries
OP	Organisational Performance
PBC	Perceived Behavioural Control
PD	Power Distance
PLS	Partial Least Squares
SD	Standard Deviation
SEM-VB	Structural Equation Modeling-Variance Based
SK	Skills
SPSS	Statistical Package for the Social Sciences
SRMR	Standardized Root Mean Square Residual
VIF	Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

There are many growing and prosperous business organisations in Kuwait. In addition to the intellect and hard work of the founder himself, corporate success relies on the entire workforce, starting from the lowest to the highest position in a company. Human capital and corporate success interest and research have expanded dramatically by management and academics (Ogunade, 2011). Moreover, greater attention is paid to the organisational culture significance as a mechanism/inhibitor in order to strengthen or dampen the performance of an organisation (McShane & Van Glinow, 2015).

This chapter sets out the study background and outlines the problem statement which focuses on the problems that are faced by organisations in Kuwait that relate to organisational performance. The coming section contains an explanation of the goal of this study, the research questions, and details the hypotheses of this study, as well as outlining the significance of the study, its scope, and providing a definition of key terms. The section ends with an outline of the thesis.

1.2 BACKGROUND OF THE STUDY

A firm's performance in terms of non-financial (internal process, customers, learning and growth), as well as financial performance; is viewed as an outcome of employees' knowledge, skills, and attitudes in the creation and implementation of efficient ideas, and, thus, performance is inextricably linked to successful Human Capital (HC) (Shafloot, 2012).

For a long time, knowledge and skills have been viewed as the most significant elements of Human Capital, particularly in post-industrial organisations (Mostafa, 2005). Knowledge encourages creativity and exploration, inventiveness and creativity contribute to the growth and sustainability of organisations (Read, 1996). In an earlier study, reported that the demand for knowledge to promote imagination and creativity among workers has brought about not only improvements in people and their attitudes but also organisational success (Read, 1996).

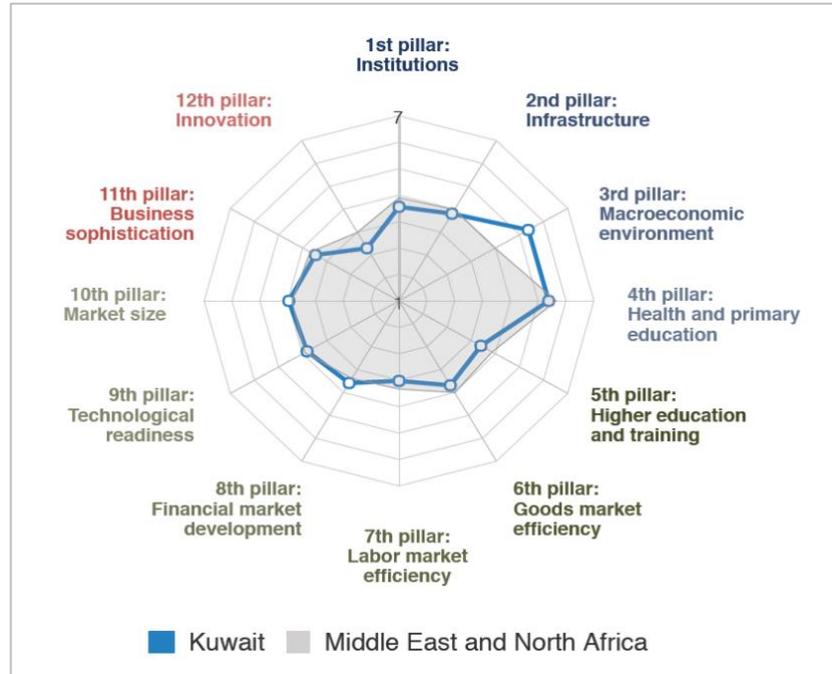
Namasivayam and Denizci (2006) have suggested that knowledge is a developing economy's core resource. Human capital - which is people's expertise, talents and knowledge - also includes their inclination to share certain values with the company to generate value (Baron, 2011). Likewise, Darroch (2005) indicated that attitude is reflected by the willingness of an employee to comprehend new knowledge, skills, and experiences. It has been demonstrated through literature that training in human capital management can help or hinder the transfer of knowledge and enhancement of performance. (Shafloot, 2012).

Although human capital can be viewed as a foundation of competitive advantage, on which most firms do not appreciate its contribution and value (Collis, 1996). However, one of the first organisations to report on invisible resources was Skandia, the Swedish financial services company that is based in Stockholm (Bontis, 1998). Including hundreds of active journals and independent scholars, the field has since expanded notably.

The Global Competitiveness Report (2018) reveals that Kuwait is lagging behind Middle East and North Africa countries (MENA) in non-financial performance in terms of innovation, which represents the 12th pillar. Furthermore, the stage of development in Kuwait in terms of labour market efficiency also lags behind the average for MENA countries, and this calls for an investigation of the importance of human capital to improve organisational performance within the Kuwaiti context.

Based on the Global competitiveness Index framework, Kuwait's economy is in the move from a factor-driven stage one to an efficiency-driven stage two. Kuwait has exceeded the stage which depends on infrastructure and, at present, finds itself in the transition stage which depends on a human resource-based economy. Such an economy needs policymakers to respond to transformation by making effective policies which allow Saudi Arabia to be on the right developmental track (Global Competitiveness Report, 2018).

Figure 1.1: Stage of Development in Kuwait

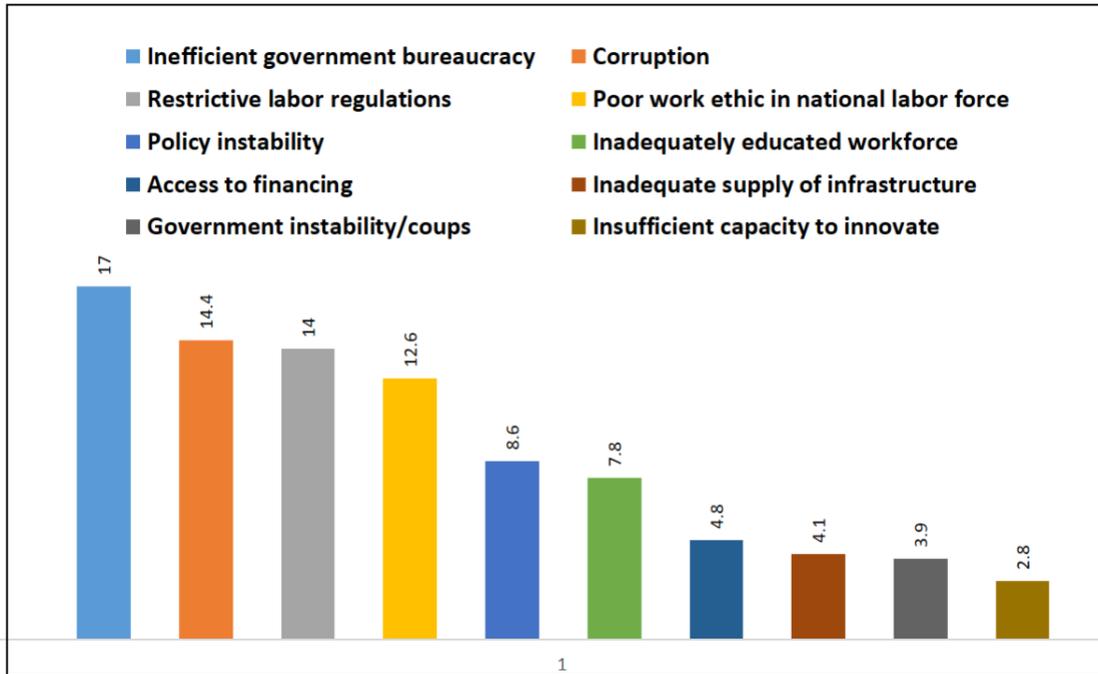


Source: Global Competitiveness Report (2018)

Moreover, based on a report by Global Competitiveness (2018), one of the most challenging issues for doing business in Kuwait is an insufficient capacity for innovation. In other words, Kuwait represents a problem in term of organisational performance which is related to another problem: an inadequately educated workforce.

This represents the human capital in Kuwait and, as Human Capital has been construed above, it would suggest that the workforce is lacking in knowledge, skills, and suitable attitudes. Figure 1.1 shows the stage of development in Kuwait and how innovation is the weakest pillar among other pillars. Moreover, this would represent another call to study the impact of human capital on organisational success in the scope of private oil and gas industry in Kuwait.

Figure 1.2: The Most problematic factors for doing business in Kuwait



Note: From the list of factors, respondents to the World Economic Forum's Executive Opinion Survey were asked to select the most problematic factors for doing business in their country
 Source: Global Competitiveness Report (2018)

As a result of the above discussion, this research investigates human resources' greatest opportunity for the firms in Kuwait to develop their organisational capability in order to be relevant to get the best out of employees' talent, knowledge, skills, and abilities which are needed to undertake the tasks that boost firms' performance (financial and non-financial).

1.3 PROBLEM STATEMENT

The collaborative aspect of human capital offers both a wealth of insight and a valuation challenge (Bontis, Dragonetti, Jacobsen, & Roos, 1999; Boon, Eckardt, Lepak, & Boselie, 2018) as well as relevance (Boon et al., 2018). There is a strong awareness that human

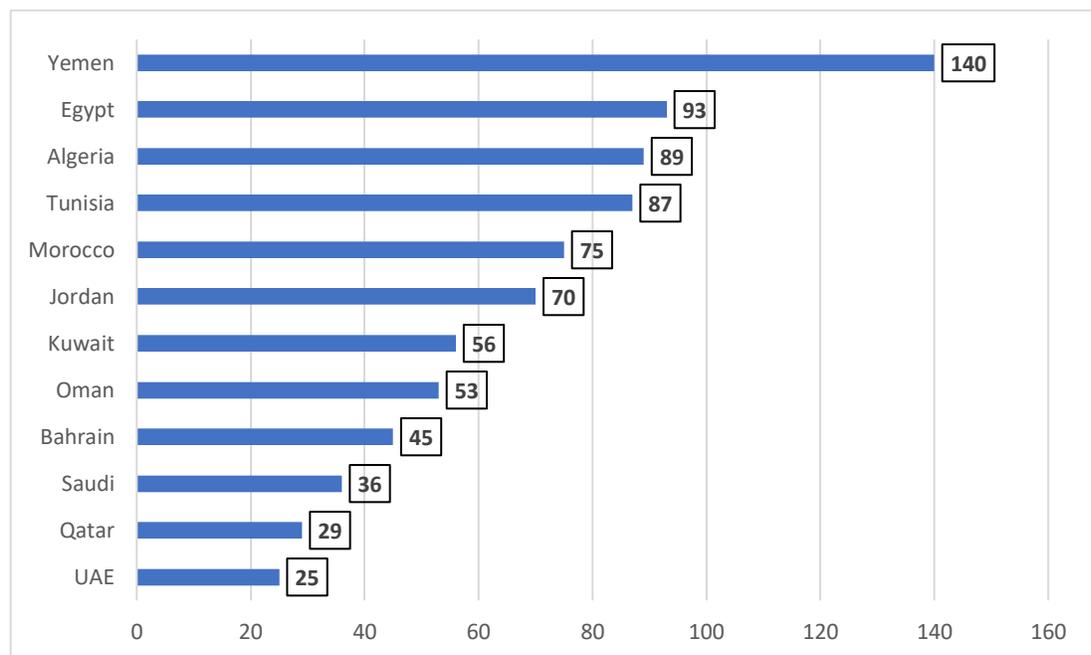
capital is a vital factor pushing economic development in the event of serious globalised competition (Čadil, Petkovová, & Blatná, 2014; Huang & Liu, 2005; Pelinescu, 2015).

Kuwait's petroleum sector is the country's main industry, contributing to about half the country's GDP (Kuwait Oil Company (KOC), 2019). Kuwait has 104 billion barrels (15 km³) of proven crude oil reserves (The World Factbook, 2017). It is estimated that Kuwait owns 9% of the global reserves. The oil reserves of Kuwait are the fourth highest in the world and the second-largest oil field is the Burgan Field. Kuwait is the eleventh largest producer of oil and the seventh-largest exporter in the world (British Petroleum, 2020; U.S. Energy Information Administration, 2020). The oil production of Kuwait accounts for 3.1% of worldwide oil production (British Petroleum, 2020; U.S. Energy Information Administration, 2020). Based on this, the performance of oil and gas sector organisations is especially important to the country's economic development and, therefore, a development in Kuwaiti people's quality of life.

As per the Global Competitiveness Index (2019), the organisational performance ranking in Kuwait is 56, compared to neighbouring countries. This figure suggests that Kuwait is lagging behind its counterparts in the Gulf Cooperation Council (GCC) and the western world. UAE ranks 25 in the same report, while Qatar ranks 29, and Saudi Arabia ranks 36, moreover, Oman ranks 53. This ranking shows how far Kuwait is from its neighbouring countries and this motivates us to study the factors impacting organisational performance, and the most profitable and suitable context would appear to be the sector that Kuwait relies on heavily: oil and gas. Furthermore, the ranking of Kuwait in term of performance

in the same report from previous years shows that Kuwait ranked 37/144, in 2012-2013 and ranked 36/148 back in 2013-2014, moreover, it ranked 40/144 in the year 2014-2015, additionally it ranked 34/140 in 2015-2016 and ranked 38/138 in 2016-2017, and ranked 52/137 in 2017-2018. which shows the fluctuation and deterioration of the performance level from year to year until it ranked 56 in 2019 which shows how Kuwait is lagging behind the counterpart countries.

Figure 1.3: Organisational Performance ranking in Kuwait compared to neighbouring countries (ranking among 141 countries)



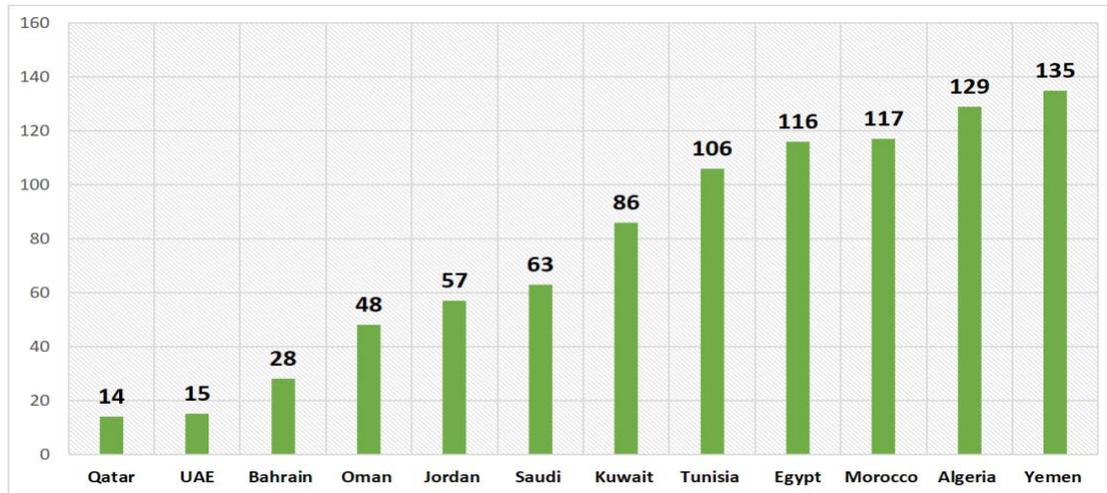
Source: (Global Competitiveness Index, 2019)

The CIPD (2017), States that idea of human capital emerged from how individual-level knowledge, skills, and attitude along with resources of unit-level (Ployhart & Moliterno, 2011). As human capital is increasingly related to competitive success, the future analysis must be able to examine the relationship between human capital at the person level and capabilities at the organisation level. (performance). This study is one of the initiatives to

offer several insights to policymakers and managers in Kuwait private sectors in oil and gas services with the effective information and recommendations regarding human capital and its influence on organisational performance. In addition, the economy also benefits from its large market size which involves the whole Gulf Cooperation Council (GCC) countries.

Moreover, in the Global Competitiveness Report (2018), which was concerned with the extent of staff training, Kuwait's ranking in this report is not promising. It ranks 86 out of 137 countries. Comparing this rank to those of neighbouring countries will show how far Kuwait is in this matter which certainly impacts the performance of organisations because the skills and knowledge of employees need to be improved and, consequently, the organisational performance also experiences an uplift. This then leads to a call to examine the human capital impact dimensions that include knowledge, skills, and attitudes on the performance of organisations.

Figure 1.4: Extent of staff training ranking in Kuwait compared to neighbouring countries (ranking among 137 countries)



Source: (Global Competitiveness Report, 2018a)

Most of the current human capital research has concentrated on developed countries, especially the Anglophone and Scandinavian nations (Guillaumont, McGillivray, & Wagner, 2017; Tiemer, 2018). Nevertheless, as demonstrated by research carried out or produced in Mexico, this phenomenon has global appeal as evidence (Ibarra Cisneros & Hernandez-Perlins, 2018; Mirza, Hasnaoui, Naqvi, & Rizvi, 2020), Portugal (Cabrita & Bontis, 2008; Ferreira & Franco, 2017, 2020), Ireland (O'Regan, O'Donnell, Kennedy, Bontis, & Cleary, 2001, 2005), Australia (Bontis & Girardi, 2000; Martin-Sardesai & Guthrie, 2018), Malaysia (Mihardjo, Jermisittiparsert, Ahmed, Chankoson, & Iqbal Hussain, 2021), Egypt (Seleim, Ashour, & Bontis, 2004, 2007), and other scholars. Then there is significant attention in the development of human capital in the Arab region (Mihardjo et al., 2021).

This study is one of several initiatives intended to yield a number of insights to policymakers and managers in Kuwait's private sectors in oil and gas services and provide them with effective information and recommendations regarding human capital and its influence on organisational performance. In addition, the economy also benefits from the large market size which involves all Gulf Cooperation Council (GCC) countries.

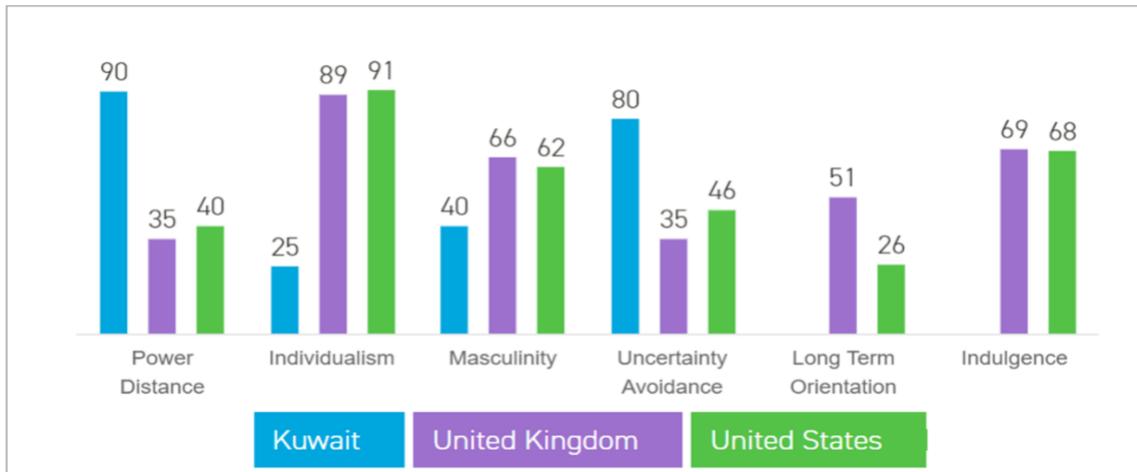
1.3.1 KNOWLEDGE GAPS

The current study involves a thorough examination of the findings resulting from various theories and frameworks (Abdullah Al-Bahussin & Elgaraihy, 2013; Agarwala, 2003; Huggett & Kaplan, 2016; Shafloot, 2012; Teixeira & Queirós, 2016). This study benefits researchers who really want to improve their economic and business knowledge not only because of its framework but also because they are able to extend and develop existing and new research frameworks in this field. Furthermore, the findings from this research contribute to supplying additional knowledge in human resource practices, examining in depth the links concerning human capital and the performance of private oil and gas organisations within Kuwait. To the best of the researcher's knowledge, this study is one of only several initiatives to investigate organisational culture (Power Distance) as a moderator to be studied to see how such an important inhibitor can dampen the relationship concerning human capital and the success of an organisation in the context of the private oil and gas sector in Kuwait.

1.3.2 CULTURAL GAPS

Theories and models on the subject of transformational leadership and organisational innovation have been developed, as well as job happiness and organisational performance, but most of them have been developed in the western culture, particularly in the USA context (García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012; Heffernan, Harney, Cafferkey, & Dundon, 2016). Nevertheless, theories and models of management are not equally applicable across cultures and contexts (Al-Qeisi, 2009; Kripanont, 2007; Straub, Keil, & Brenner, 1997). According to Hofstede and Minkov (2010), different cultures lead to different results in social sciences. Unlike in many of the western world countries, Kuwait has a markedly high power gap and low individualism characteristics. In addition to this, it is said that people in Kuwait seem to be risk-averse. Kuwaitis, instead, they prefer to honour hierarchical structure from top to bottom and drive their societies, friends, and relatives away into consideration when deciding how to behave. Such cultural characteristics can also indicate an area of interest in the study of transition and use of emerging technologies and how they enable/deter the agreed procedure. As such, management theories and models should be extended or modified based on Kuwait's context.

Figure 1.5: Cultural comparison between Kuwait, USA, and the UK



Source: (Geert Hofstede & Minkov, 2010a)

Researchers have argued that socio-cultural contextual constraints should be taken into consideration when studies are undertaken to determine organisational performance, as culture concerns structuring employees' way of doing work and it is hard to avoid such factors as regards human resources. *Figure 1.5* demonstrates a cultural comparison of Hofstede's model between Kuwait, United Kingdom and the United States. Tayeb (1995) has concluded that socio-cultural context constraints are an important determinant for human capital in various countries, and, even if the company is a global one, the human capital dimensions would be different from one country to another due to the cultural differences. Furthermore, Erez (2000) argues that the human capital must fit their knowledge, skills, and attitudes to the national culture of the countries which they operate in to improve organisational performance. Hence, in the cultural context of the Arab Gulf countries, it is crucial for this study to investigate the association between human capital and organisational performance with an emphasis on the Kuwaiti context.

Kuwait was one of the countries addressed in the study by Hofstede and Minkov (2010). The country was scored on a range of cultural dimensions and was found to have a higher power distance. As per Hofstede and Minkov (2010), the gap of power concerns unfair power-sharing in society. Less powerful people in society expect to follow and accept following the orders of more powerful people. As Kuwait exhibits high power distance, human capital will be less likely to influence organisations' performance. This could be due to power distance limiting the contribution of employees to be part of the decision making process and, thus, workers cannot communicate their ideas to their managers in an assertive way (Bae & Lawler, 2000).

1.4 RESEARCH AIMS

The main goal of this research is to **examine the impact of knowledge, skills and attitudes on organisational performance, as well as to test the moderating role of power distance among Kuwaiti employees within the private oil and gas sector in Kuwait.**

Research can start with a general research focus question and then produces more specific research questions, or the author can use a general research focus question as a framework for writing a list of research objectives. As proof of the strong sense of mission and direction of the researcher, objectives are more commonly appropriate to the research community (Saunders, Lewis, & Thornhill, 2007).

Moreover, according to Lyons (2017) All aspects of the methodology, including instrument design, data collection, analysis, and eventually the recommendations, are guided by the study's objectives.

Six major criteria that should be met in the formulation of research objectives are:

1. They should be brief and concisely presented.
2. They need to be described in a logical sequence.
3. They need to be practical (e.g., achieved within the expected timeframe, achieved within the available resources).
4. They should be formulated in organisational terminology (i.e., In such a way as to get the company closer to its corporate targets).
5. They should use action verbs that are sufficiently precise to be analysed or evaluated (e.g., assess, examine, determine, compare, verify, calculate, describe).
6. If the analysis work starts, they should be unchanged (i.e., Targets should not be shifting goals).

Furthermore, Thomas & Hodges (2010) has defined a research goal as a statement suggesting a research project's general objective or intent. A research project would usually have only one broad goal. Analysis priorities clear declarations suggesting the key concerns to be discussed in a research project. A research project may usually have many unique research objectives.

To further clarify and expand upon the aim of the research, a number of Research Objectives have been developed:

1. To examine the impact of knowledge on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.

2. To examine the impact of skills on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.
3. To examine the impact of attitude on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.
4. To examine the moderation effect of power distance on the relationship between knowledge and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.
5. To examine the moderation impact of power distance on the relationship between skills and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.
6. To examine the moderation impact of power distance on the relationship between attitude and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.

1.5 RESEARCH QUESTIONS

The following research questions were formulated on the basis of the problem statement:

1. What is the impact of knowledge on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait?
2. What is the impact of skills on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait?
3. What is the impact of attitude on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait?

4. What is the moderating impact (Power Distance) on the relationship between knowledge and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait?
5. What is the moderating impact (Power Distance) on the relationship between skills and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait?
6. What is the moderating impact (Power Distance) on the relationship between attitude and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait?

1.6 SCOPE OF THE STUDY

The petroleum industry, includes the global processes of exploration, extraction, refining, transporting, and marketing of petroleum products. The largest volume products of the industry are fuel oil and gasoline (petrol) (Mohammadpoor & Torabi, 2020). Petroleum is vital to many industries, and is necessary for the maintenance of industrial civilization in its current configuration, making it a critical concern for many nations. Oil accounts for a large percentage of the world's energy consumption, ranging from a low of 32% for Europe and Asia, to a high of 53% for the Middle East (Lu, Huang, Azimi, & Guo, 2019).

In this study context, private oil and gas industry which are the private-owned companies including: Oasis Holding Co., Dodsal Engineering & Constructions Pte., Petrodyn, Al-Mansoori (Kuwait Petroleum Corporation (KPC), 2018). This study will focus on the

human capital, organizational performance, and power distance within a forementioned private-owned oil and gas industries.

Finally, this research focuses on human capital concerning skills, knowledge, attitudes, and their influence on organisational performance. Moreover, organisational culture (power distance) is also examined in this study as the moderating factor. The study population involves Kuwaiti employees from all levels from the private oil and gas sector in Kuwait.

1.7 SIGNIFICANCE OF THE STUDY

In this section two parts, theoretical significance and practical significance will be discussed.

1.7.1 THEORETICAL SIGNIFICANCE

This current research work encompasses investigations that are derived from various theories and frameworks. This study will be of value to researchers and academicians who are keen to gain more in-depth knowledge in business and economic fields beyond their own frameworks to embrace the development and extension of new and existing frameworks in this research area. Furthermore, the finding from this research, contribute to supply the knowledge of the human resource practices, which highlighted in depth the links between human capital to the performance within Kuwait.

To reach the point of excellent performance, human capital is a driver for reaching that goal. Human capital has a direct contributor into the organizational performance.

Furthermore, the findings from this research will encourage the managing of power distance which, in turn, will contribute to utilizing the knowledge of human resource practices that strengthens the links between human capital and organisational performance in Kuwait. Significant emphasis is directed towards the relationships between power distance, human capital, and performance (Wikhamn, 2019). Further, power distance has also been attracting scholars' attention due to the conception of its facilitating role to performance whereby many studies have pointed out that performance is accelerated when there is a moderate to low power distance within the organization to think creatively and come out with new ideas, the prescribed studies has examined power distance role as an antecedent and moderating variable as well (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2011; Ghosh, 2011; Rafiei & Pourreza, 2013; Wei, Sun, Liu, Zhou, & Xue, 2017).

Accordingly, power distance will be examined as a moderating variable between human capital (knowledge, skills, attitude) in one side and the organizational performance on the other. Besides, this study is among the first, to the best of the researcher's knowledge to study the effect of human capital on the organizational performance and to test the moderation effect of power distance between them in the context of private oil and gas industry in Kuwait.

1.7.2 PRACTICAL SIGNIFICANCE

The outcome of this study is expected to encourage and support the formation of future policy, not only at an organizational level but also at the national one. By setting up strategies to promote performance and focus in human capital characteristics, this may, in turn, improve professional practice, personal development and the quality of working life, as well as enhancing private sector services.

As for the Kuwaiti private oil and gas industry, this study will provide an input for the private companies' leadership to encourage high performance within their workforce, as oil production is continuously faced with challenges where they have to adapt as well in order to face them.

It is well known that Human Resource Management is responsible for the selection of the employees in the organizations. The selection is made based on the prospective employees' knowledge, skills and experiences, and their ability to serve in the organization. Thus, human capital which involves the employees' knowledge, skills, capability and other attributes. It is the management's obligation to identify and carefully make the choice among many prospective employees, as well as the existing ones. By understanding the problems in human capital dimensions and the relationship among them, the management will be able to avoid from creating more loss and create more opportunities and success. For this reason, these results should promote and endorse the implementation of future strategies, not just at the organizational level, but also at the national level. If the government will use these results by developing policies and strategies to improve human

capital characteristics (knowledge, skills, attitudes), this might, in essence, enhance professional practice, personal growth, and job satisfaction, as well as enhancing organizational performance.

1.8 SUMMARY OF METHODOLOGY

The key objective of this study is to analyse the effect of Human Resources (Knowledge, Skills, Attitude) on organisational performance in the context of the private oil and gas industry in Kuwait. Moreover, definite objectives of this study are outlined to critically evaluate the factors affecting organisational performance within the private oil and gas industry in Kuwait. Furthermore, this project represents an effort to scientifically collect data within the private oil and gas industry in Kuwait. In addition, this thesis requires the empirical and statistical analysis of the data collected within this industry.

In this research, positivist paradigm is adopted as the main research approach of this study because it determines empirical generalisations associated with social phenomena. This study is based on the positivism philosophy paradigm because the researcher makes a concerted attempt to uncover reality and differentiate between facts, value judgements, reasons and feelings. Moreover, the present study is deductive in approach as it moves from theory to data, and is designed to clarify underlying relationships between human capital and organisational performance within the private oil and gas sector in Kuwait. Moreover, the researcher is independence of what is being researched. Further, The author has managed to use positivism in this study, and, hence, this attempts to - 1) use a quantitative approach for data collection and analysis of data; and 2) testing the correlation between

research and theory (i.e., theory testing) (Bryman & Bell, 2011). The correlation between the variables was analysed with the help of various statistical processes.

Research that establishes the causal relationship between variables is known as explanatory research. In the current research, the author examines the causal relationship between variables via hypothesis testing. Furthermore, In the current study, the researcher has used individuals as the unit of analysis since the research statement addressed issues which were associated with organisational performance in the private oil and gas sector in Kuwait. The data in this study was collected from individuals.

The study selected the sample from the population of the private oil and gas sector in Kuwait by using probability random sampling. Any element in the population is therefore equally likely to be chosen as a subject (Sekaran & Bougie, 2013). In current study, the author has used quantitative data, which was collected using the rules of statistical surveys. Details will be discussed thoroughly in chapter 3

For the current research, a descriptive analysis will include the demographics and profile of the respondents to be described in thoroughly in chapter 4. Description of mean and standard deviation of the measures of the central tendency and dispersion are also presented and discussed using the same SPSS Version 26.0. Normality will be tested and described through skewness and kurtosis tests. In addition, the response rate will be elaborated upon and discussed in chapter 4.

Inferential analysis is carried out to make inferences and predictions about the study population using the data that was collected from the sample population. SMARTPLS 3.0 software was used for testing and analysing the hypotheses and the causal relationships between the constructs in the research model, Construct Reliability, Convergent Validity, and the Discriminant Validity of the data.

1.9 LIMITATIONS OF THE STUDY

There are some limitations to this research, first of all, the use of cross-sectional questionnaire design. Furthermore, observe changes in human capital (knowledge, skills, and attitude) through performance process. Future research should also establish a longitudinal analysis to determine discrepancies in human capital in the organisation's performance process. Second, In the covid-19 era, the world has been taken by surprise where all industries are faced with existential challenge. It was difficult to collect the data at that time because of the lock down and the shock companies were at due to the lock down. Third, it has only tested the research model in private oil and gas industry in Kuwait and not the state-owned companies. Kuwait Petroleum Corporation (KPC) is the state-owned oil Corporation that has many subsidiaries including: Kuwait Integrated Petroleum Industries Company, Kuwait Oil Company, Kuwait National Petroleum Company, Petrochemicals Industries Company, Kuwait Oil Tanker Company, Kuwait Petroleum International, Kuwait Foreign Petroleum Exploration Company, and Kuwait Gulf Oil Company.

1.10 DEFINITION OF TERMS

Human Capital: “Human capital” is the shorthand given by economists and social scientists to the knowledge, skills and attitudes employees in organisations, or the population of a country, which enables them to innovate and create value (Baron, 2011; Blair, 2011). It has been described by various social scholars and economists and refers to individuals’ knowledge, skills and attitudes within the workforce, representing critical resources for the organisation (Barney, 1991; OECD, 2004; Becker, 1993; Schultz, 1971).

Organisational Culture: Culture is the arrangement of various qualities that represent the company and separate the business from others (Forehand & Vonhallergilmer, 1964). “Organisational culture” is the A structure of mutual actions, values and beliefs that evolves within an organisation and directs the behaviour of its members (Hunt, John, & Osborn, 2010). Moreover, Power Distance (PD), as per Hofstede and Minkov (2010), describes the unequal distribution of power in society, and less influential people in a given society expect to follow and accept following the orders of more powerful people.

Organisational Performance: This term refers to a compilation of financial and non-financial factors that provide insight on the extent of accomplishment of goals and outcomes (Lebas & Euske, 2007). In this work, the organisational performance was measured using balanced scorecards which included aspects of finance, clients, internal operations and processes, as well as growth and learning (Abu-Qouod, 2006).

1.11 ORGANISATION OF THE THESIS

The organisation of this thesis is outlined as follows:

Chapter 1 presented the introduction to the thesis, the rationale of the study, the research problem, research aims, questions of the research, the research scope, research significance, and definitions of essential terminology.

Chapter 2 presents a critical review of human capital (including knowledge, skills, and attitudes) and organisational performance. In addition, organisational culture is explored as a moderator. This chapter also documents relevant empirical studies, Information about Kuwait, economy and the context of the study (private oil and gas sector) and, finally, the framework of the research as well as the research hypotheses.

Chapter 3 describes the study approaches, the study design and the methodology employed. It also presents an overview of the research sample's profile and instrumentation. The procedures undertaken in collecting the data and evaluating the validity and reliability of scales employed for measurement of the constructs are also observed here. In addition, a detailed discussion of SMART PLS-SEM is presented which allows us to test the research hypotheses which were set out in chapter two. Moreover, an overview of the initial data analysis and findings are presented in this chapter.

The fourth chapter of the study elaborates on the results acquired from the collection of data for the study. The chapter is established after the primary data collection. The chapter

is important to present empirical evidence in line with the research questions and established hypotheses. First, the demographics of respondents are presented with the help of descriptive statistics. Data is presented in the forms of tables. The test for reliability is also presented by testing for internal consistency. The internal consistency test is conducted with the help of Cronbach alpha test for reliability using SPSS.

The next sections that follow are offered in order of the main research questions; the section that follows elaborate on empirical evidence demonstrating the impact of knowledge, skills, and attitude on organisational performance; the ability of principles to translate into practices are also presented; the impact of human capital in term of knowledge, skills, and attitude on organisational performance is established; and finally, the moderating role of power distance on the association concerning knowledge, skills, and attitude on the organisational performance is also assessed.

The fifth which represents the final chapter presents discussions on the results, analysis, conclusions and recommendations of the study. It should be noted that other forms of analysis which are not directly in line with the research hypotheses are discussed in this section of the study. The results are discussed together with other assertions in literature and secondary data sources. Attention is paid to the implications of the study in both areas of theory and practice as established in event of the study significance. Results pertaining to the research questions are discussed under carefully selected themes that add value to the various research questions and help establish more robust conclusions.

Furthermore, comparisons are made between the findings of the current study and the findings of other researchs. This is to ensure and support the external validity of the present study. The study's model itself is discussed in this chapter to arrive at support for the various inter-relationships identified, with a focus on the implications. Towards the final aspects of the chapter, other important discussions are presented. The discussions in this chapter are necessary and contribute to the drawing of conclusions and even the suggesting of recommendations.

The conclusions drawn in this chapter are in accordance with the main and specific objectives of this research. It must be added that conclusions are fundamental to the purpose of this research, drawing into consideration the level that results, and discussion are drawn by taking into consideration all aspects of the study presented in the earlier chapters. In a similar manner, as the initial chapter introduced the study and paved way for theory, methodological considerations and finally the establishment of empirical evidence, the final chapter also sets the pace for the finalization of the study.

As stated previously in the significance of the study, this work is in the best interests of both academic stakeholders and industry practitioners. Rightly, after the conclusions are presented, recommendations are offered to future researchers who might show interest in the study. Recommendations are also offered for industry practitioners in the Kuwaiti private oil and gas sector. The recommendations in areas of academia cover how researchers build on the present study as the present study builds on previous studies. This would lead to greater insight and knowledge, contributing to the field of academia. The recommendations to practitioners and other industry stakeholders cover how practitioners

may implement the empirically established model in real business environment towards value creation and in pursuit of human capital, power distance, and organisational performance.

1.12 SUMMARY

This chapter provides an overall view of the determinants that influence the organisational performance within private oil and gas sector in Kuwait. The chapter gives a short view about what is human capital and why it is essential for the success of organisational performance. This study points out the importance of performance of organisations within the private oil and gas industry as this industry is a backbone for the Kuwaiti economy. Consecutively, the background of the research and the problem statement, objectives of the study and research questions are designed to address the issues and the factors that impact the organizational performance. After the research questions are presented, the importance and scope of the study are presented. This research includes a description of some terminology used by the study in the definition of terms in the section at the end of this chapter. Moreover, the next chapter describes the literature review that describes the theories and empirical studies pertinent to this thesis.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION:

This part will review and elaborate on the available literature about Kuwait from several aspects. Background of the country, its economy and oil and gas industry in Kuwait, and the context of the study which is the private oil and gas sector in Kuwait. Furthermore, it will contain a review of literature on organizational performance and its measurement including total quality management, balanced scorecard, resource-based view (RBV), and contingency theory. Moreover, human capital is discussed in term of human capital theory, background, perspectives, components of human capital. In addition, the barrier to human capital is discussed. Furthermore, the concept of culture and the organizational culture, well-known organisational culture models, and Hofstede cultural dimensions. In addition, why power distance as a moderating variable is elaborated in the same section. Further, next part explains and discuss the basic concept of how to form a conceptual framework and will discuss the conceptual framework based on some aspects of these theories/models and empirical studies. The key determinants in the conceptual framework that are expected to influence organizational performance in Kuwait will be proposed and discussed. Furthermore, the main hypotheses of this study will be stated in this part of study.

2.2 OVERVIEW OF THE KUWAITI CONTEXT:

Kuwait City is the capital of Kuwait and is a very lively city (Kaposi, 2018). Kuwait is bordered by the countries of Saudi Arabia and Iraq, and it controls 9 islands in the Persian Gulf. It is a desert country with areas surrounding the coast which consist of fertile land. Kuwait has a hot climate, with high temperatures (Sadek et al., 2021).

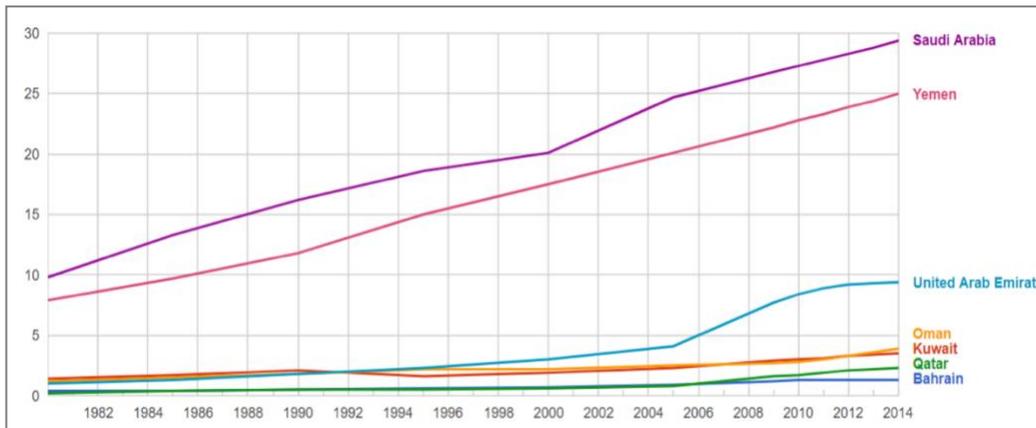
Kuwait is located in the Middle East and finds itself in the GMT +3-time zone. Kuwait consists of ≈ 3 million people, and 50% of the population resides in Kuwait City. The country is ruled by a monarch. However, the country was under British Rule until 1961. Though the official language of Kuwait is Arabic, English is generally used for business purposes (Expafocus, 2017).

Kuwait has been a constitutional monarchy and is headed by the Emir. This status is based on heritage and is derived from the earlier Emir. The current dynasty has ruled the country since 1752. Though Kuwait states that it is a democracy, this statement is not strictly accurate. The Emir appoints the Prime Minister and the majority of cabinet ministers and they generally belong to the ruling family. Usually, the Prime Minister is the crown prince selected by the ruling family and is a direct descendant of the Emir.

Kuwait consists of a National Assembly, which is an organisation with 50 members that are elected from the 5 districts (i.e., 10 from every district). Anyone who is a native (or has been naturalised for >20 years) Kuwaiti (man or woman), above 21 years of age can participate in elections. The Assembly is supposed to propose laws that are then finally

approved by the Emir. In reality, the Assembly has a bigger size, since cabinet members (16 maximum) also attend the meetings. The National Assembly sits for 4 years. However, the Emir possesses a constitutional right to dissolve the assembly. Furthermore, the Assembly can reject the royal family's choice for the crown prince, and, in return, can suggest three other candidates, who are selected from the Emir's descendants. The Kuwaiti government does not recognise any political party and the majority of members of the parliament are seen to be pro-government independents. However, there are many *de facto* political parties. The Human Development Indicators report (2016b) stated that Kuwait had a population of 2.916 Million, of which >69.5 were expatriates.

Figure 2.1: Population of Kuwait (millions) compared to neighbouring countries



Source: Human Development Indicators (2016b)

2.2.1 THE ECONOMY IN KUWAIT

Kuwait has a geographically limited, but relatively accessible and rich economy since it has access to 102 billion barrels of crude oil reserves, i.e., >6% of global reserves. Kuwaiti officials aim to enhance the production of crude oil up to 4 million barrels/day by 2020. In

Kuwait, petrol accounts for >50% of the GDP, 92% of the export revenue and 90% of the government's income.

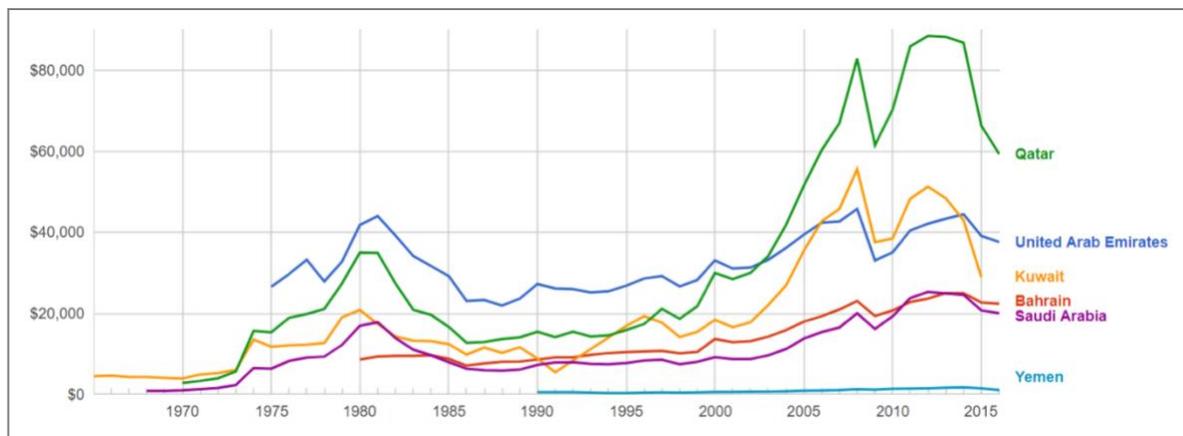
Kuwait noted a budget deficit for the first time in 10 years in 2015 due to a fall in global oil prices, which grew larger to 16.5% of the GDP in 2016. The authorities in Kuwaiti declared slashes to oil subsidies in August 2016, which led to outrage amongst the public and the National Assembly. Thereafter, the Emir had to dissolve the government for the 7th time in the whole decade. This deficit then decreased to 7.2% of GDP in 2017 since the government was able to raise \$8 billion after delivering some international bonds. Though Kuwait is heavily dependent on oil prices, the government protected itself against the effect of low oil prices. This helped the government save 10% of its revenue in the Funds for the Future Generations.

In the past, Kuwait has been unable to diversify its economy or improve its private sector due to a poor business environment, a public sector which employed 74% of the population and a hostile relationship between the executive branch and the National Assembly. These factors have significantly affected the country's economic reforms. The Kuwaiti government has made little gains since the economic growth plan was introduced in 2010. Initially, the government aimed to spend ≈\$104 billion in 4 years for diversifying its economy, attracting investment and increasing the private sector's participation in the national economy. However, the majority of the projects did not materialise due to a delay in the awarding of contracts or an unstable political environment. To increase the non-oil revenues, in August 2017, the government approved several draft bills that supported Gulf

Cooperation Council-wide value-added tax. This was scheduled to be effective in 2018 (Central Intelligence Agency 2017a).

Kuwait's per capita income is one of the highest in the world, and this is supported by reforms which offer an institutional framework (BTI, 2016). At the moment, the per capita GDP in Kuwait is \$65,800 for the total population of 2.916 million (Human Development Indicators 2016b), 69.5% of which are immigrants (Central Intelligence Agency, 2017b).

Figure 2.2: GDP of Kuwait, based on its per capita, compared to neighbouring countries



Source: World Development Indicators (2017)

2.2.2 THE OIL AND GAS INDUSTRY IN KUWAIT:

Kuwait is one of the members of the Organisation of Petroleum Exporting Countries (OPEC). In 2015, it was identified as the world's tenth biggest producer of petroleum and other similar fluids. Furthermore, out of the 14 OPEC countries, it was the 5th highest crude oil producer. Though it is geographically small ($\approx 6,900$ sq. miles), Kuwait was only preceded by countries such as Iran, Iraq, Saudi Arabia, and the UAE with regards to the

production of petroleum and other similar fluids in 2015.

The economy of Kuwait largely depends on the revenue generated after exporting petroleum products. In 2015, this accounted for $\geq 70\%$ of the total revenue of Kuwait, (International Monetary Fund, 2015). Total petroleum exports accounted for $> 89\%$ of the total export-related revenue (OPEC Annual Statistical Bulletin, 2016). However, due to a significant decrease in crude oil prices, Kuwait also noted a sharp decrease in the value of total exports, as did other OPEC members. The total value of exports from Kuwait was calculated at \$104 billion in 2014, which decreased in 2015 to \$55 billion. In 2014, Kuwait's petroleum exports were put at 94% of its total export-related revenue (OPEC Annual Statistical Bulletin, 2016).

The U.S. Energy Information Administration (EIA) forecasted that the total export revenue of Kuwait was \$40 billion in 2015, 50% of which was earned in 2014 (U.S. EIA, 2019). Though some decline in the total export revenue was based on the decreased export and production in 2015, the major reason for the decrease in the total export revenue was attributed to low crude oil prices. Kuwait aims to maintain its position as one of the biggest crude oil producers in the world; hence, it has set a crude oil and condensate production target of 4 million barrels per day (b/d) by 2020. To fulfil this target, Kuwait plans on expanding production in the Neutral Zone, which has been closed since the 4th quarter in 2014 due to a dispute that it had with Saudi Arabia (Arab Petroleum Research Centre, 2008). Delays in upstream projects along with insufficient foreign investments are responsible for the fact that Kuwait has been struggling for > 10 years to boost its natural gas and oil production.

The majority of increased oil production capacity has been attributed to projects

undertaken by the Kuwait Oil Company (KOC). The total KOC capacity was projected to reach ≈ 3.65 million b/d by 2020. The rest of the 350,000 b/d was anticipated to be acquired from the KGOC (Kuwait Gulf Oil Company), which operates in the Partitioned Neutral Zone (PNZ) (O’Cinneide 2016).

Kuwait has also attempted to diversify its oil-dependent economy by exploring and developing its natural gas fields, which form a very small percentage of total natural gas production (IMF 2015). Higher natural gas production could provide more feedstock to the impoverished electricity sector in Kuwait, which has been unable to fulfil the country’s peak electricity demand. Natural gas production and consumption in Kuwait has increased to 43% in 2015 from 34% in 2009. This has further led to a decrease in petroleum and the production of other similar flammable fluids (BP Group, 2019).

The Supreme Petroleum Council sets out the energy policy implemented in Kuwait, and this is reviewed by the Kuwaiti Ministry of Oil. The oil policies in Kuwait are executed by the Kuwait Petroleum Corporation along with its different subsidiaries. Furthermore, the Kuwait Investment Authority manages the sovereign-wealth fund in Kuwait and also oversees state expenses and international investments.

Though Kuwait has banned foreign ownership of its revenue and resources, the Kuwaiti government has initiated many steps for increasing the foreign investment in the natural gas and oil sector by issuing some service and technical contracts (Oxford Business Group, 2016). As noted above, the country of Kuwait has always been a constitutional emirate,

which is ruled by the Emir of Kuwait, which is a hereditary seat belonging to the Al-Sabah family. The Emir approves the appointment of The Prime Minister, Deputy PM and the remaining council of Ministers. Any delay noted in energy projects in Kuwait arises due to political disagreements occurring between the Parliament and the Emir (related to contract management), including those associated with the involvement of foreign investments and project logistics. Additionally, continuous shuffling in the government and frequent dissolution of parliament have significantly been deferred several key projects in the country.

2.2.3 EXPORTS AND CONSUMPTION:

Kuwait exported around 1.9 million b/d crude oil in 2015 and 2016. Kuwait exports the majority of its crude oil by issuing term contracts. It has mainly targeted the Asian market. The crude oil exported by Kuwait is a single blend of different types of crude oil. Out of the various types of crude oil, medium Burgan crude makes up the largest proportion. It is blended with heavier and sour crude oil obtained from the North Fields, and some quantity acquired from Umm Gudair and Minagish. The single export blend of crude oil exported by Kuwait, known as *Kuwait*, showed a specific gravity value of 30.5°API (similar to the general medium Mideast crude oil). This oil was usually sour and exhibited a sulphur content of 2.6%. In 2015, Kuwait exported 66% of its total exports to the Asia-Pacific region, i.e., ≈1.2 million b/d of crude oil. Meanwhile, Kuwait exported ≈200,000 b/d of crude oil to the U.S.A. The biggest importers of Kuwaiti crude oil were South Korea (imported 315,000 b/d), followed by China 290,000 b/d (Energy Intelligence Group, 2016). Until August 2016, Kuwait exported crude oil to the same destinations as in 2015. South Korea was its biggest importer, with 21% of imports, followed by China at 16% and Japan

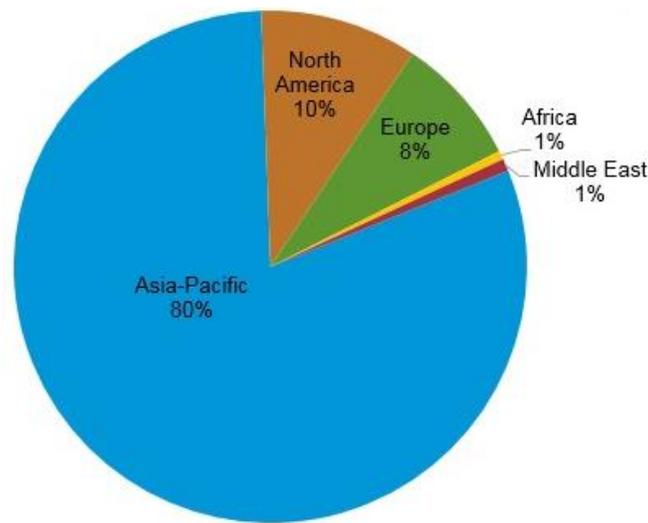
at 12 %. Exports to European countries such as Italy, Greece, France and Turkey were significantly reduced (OPEC Annual Statistical Bulletin, 2016).

Since the majority of Kuwaiti crude oil is exported to the Asian continent, Kuwait's important cost-related benchmarks for the crude oil export included the Oman crude or Dubai Crude, or their combination. Kuwaiti crude oil exports show a slightly discounted value. European buyers purchase their oil from the benchmark that is connected between the Brent weighted-average and the Saudi Arab Medium.

Mina al-Ahmadi is the major port used by Kuwait to export crude oil. It has other operating oil export terminals in places like Mina Abdullah, Shuaiba, and Mina Saud (also called Mina az-Zour) (Energy Intelligence Group, 2016).

The country consumes only a very small proportion of the total amount of petroleum it produces. In 2016, the country consumed $\approx 455,000$ b/d, which left the majority of its domestic crude oil production for export. Along with crude oil, Kuwait also exported many petroleum products. In 2015, petroleum exports averaged about 739,000 b/d. In the past few years, there has been a continuous rise in domestic oil consumption, which is attributed to an increase in petroleum-based electricity generation (OPEC Annual Statistical Bulletin, 2016).

Figure 2.3: Kuwait's international export market.



Source: Lloyd's List Intelligence: APEX Tanking Tracking Database

2.2.4 CONTEXT OF THE STUDY (PRIVATE OIL AND GAS SECTOR IN KUWAIT)

Kuwait is looking for new targets for the offshore exploration of oil and gas, providing new prospects for global oil firms to participate effectively in the country's new strategy (Kuwait - 2030), which aims to increase the oil production from 3.1 million b/d to 4 million b/d by 2020 and to maintained out until 2030 (Salem, 2016). To accomplish the target of the increase in the production of oil, and due to the limited capacity of oil production, Kuwait oil company enable large multinational oil firms to assist in the development of heavy oil and free (non-associated) extraction of natural gas (KOC, 2019).

Kuwait's constitution bans production sharing, concessions, or the "booking" of reserves by foreign companies. The government of Kuwait proposed the IBBC (incentives buyback

contract) agreements which allows the Government of Kuwait to maintain full ownership of oil reserves, power of the amount of oil output and strategic management of the operations. and allows foreign and multinational firms to participate with limits in the private oil sector (Salem, 2016).

Kuwait Oil company is in the path of increasing the oil production capacity as it has concluded two new contracts with two major oil services companies in the world which are Schlumberger and Halliburton to be in line with 128 other multinational companies operating the in private oil and gas industry in Kuwait, companies in the private oil sector are responsible of completion if several capitalist projects such as gigging new wells, preparing networks, flow lines construction and surface facilities (Mecei, 2014).

According to Stevens (2008), one of the major problems in writing studies about the Arab world and specifically Kuwait relates to referencing material and citations of sources. This research also faces the same problem in terms of information about the context of the study - the private oil and gas sector. In this study, the researcher elects to conduct unstructured interviews containing dynamic relationships between researchers and interviewed subjects for the purpose of gathering data on cognitive processes, social worlds and experiences. Unlike formal interviews, but close to natural conversations, researchers ask questions that are mostly unwritten (M. Saunders, Lewis, & Thornhill, 2009; Sekaran & Bougie, 2013). Much of the information contained in this part of the research comes from conversations and unstructured interviews with many involved in the Kuwaiti Private oil sector over a number of years. For the most part, these individuals were very open in their discussions and were willing to have their remarks put on the record.

According to Mohammad Jassim Alsulaiman (Field Engineer, Wireline & Perforating Services), in an unstructured interview in July 2020, the private oil sector in the State of Kuwait is a sector that supports the Ministry of Oil. For instance, Kuwait Oil Company has several projects in progress and has recruited many global and local service companies for well exploration and completion. It assigns these projects to private companies with the aim of strengthening the private sector and having a specific ratio of Kuwaiti employees within the private sector - a process called "Kuwaitization". The private oil and gas sector in Kuwait consists of a combination of locally established and multinational companies, and these companies work in parallel with the public oil sector (Kuwait Oil company and its subsidiaries). The private oil and gas sector is considered as an important element in the local oil market due to the fact that the private oil and gas companies make a direct contribution to the economy of Kuwait. The private sector aims to add value to the local market by the production process, providing manpower, developing the oil sector and the supervision of projects.

Additionally, Mr. Mishaal AlMutairi, chief of the board of directors of the private oil and gas sector union, explains in an unstructured interview that most of the private oil companies in Kuwait are international and regional companies with branches in Kuwait and some of them are companies that were established in Kuwait. Tasks assigned by the Ministry of Oil to the private sector are limited. Tasks assigned are administrative work within oil and gas private companies, drilling, well completion, exploration, and construction, while the Kuwait Oil Company is responsible for other tasks in terms of international export and the global market. The Kuwaiti government sets up a special

mechanism for employment and conditions for practicing work in the Kuwaiti private oil sector. Among the most important of these requirements is the employment of a certain percentage of Kuwaiti labour to resettle Kuwaiti employees in this sector and to develop it and support the local economy. Mohammad Jassim Alsulaiman added that companies within the private sector have limited tasks and duties, and that these tasks consist of production and service projects only, as the Kuwait Oil Company (Public) is in charge of other tasks related to the international market. Projects are assigned to companies within the private sector through a third party supervised by the government of Kuwait (Central Agency for Public Tenders).

Moreover, oil and gas private companies are mainly global service companies that have branches in a specific region or country. In Kuwait, companies such as Halliburton, Schlumberger, Baker Hughes, and Weatherford are well-known multinational companies that represent the private sector and cover a significant proportion of the life cycle of the well in Kuwait. These companies are involved in the Kuwaiti market as contractors by having tasks assigned on behalf of the Kuwait Oil Company.

Furthermore, Mr. Mishaal AlMutairi added that the majority of the mentioned service companies abide by the American Petroleum Institute in terms of Safety regulation and their Code of Conduct. For example, Halliburton has its Halliburton Management System (HMS). This system provides guidance for different Product Service Lines (PSL) in terms of acquiring a business, preparation of resources, engineer and crew competencies, data acquisition, data delivery, and post job analysis. Much like Halliburton, different service

companies have different naming for their management systems to provide consistent, reliable, and repeatable results for each job. While Mohammad Jassim Alsulaiman asserted that most of these companies have a common task within the sector, different Product Service Lines (PSL) come into play such as Directional Drilling, wireline formation evaluation and perforating services, cementing services, production enhancement, well completion and general construction.

Regarding the size of the private oil and gas companies, both participants mentioned here confirmed that the sizes of companies differ according to the nature of the projects assigned to them. Some companies that work in drilling projects and oil exploration are considered as large organisations and most of these are global companies which have regional branches in the Arabian Gulf and Kuwait. These include Halliburton, Chevron and Dodsal. Most companies of a medium size are companies of an administrative and supervisory nature.

Finally, Mr. Mishaal AlMutairi stated that the Kuwaiti workforce within this sector is distributed across various categories, including administrative work, technical and supervisory.

- **Technologies:**

In annual report of Kuwait oil company (Kuwait Oil Company (KOC), 2019), they have mentioned about the technology used in the field of oil and gas industry that is used now in Kuwait by the different companies. As these emerging innovations offer new ways to improve reserves and production, the current operations are focused around the use of the latest technologies listed here. That being said, it should be noticed that the completion and incorporation into the KOC framework of the application of these innovations would contribute to the accomplishment of some of the strategic measures for 2040. Any of the current projects reflect the relevant technologies outlined below. In partnership with Schlumberger, for the first time in a number of wells in Raudhatain Sector, KOC implemented "Casing while Drilling" technology. The Organisation is threatened by this advanced technology to develop its drilling mechanisms and lessen the hazard ratio while oil drilling. The technology is at the heart of the "IDS-IPM" advanced drilling device project that has been run by the Organisation since 2016. In comparison, the multi-stage fracturing of the technology of the reservoir layers was replaced by another method that is the catalyst of acid layers with cost savings estimated at USD \$2.8 million, which also resulted in the same production anticipated. "In addition, for the first time in KOC West Kuwait Fields, the latest "Using Green Burner" technology was used during the rigid operation of deep wells with high H₂S/CO₂ at DF-4 & DF-10 wells, recovering more than 4,000 BOPD to West Kuwait production. Besides that, in December 2018, KOC successfully signed an Open Technology Access deal with a specialist service provider, which guarantees the continuation of services previously offered by the geology and

geophysics technical solutions of the service company. In comparison, the price was lowered with nearly USD \$12 million in cost reductions across two rounds of discussions.

2.3 ORGANISATIONAL PERFORMANCE

The organisational performance was an important variable that has been explored in various management studies. Furthermore, it was an indicator of general organisational performance (Gavrea et al., 2011). The organisational performance was a measure of the standard and prearranged metrics of efficiency, performance and environmental responsibilities like waste reduction, cycle time, productivity and regulatory compliance (Muchira, 2013).

The organisational performance was also seen to be a variable of interest by researchers who studied management. It allows managers and scholars to assess their businesses over a period of time and to evaluate them to their rivals' (Richard et al., 2009). Hence, the organisational performance was seen to be an important criterion which was used in evaluating organisations, their activities and their environment.

Studies applied this parameter in their research (Richard et al., 2009). In direct distinction to the dominating function played by organisational performance in the management field, researchers did not determine what performance was and how it was measured. Thus, it could be noted that this parameter is important for the current study because: 1) this study focuses on the Kuwaiti private oil and gas sector, and 2) it can help in validating the

organisational performance measure that was used by earlier researchers in a different setting or context.

Organisational performance helps in theoretically conceptualising organisational goals (Richard et al., 2009). There is no unanimous agreement with regards to the definition of this term. Many definitions are related to organisational performance with regards to the goals that it achieves (Abu-Jarad et al., 2010; Shahzad et al., 2012). Recardo and Wade (2001) defined organisational performance as an organisation's capacity to fulfil all its objectives and goals. Furthermore, Cascio (2006) defined organisational performance based on an organisation's ability to accomplish all goals, wherein employees faced a practical job accumulation (Shahzad et al., 2012).

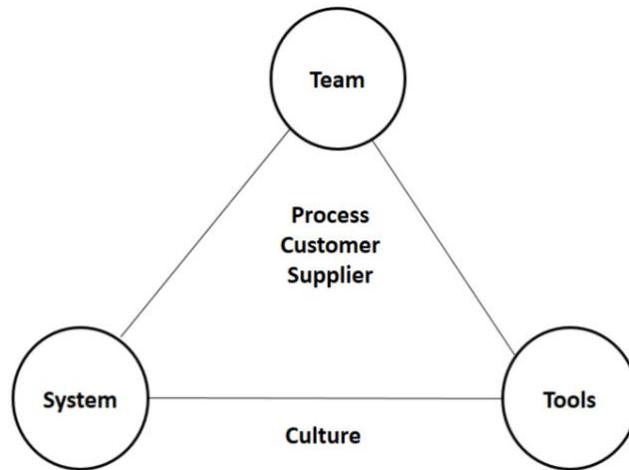
2.3.1 MEASURES OF ORGANISATIONAL PERFORMANCE MODELS:

Organisational performance can be measured using various approaches and parameters, such as Total Quality Management (TQM), Benchmark, and a Balanced ScoreCard (BCS).

2.3.1.1 Total Quality Management (TQM)

Several academics, practitioners and research personnel have attempted definitions of Total Quality Management (TQM) (Mohd. Yusof, 2003) as a set of guiding principles and a philosophy which forms the foundation of a constantly improving organisation. TQM can integrate basic management techniques, improvement efforts and other technical tools into one disciplined process (Dale 2011). Figure 2.4 presents the TQM model.

Figure 2.4: Total Quality Management (TQM) Model



Source: Oakland (2003)

The customer (both externally and internally) and supplier interface form the core of this TQM model. Other management-related requirements (systems, teams, tools) can be signified using an adjacent triangle, wherein the external shell includes communication, commitment, and culture. This model turns as a framework that helps an organisation move forward to the TQM (Oakland, 2003). Furthermore, this model emphasizes that organisational performance based on quality, which also considers the team, tools and system.

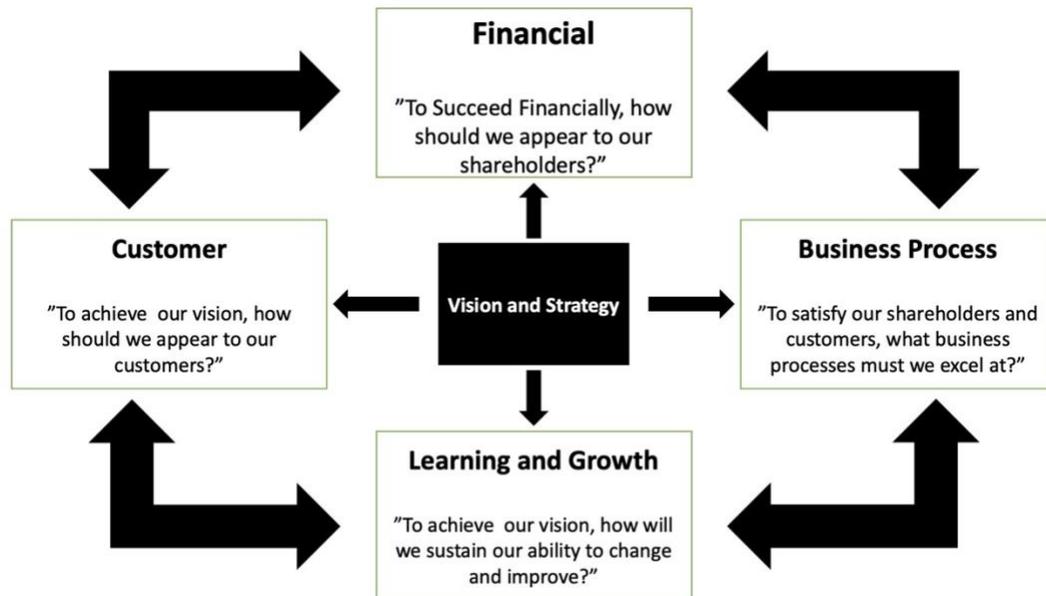
2.3.1.2 Balanced Scorecard (BSC)

Several organisations have previously used different assessment methods and are still exploring new techniques for assessing employee and organisational performances. One such technique is called the Balanced Scorecard (or BSC). This tool aligns the organisation with the organisational strategy, channels the workers' efforts for fulfilling the strategic objectives, delivers better financial returns to employees, and engages in technological investments, business activities and customer relationships. This technique presents a communication strategy and helps in selecting the performance measures that would help in developing a novel organisational strategy (Zakaria et al., 2012).

Many organisations actively implement new approaches in their performance management system, e.g., BSC. BSC measures if small-scale organisational activities are aligned with the organisation's large-scale objectives with regards to their strategy and vision (Hamzah and Zakaria 2011). Performance measures, like BSC, help non-profit organisations capture the reality of multiple stakeholders, and define the relationship between stakeholder satisfaction and performance (Kaplan, 2001; Niven, 2011). Thus, the BSC can be implemented and adapted based on the context and needs of the research.

Garrison et al. (2010) highlighted that a BSC includes an integrated set of performance measures which are based on and support organisational strategy. It was first developed by Kaplan and Norton and was seen to add a strategic non-financial performance measure to the conventional financial measures in order to offer a better-balanced perspective of organisational performance to executives and managers (Divandri & Yousefi, 2011)

Figure 2.5: Balanced Scorecard Model



Source: Kaplan & Norton (1992)

The BSC is a measurement approach which helps organisations to translate their visions and strategies into action and offers a comprehensive overview of performance (Kaplan & Norton, 1996). The word “balanced” indicates the balance between financial and non-financial metrics, which can be utilized for evaluating organisational performance based on 4 perspectives, i.e., financial, internal business process, customer, and learning and growth perspectives (Al Msedn & Nassar, 2015).

Table 2.1:
Balanced Scorecard (BSC)

Value Type	Description
Financial Perspective	This perspective determines the way in which companies view shareholders (Kaplan and Norton 2005). Al Msedn and Nassar (2015) stated this perspective was usually applied in management accounting. No specific standard set of financial measurements was defined for the various companies and environments. Earlier studies measured the financial perspective using various metrics like the Return On Equity (ROE), Return

Customer Perspective	<p>On Investment (ROI), net operating income, profit per employee, Earnings Per Share (EPS), revenue per employee Economic Value Added (EVA), profit margin, revenue growth, and growth in common equity (Rao, 2000). The customer perspective is vital for all organisations since it indicates the expression of the mission and vision (Al Mseden & Nassar, 2015). It also focuses on what is important and must be done, based on the customer's view, for achieving the mission (Olve et al., 1999). Furthermore, it determines customer satisfaction levels and performance requirements (Hannabarger et al., 2011).</p>
Internal Business Processes Perspective	<p>This perspective determines the processes that the organisation should excel in for fulfilling its customer and financial objectives. It generally considers the internal processes that can have a maximal effect on customer satisfaction and the financial requirements of the organisation. This important business perspective helps the organisation deliver the customer's expectations in the targeted market segments and also to fulfil the shareholder expectations of a higher financial gain (Kaplan & Norton, 1996).</p>
Learning and Growth Perspective	<p>The learning and the growth perspective determine the method that can be used for training and educating employees to assist them in gaining all the necessary knowledge and considering how to use this knowledge for maintaining a competitive edge in the market. Researchers (Kaplan & Norton, 1996; Hannabarger et al., 2011) have stated that knowledge and expansion results from three major sources: systems, individuals, and organisational processes. This viewpoint also includes the intangible assets required for future success such as organisational capital, human capital, information capital, organisational culture, system, skills, training, databases and leadership (Khozein 2012).</p>

Sources: Kaplan & Norton (2005), Rao (2000), Al Mseden & Nassar, (2015), Olve et al. (1999), Hannabarger et al. (2011), Kaplan & Norton (1996), and Khozein (2012)

Kaplan (2001) suggested a new organisational performance model (i.e., the BSC) which was based on the above-mentioned four perspectives, i.e., finance, customers, internal business processes, and knowledge and expansion (see Figure 2.5; Table 2.1).

2.3.1.3 Resource-Based View (RBV) Theory

In the past, research conducted in the field of human capital has used RBV theory for determining the impact of internal resources on organisational performance and competitive advantage (Wernerfelt 1984; Wright et al., 1994; Barney 2001; Armstrong and Shimizu 2007). RBV theory was first developed by Penrose (1959) and Wernerfelt (1984), who defined it as a collection of resources and competences which could combine a range of competencies (Rivard et al., 2006). Thereafter, this theory was developed by Barney (1991) to address popular questions like: Why do some organisations constantly surpass others? (Barney & Arkan, 2001). To answer this question, researchers interviewed the general managers in companies and compared the organisational profits with the firm's strategies (Hart, 1995; Barney & Arkan 2001). In the area of strategic management, it was noted that the competitive advantage depended on the organisation's internal resources and external environmental changes (Hart, 1995). Barney (1991) stated that, for delivering the opportunity for a sustained competitive advantage, the resource should be unique, valuable and must be supported by skills and socially complicated organisational processes. These resources include the processes, attributes, assets, capabilities, knowledge and the know-how possessed by the firm and which is used for formulating and implementing competitive strategies (Wright et al., 1994; Barney et al., 2001). Rivard et al. (2006) classified resources into two categories, i.e., the external relationship between the firm and market, and the inside-out resources which refer to information system infrastructure. Additionally, Wernerfelt (1984) stated that several resources affect firms in the longer term, such as brand names, machinery, employment of skilled personnel, and in-house knowledge regarding technology, trade contacts, capital, efficient procedures, and so on.

Based on the RBV of an organisation, competitive advantage occurs only in conditions where the company's resources are heterogeneous, which can be explained using resource diversity across all firms (Wright et al., 1994). RBV is an effective and popular theory which can explain the Sustained Competitive Advantage (SCA) possessed by a firm (Barney 1991; Barney 2001). This theory is founded on the premise that an organisation achieves SCA by controlling and maintaining valuable and rare assets if it can handle them (Barney 1991; Barney 2001). This relationship between the RBV and human capital was investigated earlier in the studies relating to strategic Human Capital (HCM) (Becker and Gerhart 1996). The earlier studies used RBV and applied the HCM questions within the RBV framework.

Researchers stated that human capital in RBV was a vital organisational resource. However, RBV could not differentiate between every type of human capital (Kraaijenbrink 2011). RBV stated that human capital was an input parameter, which helped the firm perform and organise every output, and was an important organisational resource (Barney 1991). For this purpose, the researcher in this study has used the RBV for explaining the relationship between organisational performance and human capital in Kuwait, based on the collected skills and knowledge of the employees, who are a valuable firm asset.

2.3.1.4 Contingency Theory

Contingency Theory was a very effective theory that has been used in organisational and strategy-related studies (Tosi & Slocum, 1984). Miner (1984) stated that Contingency

Theory was considered to be more important than the 110 other organisational theories which have been put forward by researchers. Contingency Theory originated from organisational theory (Hashim, 2005). It altered the concept of the classical universalistic management theory that stated that there is always an optimal way to do things. This theory originated during the 1960s from other published studies e.g. Chandler (1962). This theory is founded according to the fact that most companies wish to become more effective by fitting all organisational characteristics with contingencies that can reflect the current scenario (Donaldson, 2001).

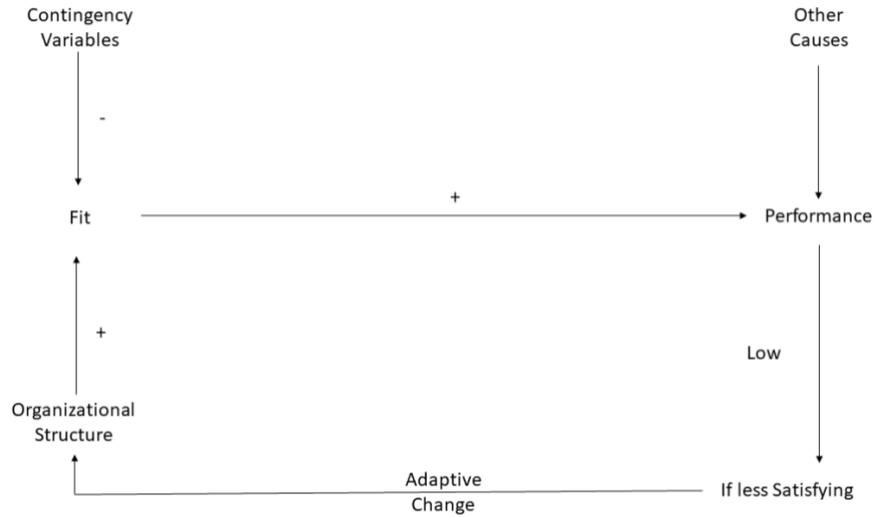
The earlier Contingency Theories stated that high organisational performance was related to the suitability of the contingencies such as organisational size, the technological level, strategies, and the environment relating to the organisational structure selected by the organisation (Abdullah, 2010). This theory is founded on the premise that there was no best approach or manner for managing the organisation (Ologbo et al., 2012). Hence, organisations need to develop management strategies based on the conditions and the situations affecting them.

The Contingency Theory is founded on the premise that, since there is no universal solution accessible to all organisations, each company should approach its strategic management depending on its own circumstances. Therefore, managers are expected to perform an in-depth study of the status of the business, including its internal finances, philosophy and skills, as well as its market positioning (Raduan & Abdullah, 2009). Contingency theory was one of the most important concepts used in planning and organisational research

(Hofer, 1975). According to Miner (2015), Contingency Theory is nominated by scholars as the most important theory out of 110 other organisational theories. Contingency Theory is based on the premise that there is no one optimal method or solution to handling any given organisation. It advises that organisations develop a strategic plan based on the situation and circumstance they are facing (Ainuddin, Beamish, Hulland, & Rouse, 2007).

Donaldson (2001) stated that Contingency Theory was based on the idea that the impact of any one variable on the other is dependent on the contingent factor of the 3rd variable, called the moderating variable. Organisational problems would encourage organisational managers to use human capital for improving the organisation's performance. Human capital is a component of human resource management and was believed to belong to Contingency Theory (Zeithaml, 1988). Contingency Theory highlighted the role played by the strategy which is applied in organisations. The strategy was to study the natural issues in an organisation. Contingency Theory highlighted all environmental factors that could improve the organisation's performance by integrating the moderating factors (Matyusz, 2012). Here, the researcher proposed the application of power distance as a moderating factor, concerning the relationship between the organisation's performance and human capital.

Figure 2.6: The Contingency Theory of Organisational Design: Challenges and Opportunities



Source: Lex Donaldson (2006)

2.3.2 RESEARCH GAP IN THE STUDY OF ORGANISATIONAL PERFORMANCE:

Earlier studies showed that organisational performance could be measured using financial and non-financial parameters (Awadh & Alyahya, 2013). Table 2.2 summarises the earlier studies which presented the measures of the organisational performance. It should be noted that the components or dimensions of the financial and non-financial models varied in all the different studies.

Table 2.2:
Models of Organisational Performance

No.	Author/ Year	Dimensions
1	Oakland (2003)	Customer-supplier a) Management needs (teams, tools and systems) b) Culture c) Communication d) Commitment

2	Probst (2009)	Internal benchmarks a) External benchmarks b) Operational benchmarks c) Strategic benchmarks
3	Kaplan (2001)	Balance Scorecard (BSC) a) Finance b) Customer c) Internal business process d) Learning and expansion
4	Abu-Qouod (2006)	Financial level a) Clients b) Internal operational processes c) Expansion and Knowledge

Source: Oakland (2003), Probst (2009), Kaplan (2001), Abu-Qouod (2006)

The above-mentioned four models or metrics of organisational performance have been employed in earlier researches. Every model displays a unique characteristic while measuring organisational performance. The TQM model used by Oakland (2003) emphasizes the customers or suppliers, management requirements, communication, culture, and the strategic benchmark. The benchmark model applied by Probst (2009) can measure internal and external benchmarks, along with operational and strategic benchmarks. The most popular and validated model was proposed by Kaplan (2001), which could measure the four dimensions of organisational performance, i.e., the customer, financial, internal processes, and learning and growth. Abu-Qouod (2006) suggested another organisational performance model which was based on the four measures of clients, financial, internal operational processes, and learning and growth. These measures or models were applied in public and private organisations and they are suitable for measuring organisational performance in every setting and for every problem (Abu-Qouod 2006).

In this work, the researcher suggested a novel organisational performance model based on the one proposed by Abu-Qouod (2006), who adapted and validated the balanced scorecard measurements. This model was selected because: **a)** It was validated in the Arabic context (The Hashemite Kingdom of Jordan and the United Arab Emirates), and the Arab context has the same features and traits as Kuwait, and, thus, it will be appropriate to adopt it here. **b)** It is one of the most validated measures of organisational performance, **c)** It was successfully validated in the private and public sectors; hence it is proper to adopt it as the context of this study is the private oil and gas sector in Kuwait and **d)** Very few researchers have used this model for measuring the organisational performance of the private Kuwaiti oil and gas sector.

2.4 HUMAN CAPITAL:

Human capital has many definitions. Earlier studies considered human capital as an intangible asset. Economists and social scientists have stated that employee knowledge, skills and attitudes were the critical resources in any organisation (Schultz, 1971; Barney, 1991; Becker, 1993; Blair, 2011). The following section describes the background to and components of human capital and perspectives on studying it.

Researchers in business and organisational performance are exposed to a large and growing number of shreds of evidence that shows a positive connection between human capital and organisational performance (Kamukama & Sulait, 2017). As organisations are emphasizing on human capital, Pasban & Nojedeh (2016) agreed that market value depends more on intangible resources such as human capital rather than tangible resources.

According to many previous researchers (Angelopoulos, Malley, & Philippopoulos, 2017; Kamukama & Sulait, 2017; Mandal, 2018), in human capital not only recruiting and retaining the best employees are important, but organisations also need to provide a supportive environment for employees to grow their skills and improve their knowledge.

Human capital includes qualities such as experience, aptitudes and knowledge of people that give value to organisations (Baron, 2011). The term “human capital” has been widely accepted over the last decade, and demonstrated in various pieces of human capital literature, and it is used to define people and their qualities that give value to organisations (Robinson, 2009). The concept of human capital can be understood as the set of intangible resources implanted in the labour factor which have enhanced its productivity (Teixeira & Queirós, 2016). Human capital is linked to the knowledge, skills, abilities and other competencies that are acquired through education, experience and characteristics (Becker, 1993; Samagaio & Rodrigues, 2016; Teixeira & Queirós, 2016).

In organisations, however, there is another factor than human capital, namely human practice. While human capital involves the selection of employees based on the prospective employees’ knowledge, skills and experiences, human practice is what the company provides for existing employees that includes training and compensation, as well as other staffing features (Kim & Ployhart, 2014; Petty, Guthrie, & Johanson, 2001; Ployhart, 2006).

On the other hand, human capital plays an important role in economic growth (Teixeira & Queirós, 2016) and, in collaboration with modern technologies and by creating new

products, human capital exerts its positive impact on economic growth (Silva & Teixeira, 2011). Moreover, studies have shown the importance of human capital as a critical factor in economic development and as a significant influence on social and political issues (Becker, 1993; Barro, 1996; Lee & Lee, 1995). The concept of the importance of human capital has grown alongside the growth of the modern economy, the increased of the skilled human capital are bringing the economy to evolution (Heckman, 2000).

2.4.1 Human Capital Theory

The root of the theory of human capital is found to be in the field of macroeconomic development theory (Schultz, 1993). This domain is well illustrated in the classic book of Becker (1993), *Human Capital: A Theoretical and Empirical Analysis with Special Reference to Education*. In the opinion of Becker, there are many types of capitals which includes a computer training course, medical care expenditures and schooling. When observed from the perspective of Classical Economic Theory, human capital is nothing but a commodity which can be traded in return for something as is the case with respect to purchasing and sale. This classical theory pays concentrates on labour exploitation by capital. However, the traditional meaning of labour cannot be associated here since human capital in this context refers to the expertise, knowledge and skill. Becker (1993), further emphasizing on the social and economic importance of the human capital theory, considered the investment in humans as the most valuable of all capital. He further distinguished firm-specific human capital from the general-purpose human capital. To cite an example of firm-specific human capital would include skill and knowledge acquired by training and education in management information systems, accounting processes or any

other skills that are specific to the firm. On the other hand, general-purpose human capital is the knowledge gained by training and education in the areas that may be valuable to a number of firms such as generic abilities in human resource development. Irrespective of what the application is, in Becker's opinion, training and education is the most vital investments in human capital.

From the point of view of Collis and Montgomery (1995), on an individual level, the significance of human capital is dependent on the degree to which it helps in the establishment of competitive advantage. However, from the economic perspective, transaction-costs shows that organisations gain a competitive advantage when they are in possession of firm-specific resources which the rivals cannot copy. Thus, as there is an increase in the distinctiveness of human capital, organisations have the incentives to invest their resources into the management of this capital and can concentrate on reducing risks while capitalizing on the productive potentials. Therefore, individuals must augment their competency skills so that they become more competitive in their respective organisations. There has been rapid development in the human capital theory wherein more consideration is given to training related features. Human capital investment is nothing but activities which are aimed at improving the worker's productivity and quality. Thus, training forms an important aspect of human capital investment. This is in reference to the training and knowledge required by a worker in order to increase their capabilities with respect to performing activities which have economic value.

At an organisational level, a vital role is played by human capital in strategic planning with respect to creating competitive advantages. A study by Seleim et al. (2007) researched and

analysed the relationship between the organisational performance of software companies and their human capital. The study found that a positive effect on the performance of organisations was established by human capital indicators. Indicators such as team-work practices and training resulted in high performers wherein productivity could be directly translated into better organisational performance. This theory got further support from Dooley (2000) who was able to establish a substantial positive correlation between market share volume and the quality of developers.

Furthering the theory, enhancement of human capital can also be correlated with respect to the top management team (TMT). Heterogeneity, which is also termed as diversity in TMT, leads to superior performance. This is because heterogeneity helps in the absorption of a number of characteristics into the workforce team; this includes people hailing from a varied educational background, functional background, gender, tenure and age group. The impact of these characteristics is positive on the performance of the organisation which is argued in-depth in the upper echelon theory (Hambrick & Mason, 1984). According to studies, heterogeneity helps in the cultivation of greater knowledge, innovation and creativity amongst the workforce members (Maimunah & Lawrence, 2008; Watson et al., 1993). It is also linked to creative solutions and better problem solving according to Michel and Hambrick (1992). Therefore, it can be said that diversity is related positively to performance. When in context of an organisation, application of a few management philosophies and approaches also deals with a mixture of human capital, for examples, a team of employee's experts, quality circles etc. especially when there are problems (Kanji, 1997). In a broad dialogue, especially with respect to Total Quality Management (TQM),

organisations may be evaluated on the basis of financial as well as non-financial performance. Furthermore, diversity helps to not only attract but also retain the top-most talent available, better problem solving, reduce costs because of fewer lawsuits and lower turnover, enhanced understanding of the market, better performance overall and greater flexibility with better decision making (Maran, 2008).

2.4.2 HUMAN CAPITAL-RELATED MODELS AND THEORIES:

Over recent decades, the global economy has shifted toward a knowledge-based economy; this economy comes from the intellectual capital of organisations that believe human capital is an important resource for a firm's competitiveness and the key profit asset of the knowledge economy (Bontis, Dragonetti, Jacobsen, & Roos, 1999). However, among the intellectual capital of organisations, human capital represents a long-term valued resource for competitive advantage (Rompho & Siengthai, 2012). Old school scholars such as S. Becker (1993) and Schultz (1971) have emphasized the importance of accumulated knowledge, skills, training, experience, education, intelligence, and relationships to organisational success and economic value.

Although some studies have indicated that no confirmed measurement formula can be used to identify human capital and give organisations the answers they are looking for (see Blair, 2011), what seems to add to the complexity of measuring human capital is that it has many dimensions and it is often difficult to decide which aspects should be measured (Robinson, 2009). Baron (2011) has agreed with the problem of the ability to measure human capital by any particular method. Measures usually depend on background and can vary over time

and according to the needs of organisational strategy. What is constant is the requirement for a contextual explanation of people management data (Baron, 2011).

Black and Lynch (1996) have modelled human capital through the combination of the group, individual and organisational levels of analysis, and this relies on three competency features: workplace practices, establishment characteristics and worker characteristics. The utilization of worker characteristics, establishment characteristics, and workplace practices together allowed for a better description of factors that impact the value and quality of human capital in an organisation. Black and Lynch (1996) demonstrated that the amount of official training other than working hours and the average educational level of employees in an establishment appeared to exert important and positive impacts on the value of turnover.

On the other hand, Polachek (1981), in his study “*occupational self-selection: a human capital approach to sex differences in occupational structure*”, described the measurement of human capital in an equation. He included the age of retirement, number of years out of the labour force, years spent in school, the vector of characteristics describing the type of human capital and, hence, occupation, and vector the of individual characteristics.

Human capital, as described by Blaug (1976), is more than how people are seen; the concept of human capital as described by him relates to the idea of how people spend their time - not only for enjoyment or entertainment but also for their future. It could be interesting to have a job, or a high salary or this conception can relate to taking advantage

of the best opportunities or looking for better education. According to Blaug's (1976) approach, human capital is about looking forward to the future for the justification of individuals' present actions.

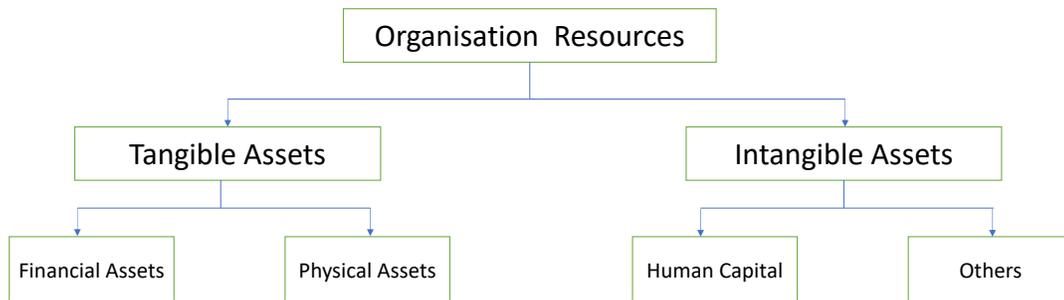
Furthermore, Human Capital Theory as described by Brown, Adams and Amjad (2007) is the evaluation of the accumulated knowledge and skills that contribute to an organisation and address the value of the human resource base that focuses on the profitability and productivity of the organisation. This conception of the theory matches with the older schools of thinking regarding Human Capital Theory (S. Becker, 1993; Schultz, 1971).

Thus, human capital has gravitated to the centre of attention, not only among the economists, but also for those working on the economics of education, the theory of the firm, and strategic planning (Blair, 2011). Researchers throughout the years have investigated and studied the relationship between human capital and profitability, productivity, innovativeness, and organisational performance (B. Becker & Gerhart, 1996; Marr, Gray, & Neely, 2003; Namasivayam & Denizci, 2006; Tayles, Pike, & Sofian, 2007).

2.4.3 THE BACKGROUND OF HUMAN CAPITAL:

Figure 2.1 below depicts the various resources present in the organisation that can be used for conducting their activities. In a knowledge economy, organisations depend on intangible assets instead of tangible assets (Alwis, 2004). The knowledge resource could significantly improve organisational performance (Atalay et al., 2011).

Figure 2.7: Types of Organisational Resources



Source: Alwis (2004)

The majority of an organisation's performance-related profits arise from intangible assets like human capital (Yang 2004). These intangible assets could significantly increase the value of a firm in any economy (Lev & Daum, 2004). Chen and Huang (2009) stated that these intangible assets help in sustaining organisations and help them interact in an uncertain and competitive environment. Out of the range of intangible assets, human capital has been seen as a vital component which could support business sustainability and create new value (Bose & Thomas, 2007). It can help any organisation fulfil its objectives in an uncertain scenario (Johnson, 1999) and allows a given firm to attain a competitive advantage. Furthermore, human capital is seen as an appropriate resource which increases innovation in the organisation (Youndt et al., 2004). Furthermore, Wang and Chang (2005) observed that the accumulation of human capital can maximise an organisation's profits. For instance, successful innovation, an important source of any organisation's profit, has been found to be dependent on assets like human capital (Yang 2004).

2.4.4 PERSPECTIVES TO STUDY HUMAN CAPITAL:

During the 1990s, academic researchers, along with the public and private sectors, began to show increased interest in human capital. However, there was no known method for evaluating it (Carrington, 2009). Two perspectives have been used for reviewing human capital - as follows:

- **The Accounting Perspective:**

Intangible assets are seen to be non-financial fixed assets. Accountants consider human capital as intangible assets. Several studies have attempted to put a particular value on this asset in the balance sheets (Dzinkowski 2000; Rowbottom 2002). Wang and Chang (2005) stated that to accurately measure a firm's value, both the financial and the human capital must be included in the financial statements. As such, this perspective measured human capital for external reporting purposes. Human capital is calculated as follows (Skandia 1995):

$$\text{Human Capital} = \text{Market Value} - \text{Net Tangible Asset Value}$$

Where:

- Market Value = market price for company share × number of company shares.
- Net Tangible Asset Value = Book Value of the company as mentioned in the annual report or balance sheet.

- **Strategic Perspective**

Some studies have investigated the management of human capital. They studied the role of intangible resources and their ability to improve competitive advantage and performance (Davenport & Prusak 1997; Stewart 1997; Bontis 1998). They also studied the manner in which the human capital increased a firm's production.

2.4.5 COMPONENTS OF HUMAN CAPITAL:

For many years, human capital, with regards to skills, knowledge and attitudes of company personnel, was considered as an important element, especially amongst post-industrial organisations (Mostafa, 2005). The knowledge of employees increased their creativity, discovery, innovation and creativity, which further increased the survival and success rates of organisations (Read, 1996).

- **Knowledge:**

Knowledge has long been considered as an important component of an organisation's success. Many researchers (Spender, 1994; Nonaka & Takeuchi 1995; Cook & Brown 1999) have stated that organisations and institutions use the knowledge of their human capital to add value to their futures. The knowledge of employees can significantly affect organisational performance (Spender 1994; Spender 1996; Krogh & Wallin, 2011). Other researchers (Barney 1991; Becker 1993) have observed that knowledge, which is unique, was a vital parameter that increased a firm's competitive advantage. Winter (1987) stated that tacit knowledge was an important asset possessed by any organisation 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 investigates the relationship and effect of knowledge possessed by human capital on organisational performance in addition to other parameters such as skills and attitudes.

- **Skills:**

Another element that exists in the definition of human capital includes skills, which are defined as a dynamic process that has strong interactive components and is needed by the organisation in the modern economy (Heckman, 2000). The skills possessed by employees are derived from their motivation or ability to learn from their environment or schools (Coleman & Hoffer, 1987). They are a necessity in the work field, particularly during a job search (Heckman, 2000; Hamori et al., 2011).

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

Seleim et al. (2007) conducted a study in Saudi Arabia, where they investigated the relationship between organisational performance and human capital. Earlier studies

confirmed their hypothesis that, if employees had been more knowledgeable and skilled, they could have exerted a greater impact on organisational performance. In this study, the researcher explored the relationship between and the effect of human capital (knowledge, skills and Attitude) and social capital and organisational culture (based on the viewpoint of private companies which represent the employees) on organisational performance.

- **Attitude:**

Ulrich et al. (2007) stated that competency acts similarly to the other components of human capital – especially attitude. This includes the abilities and knowledge of workers, and their willingness to apply their knowledge. Researchers have noted the significance of employee attitude, along with compassion and communication. Wright and Geroy (2001) observed a dynamic relationship between employee attitude and job performance. In addition to skills and knowledge, they stated that interactions in social capital were necessary for attaining desired organisational performance. They (2001) highlighted the need for constant learning all standards and rules of organisations, which are derived from the knowledge, experience and competency of the human capital. In this study, the researcher included attitude as a human capital component and this was hypothesised to affect organisational performance.

2.4.6 Human Capital in the Public Sector

The public sector in Kuwait has undergone a radical shift in the past 30 years. Moreover, there has also been a shift in public policy towards the satisfaction of the client and generating public value. These notions especially public value has been playing an influential role in the Kuwait government. Public value has encircled all the major aspects

of government performance that include outcomes and its means of delivery, followed by maintaining trust and legitimacy in their operations (Kelly et al. 2000). It further increases when there is a collaborative work between innovative public services that are dynamic enough to adapt with the environmental complexities so as to develop novel solutions for the problem of increase in expectation (Horner et al. 2006; O'Flynn 2007; Moore 1994; 1995; Pinnock 2006). Thus public value can be related to the dynamic capabilities which are all about the ability of a firm to incorporate, construct, reconfigure and carry out a renewal of its resources and skill set so as to respond positively towards changing the business environment (Wang and Ahmed 2007; Teece et al. 1997).

It is further a known fact that there is a huge relation between innovation and value creation ability of the firm with its intellectual capital (Subramaniam and Youndt 2005). In the case of the public sector, intellectual capital can be defined as the ability of the firm to utilize the knowledge and resources for improving service delivery, innovation and creating a learning organisation (Bontis 2002; Kelly 2004). Storage of human capital (educational qualification, knowledge, skillset and attitudes) has been regarded as the main driver for intellectual capital (Lepak and Snell 1999; 2002; Nerdrum and Erikson 2007; Bontis and Fitz-enz 2002). It can further be argued that the creation of public value by organisations is only possible when firms are able to have the presence of human capabilities in order to develop new methods of working and managerial models. The above-given assertion has been supported by well-established literature study on how important human capital to organisational performance is which has been written by human resource development

specialists, educationalists, among others (Wolf 2003; Carmeli 2004; O'Connor et al. 2007).

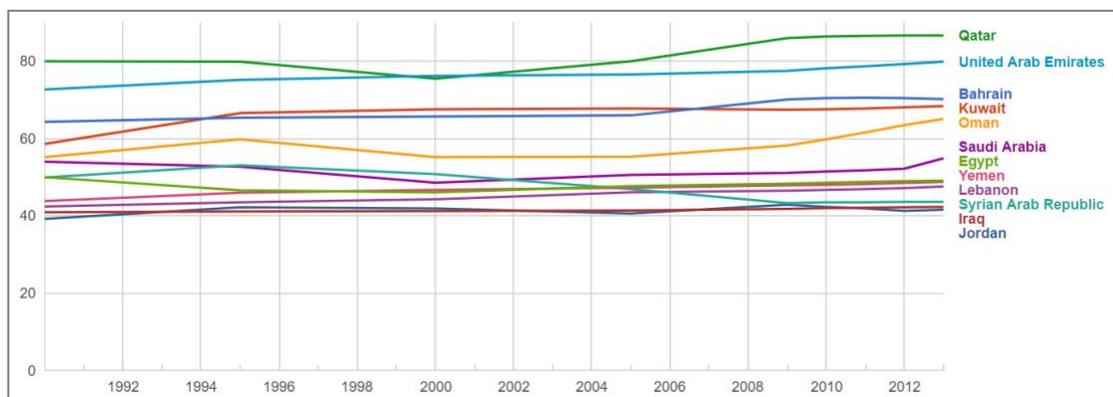
Most of the existing studies on human capital have been performed in the private sector. The increased growth in the knowledge economy has led to an increased interest of practitioner and academic scholars in the area of managing and measuring the intangible assets. There is also a presence of strong case so as to accept a general hypothesis that if proper investment is done in human capital, then there can be paying off dividends in form of customer satisfaction and organisational value. However, a lot of work is still left to be done on finding out as to how investing in individual human capital may result in the creation of intellectual capital and firm-based learning by creating value and capturing it in special cases (Martin, Pate and Beaumont 2001; Lepak, Smith and Taylor 2007). It has further been known that the relation between human capital and organisational value creation has been facilitated by the stock of company and flow of intellectual capital that is subjected to variables such as social and organisational capital (Bontis 2007).

2.4.7 HUMAN CAPITAL IN KUWAIT:

Human capital is also defined as the percentage of the country's working population which can engage in the labour market, where they are either looking for jobs or already in employment. So construed, the term indicates the relative size of the labour supply that is available and can help in producing goods and services.

In Kuwait, $\approx 70\%$ of the labour force is available, which includes people who are ≥ 15 years old (Human Development Indicators, 2016). These values are lower than those noted in Qatar and the United Arab Emirates. However, these values indicate that Kuwait possesses good human capital which could help the country and improve its position with regards to other developmental indicators that could bring Kuwait into parity with its Asian and Western counterparts.

Figure 2.8: Labour force participation rate (people ≥ 15 years) in Kuwait and other Arabic nations

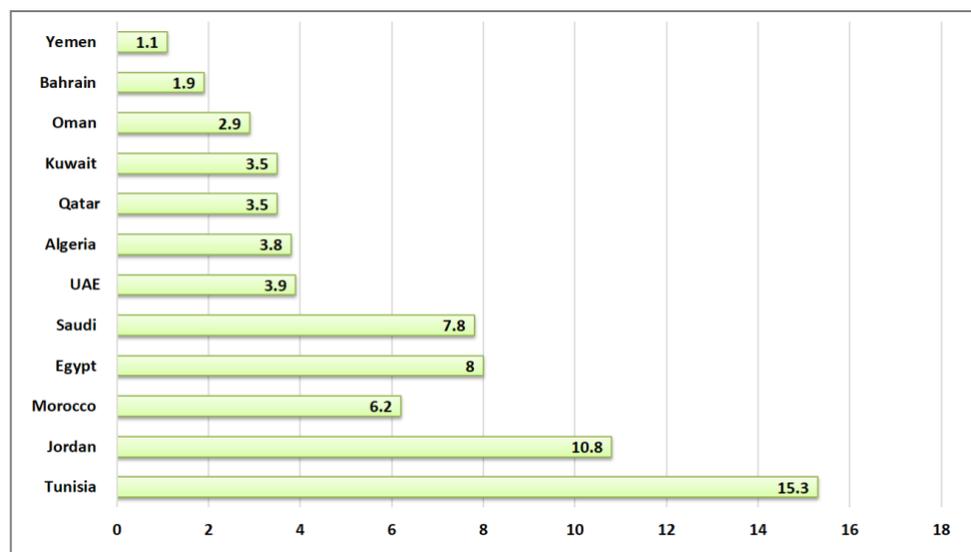


Source: Human Development Indicators (2016)

With regards to knowledge creation, compared to the neighbouring Arabic countries, Kuwait showed a value of 3.5 out of 100, which was small. Saudi Arabia showed a higher value of 7.8, while Egypt showed 8. The Global Innovation Index (2017) stated that Tunisia scored a value of 15.3. These scores show that Kuwait lagged behind in knowledge creation and for the utilisation criterion. Figure 2.2 demonstrates the labour force participation rate in Kuwait and other Arabic nations.

Human capital plays a vital role in improving organisational performance. Kuwait has good human capital and must utilise it appropriately to increase its status as a first-world country since it already in a better status in terms of the level of human capital elements than many other Gulf countries, who are some of the biggest oil and gas producers in the world.

Figure 2.9: Knowledge creation in Kuwait compared to other neighbouring countries (Score 0–100)



Source: Global Innovation Index (2017)

2.4.8 HUMAN CAPITAL AND ORGANISATIONAL PERFORMANCE:

Organisations of different sizes are analysed from the perspective of strategic Human Capital Management (HCM) since they depend on human resources for their activities (Watson, 1994). Human capital, in the form of skills, knowledge, and attitudes, is equally vital for all organisations - public, private or voluntary. An appropriate amount of social and human capital is needed by any organisation to improve its performance (Spender, 1989).

There is no defined method for measuring organisational performance (Neely et al., 1995). Initially, the objectives must be assessed and steps outlined for achieving them. Neely et al. (1995) defined the performance measure, the performance measurement and the performance measurement system in the following manner:

- The performance measure is defined as the metric that is used for quantifying the effectiveness and efficiency of any activity.
- The performance measurement refers to a process used for quantifying the effectiveness and efficiency of activity.
- The performance measurement system is defined as a set of metrics that are used for quantifying the effectiveness and efficiency of activity.

Many studies have investigated human capital with regards to organisational performance, based on parameters like employees' performance, since human capital can affect employees' earnings (Erikson & Nerdrum, 2001). In their study, Stiles and Kulvisaechna (2003) stated that the employees and individuals who invest in improving their training and knowledge often increase their skillset and productivity levels compared to less-skilled individuals. Their productivity and skills can increase their income and improve labour quality, which, in turn, improves their productivity (Teixeira & Queirós, 2016).

Furthermore, the relation between human capital and organisational performance affects employee commitment, flexibility and quality (Patterson et al., 1997), though it is seen to be indirect. In an earlier study, Patterson et al. (1997) stated that employee attitude, human

resources or capital, organisational culture and organisational performance were interrelated. The researchers concluded that committed employees and satisfied workforces help to boost performance.

An extensive study showed that human capital can significantly improve the competitiveness and performance of the organisation (Bendickson & Chandler, 2019; Brixiová, Kangoye, & Said, 2020; Huang & Huang, 2020; Huggett & Kaplan, 2016; Kamukama & Sulait, 2017; Khan & Quaddus, 2018; López Rodríguez & Serrano Orellana, 2020; Petty et al., 2001; Sardo, Serrasqueiro, & Alves, 2018; Subramony, Segers, Chadwick, & Shyamsunder, 2018; Sun, Li, & Ghosal, 2020a; Yeh, Tseng, & Lim, 2020). From a human capital perspective, a significant correlation was noted between organisational performance and innovativeness (Marvel & Lumpkin, 2007). Additionally, from an organisational perspective, human capital was significant for strategic planning and for deriving competitive benefits.

Lepak and Snell (1999) stated that human capital in any organisation includes two aspects: value and uniqueness. Resources are valuable if they can improve effectiveness, exploitation of opportunities and neutralisation of threats. With regards to effective management, the value of resources is based on an increase in profits instead of relative costs. Hence, human capital increases the value of the organisation by decreasing costs and improving performance (Maran et al., 2009).

In their study, Teixeira and Queirós (2016) investigated the role played by skilled human capital in entrepreneurial success. They observed the significance of generating novel ideas and developing new businesses for improving organisational performance. Shafloot (2012) mentioned that human capital can affect performance and other organisational parameters like security, job flexibility and problem-solving opportunities. These parameters could enhance employee motivation and help in developing self-efficacy, which was needed for knowledge and skill transfer.

Given the prior discussion, it is clearly important to study the effect of human capital on organisational performance. Furthermore, the function of the intermediate variables and the relationship between other variables, like human and social capital should be investigated further. This could help in designing the proposed integrated model, which is necessary for examining and evaluating these relationships in Kuwaiti organisations. Moreover, a novel conceptual framework could be designed for studying and understanding these relationships (Al-Bahussin & Elgaraihy, 2013).

2.4.9 Barriers to Human Capital

With the growing opportunities arising as a result of globalization, two significant changes witnessed is urbanization and growth. In the GCC, human capital is noted as the main contributor towards the development of countries such as Kuwait (Budhwar and Mellahi, 2016). As per a recent report by Deloitte, the key trends in human capital development includes leadership and workforce management with the introduction of design thinking

and digital HR (Middle East Human Capital Trends, 2016). In this respect, there is a presence of many human capital trends such as learning, engaging, cultural ethos, modifying the skills of human resource and HR analytics etc. that have fallen in 2016 rank in comparison to the year 2015 (Sharma et al., 2016). This has occurred on account of the appearance of new trends and an increase in the importance of other trends related to human capital. Learning which was considered as the top human capital trend in the Middle East in the year 2015 has increased by 7 per cent in terms of its importance for the year 2016 (it was 78 per cent in 2015 and is 87 per cent in 2016). However, it has shown a decrease in terms of overall human capital trend rating. This gives an indication that learning is still essential for firms but they have started giving more importance to trends being organisational design and leadership (Li et al., 2014). The barriers to human capital development are divided into 6 categories.

Underutilization of natural labour capacity: Underutilization of natural labour capacity can be defined as the condition wherein the available labour is not used to its complete potential which happens mainly on account of unemployment conditions (employee-employer skill gap). Without the natural utilization of labour capacity, the human capital of any nation cannot be developed fully and it further increases the reliance on employees from other nations (Tullao and Cabuay, 2015). The gulf nations including Kuwait have a huge reliance on non-nationals for meeting the workforce needs in the area of skilled and unskilled labour. The participation of male and female nationals is 15 to 40 per cent less than non-nationals (Matherly and Hodgson, 2014). The female nationals face the issue of culture and religion which restricts their participation in comparison to male nationals. This

is prevalent in spite of the fact the females have been attaining higher education in comparison to its male counterpart.

A Large percentage of nationals in the public sector: The presence of a huge percentage of national in the public sector also affects the human capital development as the nationals are not able to learn the skills related to entrepreneurship and norms of the private sector working which somewhere impacts that learning curve (Heitor, Horta and Mendonça, 2014). The challenge has been impacting Qatar and Kuwait on a prominent basis as these nations give preferential treatment to nationals in the public sector as compared to private ones. This is as public sector renders facilities that are not present in private sectors such as good salaries, comfortable working conditions, and the presence of job security and is also marked as a sign of prestige (Andrews, Beynon and McDermott, 2016).

High youth unemployment: The unemployment of youth population on account of factors like skill mismatch, the absence of a degree poses a significant challenge for human capital development as the primary skill set possessed by the youth goes waste which hampers the economy and also reduces the overall productivity of the youth (Eichhorst and Neder, 2014). This challenge is being faced by all of the GCC nations as needs of employers are quite different from the skill set possessed by the employees especially in the area of the private sector. This situation is majorly present in male nationals as compared to females because they have not attained post-secondary degrees (Peiró, Hernández and Ramos, 2015).

Education and training: Investment in proper education and training of employees is quite beneficial for human capital as there is an increase in work efficiency. It further aids the employees in creating a competitive advantage and they are able to perform better than others (Issacs, 2016). This aids in the overall human capital development and also reduces dependency on non-nationals. There has been a general notion that the primary and secondary educational quality rendered in GCC nations is not as per international standards. The secondary school graduates often find themselves unprepared when they attempt to enter the labour market (Alhejji and Garavan, 2016). This happens in spite of possessing the necessary skill set and having proper degrees. The evidence points include a low performance of students on international assessment benchmarks; a low number of students who are studying in critical fields such as medicine, engineering, technology or mathematics as well as low rates in gaining post-secondary degrees.

Brain drains: Brain drain can be defined as the phenomena by which highly trained and qualified individuals of a national move to other nations in search of better living conditions or good pay. This phenomenon lessens the human capital of a nation and deprives the country of utilizing the skill set of those individuals (Ganguli, 2014). For example, Lebanon has been witnessing an out-migration of graduates in recent decades on account of civil war and lack of political/economic stability. This has reduced the benefits of producing graduates from the higher education system of the nation (Ghazali et al., 2015).

Disparities towards access to educational opportunities:

Individuals of a nation often face a situation of disparity in accessing educational opportunities on account of low income, lack of opportunity or religious constraints. This leads to decreased development of human capital as skillset possessed by those individuals cannot be nurtured (Riboud, Savchenko and Tan, 2014). For example, nations like Lebanon and Oman have been facing the situation of low per capita income followed by increased disparity with respect to living standards when compared to other nations. The nations are thus required to deal with this disparity in terms of accessing quality education which is not being received by a significant portion of their population (Akay, 2015).

2.4.10 Enhancing Human Capital Development with Strategic Actions

Strategic human capital development encompasses the method by which HRM is associated with the calculated goals and purposes to improve business operations and to expound organisational cultures that advance flexibility and modernization. Darwish et al. (2013) emphasise on the vitality of SHCM as he shows that during the past ten years, the concept has garnered significant awareness predominantly due to its latent influence on the operations of the business. This in turn points to the increasing emphasis of the human capital and its part in the acquisition of competitive advantages and improving organisational operation. Human resources activities like staffing, selection, instruction and remunerations to personnel for good work are done with an eye on the aims and purposes of the company, which are governed by the policy it employs. It is the coordination and correlation between these HR activities and the policies of the company that allows the company to perform well and meet its exemplary goals (Thite, 2012). As

put by Nagaraj and Kamalanabhan (2005), there is a need to interlink the HCM and tactical planning. Therefore, it is imperative that the HCM has to be managed in a strategic way with and associating with the HR activities.

In relation to the human capital, it is important that the organisations need to obtain, cultivate and retain top-class workplace capabilities and also the ability to handle the resources (Darwish et al., 2013) if they aim to continue to exist and to efficiently fight in the international economy of the present, one which is becoming more and more knowledge-based. This idea has inspired a lot of studies that look for a connection between organisational performance and SHC. Chief among these studies have been those by Moideenkutty, Al-Lamki, and Sree Rama Murthy (2011) and Wright and Boswell (2002).

There has been even more research on this by Pfeffer (1994), who put forward the 16 best human resources practices. These were in turn narrowed down to 7 (Pfeffer, 1998a) namely; staffing and training; selection; intrinsic incentives and rewards; extrinsic incentives and rewards; performance benefits; internal career opportunities and employee turnover. Pfeffer mentions that the presence of a greater number of these practices implies a greater efficiency and productivity of the organisation. This is a distinct advantage for the company as it provides them with an edge over their competition. Other scholars, on the other hand, argue about the actual collection of the best HR practices which are capable of unleashing the true potential of an organisation by providing them benefits and advantages which their competitors might not have. The conclusion from the sum of all these studies is that there is no hard and fast number of such rules which can be applied

universally across the various organisations. These vary greatly across sectors and the nature of the company itself. In the case of the adoption of a similar number and nature of practices, there is the tendency to have varied results among the various organisations. Darwish et al. (2013) mention that the only point of agreement in this is that they do provide a certain number of benefits across the various sectors to various degrees.

The HR is considered as human capital and it is on the basis of this that it is imperative to design a method to bring people in line with the company's strategic policy. According to Kearns (2004), the levels of HR function development model are (1) where the workforce is considered as the resource (2) where the workforce is considered as the competitive advantage. By the application of this model, Taylor and Finley (2009) put forward that “when employees are seen as a competitive advantage, HR becomes a strategic partner responsible for getting the maximum value from the company employees” (p. 85). It is important for the HR manager to visualise the employees as a basis of strategic advantage and not as a liability that needs to be reduced. Studies into the effect of the HR and SHCD on the organisational performance have shown that the influence of the latter is more than the former (Huselid et al., 1997). It also showcases the connection between SHCD and competitive advantage, which has a vital effect on the overall efficiency of the organisation. There is the need to implement a co-alignment model to streamline the HR and strategic activities and it explores the use of inclusive and integrated strategy-management approaches with an aim to generate competitive gains (Kim & Oh, 2004). This policy of alignment advocates that the benefit of correlating the linking of strategies to the day-to-day HR activities leads to long term and stable competitive advantage in the field of

employee management for the organisation. It is by the integration of the HR and the overall company strategies that there is possible a strong link and effect on the overall success of the company.

2.5 THE CONCEPT OF CULTURE

Culture is no doubt a key aspect of organisations as it is considered as a foundational characteristic thereof (Aydogdu & Asikgil, 2011). It is also a key topic in organisation theory literature and a key element in management practice. Compared to other concepts in organisational theory, culture is new. However, there has been a considerable amount of research into the concept and some of this is presented here.

According to Belias and Koustelios (2014), “culture” refers to the collection of principles and beliefs that mould an organisation’s behavioural norms and direct the way of doing things in the organisation. It is therefore not that simple for an organisation to abandon its culture to adopt a new one that is believed to be more in tune with the organisation’s commercial strategy.

Hofstede (2001) argued that culture is the basic collective programming of the minds of people which distinguishes them from other members of a different group.

Others such as Deshpande and Webster (1989) are also of the view that culture is a system of shared values in the organisation. Belias and Koustelios (2014) put forward that an understanding of culture can be beneficial in several ways. They argue that insight into the

culture in an organisation helps in acquiring an idea of the degree to which the organisation's members are willing to embrace change, and, further, performing a cultural assessment can be essential in identifying the roots of faults and problems in an organisation. This is because culture is the very basic set of beliefs that shape the procedures and behaviours in an organisation.

On the other hand, Burke (1994) proposes a parallel definition of culture to that which has been initially discussed. His definition focuses on the meaning of proceedings in the organisation and the effect they have on the introduction of ways of doing things. This means that an organisation can have the best strategy in the world, but without a culture to guide the implementation of the strategy, the company is set for failure from the onset.

According to Blake and Laurence (1989), culture is vital to the management of business organisations in the sense that it may either create constraints or create opportunities for them as well as have a significant influence on marketing and product development. It should be noted that culture is manually maintained and observed by members of the organisation. It was seen to be a main moderating factor which could cause change. Hence, culture was seen to be the essential set of forces which regulated the individual and collective behaviour of all organisational members in addition to their thoughts, values and beliefs.

2.5.1 VARIED PERSPECTIVES ON CULTURE

Culture has often been seen from a variety of perspectives in management and academic research (Kirkman, Lowe, & Gibson, 2006). The number of investigations and models of culture in research has led to the evolution of the concept of culture as one of the most diversified subjects in leadership studies and beyond. Ultimately, Kirkman et al. (2006) mention that national value cultures are often related to and inseparable from organisational culture and individual culture. In a critical examination of the values framework originally proposed by Hofstede (1980), Kirkman et al. (2006), after a review of over 180 journal articles, established that some studies investigated culture from an individual perspective. Studies that investigate culture from an individual perspective either take a cross-cultural or mono-cultural approach.

Observing culture from an individual perspective, individual cultural elements are examined towards specific outcomes. In mono-cultural investigations, all individuals come from the same country and are of a single origin. Even at this point, variation in cultural orientation has been observed, as argued by Hofstede (1980) and Eylon and Au (1999). Even among people of the same origin, people vary based on attitudes, traditional beliefs, and other psychological dimensions of underlying cultural elements. This is no different from between-country culture comparisons, as argued by Brockner (2005). Several investigations have explored how the culture at the individual level relates to conflict management, change management, decision making, human resource management and many other areas of organisational endeavours.

It is important to mention that investigations on culture have taken other perspectives such as group or even country-level perspectives for various investigations (see Table 2.3 below).

Table 2.3:
Research on Leadership and Level of Analysis

Individual	Group or Organisation	Country
Casimir & Keats (1996)	Pillai & Meindl (1998)	Shenkar & Zeira (1992)
Pillai & Meindl (1998)		Offermann & Hellmann (1997)
Helgstrand & Stuhlmacher (1999)		House et al. (1999)
Jung & Avolio (1999)		
Chan & Drasgow (2001)		

Note. Adapted from Kirkman et al. (2006)

In addition, culture has equally been observed as the main effect or as a moderator in several investigations (Kirkman et al., 2006). In the area of leadership, culture has been observed from these three-main perspectives and these are presented in Table 2.3 above. Even though it may be observed that group or organisational levels of analysis have predominantly remained low, one should not rush to the conclusion that there is a lack of research in the area of organisational/group level analysis when it comes to culture. This is true considering Kirkman et al.'s (2006) investigation which was conducted on studies that have used Hofstede's (1980) culture value typology and not just culture in general. Insight in this area is, however, critical considering that the present investigation views culture at the group or organisational level of analysis. The various typologies and theories of culture are predominantly at the organisational level in the present investigation.

2.5.2 ORGANISATIONAL CULTURE

Many studies have attempted to define organisational culture. In their study, Belias and Koustelios (2014) described organisational culture as highlighting the activities of organisational discourse and commerce. Silverzweig and Allen (1976) defined organisational culture as the set of behaviours which were expected in the group and accepted by all group members. Thereafter, organisational culture was considered as the norm of the organisation. This indicates that the organisational climate is an important component of a successful organisation.

Spender (1983) described organisational culture as a belief system shared by the organisation members. Ouchi and Wilkins (1981) described organisational culture as a group of ceremonies, symbols and myths which could provide information to the organisation members regarding the values and beliefs of their organisation. With no intension of going into the numerous definitions of the concept, Aydogdu and Asikgil (2011) point out that modern definitions of organisational culture refer to what the organisation values, their main style of leadership, internal processes, language and symbols, and what the organisations perceive of success. They, therefore, proposed their definition of organisational culture which draws on the definitions proposed by Spender (1983), Ouchi and Wilkins (1981), Cameron and Quinn (1999) and Van Fleet and Yukl (1992). Finally, Aydogdu and Asikgil (2011) defined organisational culture as “the set of values, often taken for granted that helps people in an organisation understand which actions are considered acceptable and which are considered unacceptable”.

The origins of the term organisational climate can be traced back into the 70s, and since then it has not only remained in organisational and management literature, it has evolved. Along the path of this evolutionary process, it came to be recognised as ‘corporate culture’, a term which was introduced by Peters and Waterman (1982) and gained much popularity. In their work, they supported the relevance and impact corporate culture has on the work of an organisation, they further suggested that a functional corporate culture can play a very fundamental role in an organisation’s success in the business world. It is due to this perceived effectiveness of corporate culture that so much research has been carried out for identifying the factors that constitute an effective corporate culture as well as how to change an ineffective organisational culture (Belias and Koustelios 2014).

Culture has been used by organisational behaviour experts to describe how the members of any particular group view their world as well as comprehend their place in it. Schein's (1992) book ‘Organisational Culture and Leadership’ brought to light the idea of culture as a multidimensional concept, and many researchers have come to be in support of this. In his book, Schein (1992) provides a vivid and detailed definition of organisational culture as “the pattern of basic assumptions that a group has invented or discovered in learning to cope with its problems of external adaptation and internal integration, and that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel about those problems” and goes on to point out that organisational leaders are a key source of influence on the culture of organisations.

According to Belias and Koustelios (2014), organisational culture has evolved to become a factor that cannot be ignored when trying to determine the success of attempts that are made towards enacting change in organisations. In an assertion of this, Peters and Waterman (1982) mention that it is often found that the main features of very successful organisations are culture-based, meaning, such features are all about their values and way of thinking. It is these shared values by members of an organisation that Belias and Koustelios (2014) say can be so persistent that they remain even when there are changes in the membership of the organisation. Furthermore, they add that organisational culture is a situational moderator that is vital in determining how effective leadership is. It is important to point out that this idea represents all the factors that bind the members of an organisation together.

Organisational culture was seen to play a vital role which affected the functionality of the organisation. As a result, it was not previously considered by the scholars and researchers, though it was regarded as very important by the managers and their firms. Belias and Koustelios (2014) observed that organisational culture was a very complex dimension of change management and included many formal and informal factors. However, it should be noted that organisational culture was not uniform or static, and evolved with time.

Cameron and Quinn (1999) even argue that every cultural system changes continuously in bits with more drastic changes which appear occasionally along the evolutionary process. Strange and Mumford (2002), consider organisational culture to be a collective social construction which is controlled largely by the leaders of organisations. Organisational

culture was regarded as the source of competitive advantage to any business. It included a set of primary norms and assumptions which were shared in the organisation and helped the organisation members to handle their issues, thereby ensuring the smooth operation of the organisation (Belias and Koustelios 2014).

Schein (1992) observed that since the culture was founded on the deep assumptions embedded in the organisation, it could significantly affect how the changes occurred in an organisation. Further, organisational culture emphasizes the shared expected behaviours and normative beliefs in workgroups. Hence, if the organisation's leaders could affect the nature of organisational culture, they could also encourage a change in the motivation and attitude of the organisation's members towards their work (Amabile 1998). The challenge here is for leaders to be able to choose a set of practical and applicable actions that fall within the capacity of the organisation to absorb change. Amabile (1998) continues that leaders need to engage in the balancing act of deciding on the degree of pressure needed for implementing a cultural change.

According to Belias and Koustelios (2014), to be able to define the culture of an organisation, common organisational references need to be identified. Several researchers believed that organisational culture affected the correlation between corporate success and an effective organisation (Peters and Waterman 1982). Beyer and Trice (1987) stated that organisational culture was a multivariate phenomenon; hence, one needs to identify all the components which defined this concept.

Belias and Koustelios (2014) argue that organisational change typically comes from either internal sources or external sources which are either strategically planned or are out of control of the organisation's leader. Therefore, for ensuring the organisation's success, internal and external environments in an organisation must be thoroughly investigated. In line with this, Zhang (2008) argues that when the external environment of an organisation is changing continuously, it may be difficult for the organisation to adapt if it has a strongly homogeneous culture.

Organisational culture, in particular, is a vital aspect of the internal environment of an organisation and this can guide the organisation to success, or, on the other hand, failure. Aycan et al. (1999) noted that organisational culture represented the internal environment in the organisation and presented the similarity level of the assumptions made by employees and their managers. To elaborate further, an assessment of the organisational culture of an organisation assists in the identification of its organisational structure and employee beliefs which are both very important aspects of leadership implementation (Belias & Koustelios, 2014).

According to Martin and Frost (1997), virtually all research into organisational culture have the same purpose, and that is to identify and explain the various factors of organisational life to provide a better understanding of the perceptions, beliefs, and actions of organisational members. As explained by Martin (2002), organisational culture enables the members of an organisation to be able to solve basic problems that are essential to the survival of the organisation and to keep the internal processes of the organisation going. Schein (1999) argues that any particular organisation's culture is an asset of the

organisation. Sathe (1983) added that the culture of an organisation functions delicately but universally throughout the very being of the organisation, and if leaders manage to understand it better, they may be able to better function within the confines of the culture, outside it, or even manipulate it towards a desired goal. Cameron and Quinn (1999) also supported this and suggested that organisational culture is recognised by several researchers as a powerful tool that facilitates the long-term effectiveness of organisations.

Following the discussion of the various types of leadership styles, Schein (1985) may be observed as underlying most of the other conceptualisations of organisational culture. (Schein, 1985, p. 18) defines culture as:

“A pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel about those problems.”

This definition has baked into it that the structure of culture is both deep and broad, covering often unconscious as well as all group functions within the organisation. Other definitions, such as Martin (2002) and others, can be classified into these main areas even though significant development in remodelling has been witnessed. In this study, Schein's (1985) comprehensive model of the three main components of organisational culture is adopted. These components are discussed briefly as follows:

Assumptions are considered to be the basic elements of organisational culture; they entail what the organisation's members perceive to be a reality, as well as the way they reason and feel (Hatch & Schultz, 1997). According to Schein (1985), to define the basic assumptions of any culture, seven main factors need to be determined. These seven factors, according to Aydogdu and Asikgil (2011), are "relationship with the environment, nature of reality and truth, nature of humans, nature of the human activity, nature of human relationships, nature of time, and homogeneity vs. diversity".

Values are regarded as the organisation's objectives and social principles. They denote what is considered by the organisation to be significant, and are associated with the ethical and moral codes of the organisation (Swales & Rogers, 1995). Hatch and Schultz (1997) add that values determine the basic considerations of organisation members, and considerations like freedom, democracy, tradition, wealth, or loyalty. Schein (1985), on the other hand, also added norms to this category, saying that they are closely related to values where the norm is defined as the unrecorded rules which govern the behaviour that should run through the organisation, and which organisation members should expect from each other. Hatch and Schultz (1997), however, did not exactly agree with the classification of norms as values, and they argued that values entail what the organisation holds as valuable whereas norms just refer to what is considered by the organisation as acceptable or unacceptable.

Artefacts: according to Hatch and Schultz (1997), artefacts are the tangible aspects of organisational culture, they depict the core of the culture. Artefacts are grouped into three, namely, physical manifestations, behavioural manifestations, and verbal manifestations.

They are the visible, tangible and audible aspects of organisational culture such as stories, myths, logos, ceremonies, and jargon, among others.

Cabrera et al. (2001) suggest that an assessment of organisational culture may be helpful in the implementation of structural as well as technological changes. Following the engagement of more and more universities in new arrangements in the present century, more weight is being placed on the importance of the assessment of organisational cultures. Belias and Koustelios (2014) point out that even though the term “organisational culture” has not been easy to define, there is consensus by many researchers on many of its components, which include the initially discussed norms, assumptions and beliefs shared by members of an organisation. Considering that the aforementioned components are extremely abstract, the assessment of organisational culture remains a challenge for external researchers.

Ultimately, according to Belias and Koustelios (2014), even the members of an organisation have difficulties in describing their own culture. Furthermore, the managers of companies sometimes find that the current cultures of their organisations do not match the cultures they wish to establish. An assessment of organisational culture, therefore, enables top managers to better develop possible change strategies aimed either directly at the culture of the organisation, or the organisation's administrative processes (Cabrera et al., 2001).

According to Koustelios (1991), organisational culture has a significant influence on employee satisfaction and, therefore, its assessment is significant. It also affects job performance as well as organisational change (Belias and Koustelios, 2014). Other areas with which organisational culture is closely linked include organisational leadership, corporate performance, knowledge acquisition and organisational learning (Liao, 2012).

A growing organisation has an organisational culture. This idea of organisational culture is an important topic of research (Sadeghian, 2010). It has been seen that the national culture significantly affects major organisational activities, like the group performance of the capital structure (Leung et al., 2005). Cultural awareness helps an organisation attain greater success and obtain better international business deals (Dowling et al., 2008).

Organisational culture can be described as the manner in which the organisation views itself and what employees feel about their organisation. It also refers to staff commitment and the staff's response to the management (Dwan, 2004). Organisational culture refers to a pattern of expectations and beliefs which is shared by the organisation's members. These expectations and beliefs lead to norms which affect the behaviour of groups or individuals in the organisation since there is a direct correlation between the organisation and human resources (Schwartz and Davis, 1981).

Many dominating models and frameworks have been used for investigating culture. Researchers have tried to develop a universal set of values or dimensions for studying culture. However, many of these frameworks are not universal or comprehensive (Berry et

al., 1997). Researchers have noted that the majority of theoretical structures can be used for describing research data instead of predicting it. This can be dangerous because they have a wide range of human experiences that they capture and that are used for easily explaining the majority of the patterns noted in the data. However, they cannot discriminate between the other probable explanations presented for a particular phenomenon (Al-Qeisi, 2009).

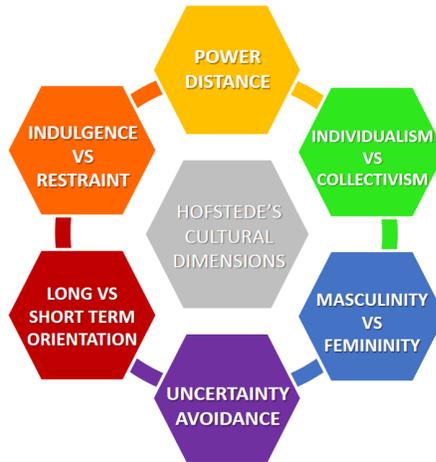
2.5.3 WELL-KNOWN ORGANISATIONAL CULTURE MODELS:

Many models of organisational culture have been described in the literature. Here, the researcher investigates and describes one such model.

- **Hofstede's cultural dimensions model:**

Hofstede and Minkov (2010) proposed a novel organisational culture model that could describe the different cultural dimensions. They also investigated many issues related to cultural differences. Hofstede's, in pursuit of his model, interviewed IBM employees in more than 50 countries and asked them about their attitudes and preferences. Based on the pattern of responses, the researchers extrapolated the so-called underlying cultural dimensions. They identified six issues or dimensions which represent the differences between the national cultures, i.e., power distance, uncertainty avoidance, collectivism, individualism masculinity/femininity, long-term orientation and indulgence/restraint , as described in Figure 2.10 and Table 2.4. The model described culture from the perspective of people from different nationalities and organisations.

Figure 2.10: Hofstede's Cultural Dimensions Model



Source: Hofstede & Minkov (2011)

Table 2.4:
Hofstede's Cultural Dimensions Model

Value Type	Description
Power distance	It defines the manner in which inequality is accepted and perceived in various cultures. The model showed that, in the high-power distance cultures, children were expected to respect their elders, which continued throughout their adulthood. Hence, organisations in these regions are centralized, and the employees prefer an autocratic leadership style. In this style, subordinates are told what to do and many gaps are noted in the hierarchical structure. However, in the low-power distance cultures, inequality is undesirable, and employees want to be consulted with respect to decision-making and therefore prefer a democratic and resourceful leader.
Uncertainty avoidance	The level to which the members in any culture are uncertain or feel threatened in unfamiliar scenarios. Hence, in highly uncertain avoidance cultures, people usually prefer a structured environment with policies and rules in place. Hard work is generally embraced and the workforce shows a higher anxiety level. On the other hand, in weak uncertainty avoidance cultures, the rules increase discomfort and fear and are existent only where necessary. People are generally more relaxed and work at a slow pace.
Individualism collectivism	Many people prefer to belong to a loose-knit society that emphasizes autonomy and self-development. On the other hand, the collectivist structure considers the interdependent social units like the family very important, instead of the self. In an individualist society, employees need freedom for working independently and, hence, desire very challenging work (which was seen to be important compared to personal relationships). This would help them attain self-actualization. In a collectivist culture, an unquestioned

	management structure is needed for organising employees and for the cohesion of the group.
Masculinity/ Femininity	This relates to a culture having defined gender roles wherein men are more focused on competition, success and rewards, and women focus on other values like modesty and life quality. Femininity represents a culture with overlapping gender roles. In a masculine culture, managers are more decisive and assertive, while a feminine culture develops intuitive managers, who are able to negotiate disputes and encourage participation in decision-making.
Long-term orientation	One study based on the Chinese Confucian Theory presented this 5 th dimension of long-term orientation. It indicates the extent to which people display a future-oriented and dynamic perspective instead of focusing on the past and the present.
Indulgence/ Restraints	The term indulgence refers to a society that allows free gratifications of basic natural human desires related to enjoying life. Whereby, restraint refers to a society the controls gratification of needs and regulates it by means of strict social norms.

Source: Hofstede & Minkov (2011)

In this study, the researcher selects to use a Hofstede's model because: **a)** It is still valuable and pioneered study on culture. **b)** It is been used by scholars and practitioners until date.

In order to throw some light onto how Hofstede national culture dimension came into effect, Hofstede (1980) gives an account of how he accidentally stumbled on vital and critical data that signified national culture differences. Ultimately, this was in event of conducting a survey on working attitudes for the United States multinational IT corporation known as IBM. The focus on attitudes and employee values as at the time Hofstede was conducting the investigation in IBM, the issue of culture, instruments and surrounding present dimensions had not come up yet.

The development of the survey in IBM took a rather interesting turn when factors such as uncertainty avoidance could not be measured using data from IM database even through

Hofstede believed that uncertainty avoidance played a critical role in orientation of people and is associated with where one comes from. Taking to the administration of actual survey across the offices of IBM, Hofstede et al., (2010) realized that different results, with wide significant variations emanated from other departments that were essentially difference. This triggered the need for an exploratory study first on the culture at the national level that influenced or were characteristic of the workers in each country; this led to the establishment of the first four dimensions of culture.

After the dimensions had been set, Hofstede took to the development of standard analytic issues or what Hofstede would term universal problems. This was in an attempt to come up with various kinds of problems in humans' societies that are generic and can be used in a bipolar to arrive at a solution spectrum for one issue. It is on this note that that dimension's o the instrument was named; a higher score depicts key implications. These are further discussed below.

2.5.4 Hofstede Culture Dimensions (Cultural Dimension Indices (CDI))

Below are the dimensions of Organisational culture of Hofstede:

2.5.4.1 Power Distance

Power distance dimension as previously defined, refers to the extent to which the less powerful members of any society, organisation or institution are offered the chance to

believe that power is distributed in equally or unequally (Hofstede, 2001). A typical question example here is that ‘is the leader right because he is a leader, or he is right because that is how everyone who is right must sound?’. This may be assessed within the organisation whether or not employees work in a particular manner just because they are told to work in such manner or employees can work based on their own intuition as to how work should be best completed.

In cases where leaders are always right because they are leaders, this implies that there is a high or large power distance in such societies. In places where initiatives are encouraged and people can respond to others in power, there is assumed to be a low power distance. Hofstede (2001) concluded that countries such as France, Venezuela, and Brazil among others have a large power distance; these countries accept inequality of power within their societies. Other countries on the opposite side include the United States of America, Denmark, Austria, and other Scandinavian countries. In these places, power is questionable, initiative is high and people are more subject to generally accepted principles of right or wrong and not just because they are in leadership positions.

2.5.4.2 Uncertainty Avoidance

The uncertainty avoidance dimension measures the extent to which people within the culture entity, organisation, group or community feel that they are threatened basically by uncertain and unknown situations (Hofstede, 2001). From one society to the other, people may feel threatened by ambiguous situations and things that they cannot exactly make meaning of. The tendency to avoid any uncertain outcome can instil strict compliance with

values and norms. People within societies with high uncertainty avoidance will adopt strict code of conducts and behaviour, have the existence of an absolute truth, install formal rules, and will not tolerate deviant behaviours, ideas and actions.

In places where there is low uncertainty avoidance, members within the community have less rules, are not concerned with the security of life, and do not have any sense of consensus as to how written rules must be followed at all cost. Low uncertainty avoidance can lead to a high-risk tolerance (Hofstede, 1980). Within the work environment, lifetime employment has been associated with countries like Greece, Portugal, Japan and others where uncertainty avoidance is very high. In countries like the United States of America, Great Britain, Ireland and others, a weak uncertainty avoidance exists and this has been observed to have translated into a high level of job mobility and employee turnover.

2.5.4.3 Masculinity and Femininity

As the fourth dimension of the culture model, masculinity refers to societies that acknowledge that social gender roles are distinct and this sometimes influence how people assert events based on gender. In masculinity societies, men have the responsibility to be assertive and tough. In such societies, there is again focus on material wealth or material success. Ultimately, women are supposed to be modest, tender and concerned with the

quality of life. On the other hand, in feminist societies, the exact difference between men and women may not exactly be established or acknowledged (Hofstede, 2001).

The preferences of the individual within a masculinity society include the need for achievement, heroism, and achieve as high material success as one could possibly achieve. On the other hand, a feminist society would determine achievement by how much one is able to establish good human relationships and quality of life. Countries that have exhibited a high level of masculinity include Mexico, Japan, and Italy. Countries where femininity is cherished include the Scandinavian countries (Hofstede, 2001).

2.5.4.4 Time Orientation

Originally, Hofstede had argued that three underlying dimensions may be used to define culture, which he later separated one dimension into two to make it four dimensions in all as previously discussed. The fifth dimension was introduced from what Hofstede & Bond (1998) originally referred to as Confucian dynamism and later reamed as long-term orientation and short-term orientation. Here, long term orientation stands for societies where virtues are oriented towards future rewards with particular focus on perseverance and thrift. On the other hand, shot-term orientation refers to societies where there is focus on the past and present, there is respect for tradition and how things have been done and should be done. In societies with short-term orientation, there is respect for the traditions of the society and social obligations are to be attended to at all time (Hofstede & Hofstede, 2005). Countries which came at the far end of dimension with long-term orientation include

China, Brazil, and Japan. Countries more concerned for the short term include Canada, Great Britain, and the United States of America.

2.5.5 CRITICISMS AND ARGUMENTS IN FAVOUR

There is no doubt that even though the Hofstede model has been used for several investigations and has gained tremendous popularity in literature, it has nonetheless received criticisms in an equal dimension of acknowledgement (Schmitz & Weber, 2013). The significance of Hofstede model and its extensive application, especially at the national level, cannot be completely ignored. Hofstede et al., (2010) compare the different cultures there is at the national level into the formation of what he calls “national culture”. Here difference scores were offered to various dimensions used to form the culture profile of each country. These dimensions and secondary data produced by Hofstede et al., (2010), which is rather updated on a daily basis, have been used in several cross-culture research investigations including Blodgett et al., (2008) and Barmeyer (2010).

Even though the model was not formulated based on data collected from every possible industry, the model had nonetheless gain implementation and acknowledgement in several areas in industries. An example in this area is the application of the model to a range of information technology purposes (Myres & Tan, 2002), application to management controlling systems or industry (Harrison & McKinnon, 1999), innovation and leadership areas among several other areas. These level of attention these dimensions have gained is staggering; they have been relocated into different formats as in the present study and as

done in Sondergaard (1994), Nakata (2009), Taras & Steel (2009). Others including Taras & Steel (2009) have gone to the extent of using the concept of dimensions as a paradigm. One major critic of Hofstede is McSweeney (2002). McSweeney (2002) has consistently criticized the use of the dimensions as a measure of culture, questioning the ongoing unquestioning acceptance of the national culture model which he believed as highly invalid.

Criticisms have been raised. The use of uncertainty avoidance for instance have raised issues and criticism, and unsuitability even by Hofstede & Hofstede (2005). As mentioned by Schmitz & Weber (2013), people feel happier, are willing to avoid stress, and have different cultural orientation in different situations. The adoption of a universal measurement criteria is may therefore produce invalid results considering it does not capture all areas of culture and human endeavours. For instance, in the expression of emotions, a low score may be scored on uncertainty avoidance when expression have to be controlled; on the other hand, a high score would mean expressions are normal This gain applies to places such as school, a dialect speech may be positively valued in a low uncertainty avoidance environment and a high score in an environment where dialect speech is negatively valued. These trends or developments will continue and is exhibited in many areas.

Others including McSweeney (2002) have argued that interpreting and establishing conclusions in this area only by establishing a correlation between the countries and the dimensions or cultural orientation is not in the right direction. It is a general knowledge in

academia that “correlation is not causation” (Holland, 1986, p.945). Based on this assertion, it is wrong for Hofstede to establish correlation and use it as a justification for the existence of an association between the dimensions used on the instruments. In actual fact, it has been established that people may even drive faster in an attempt to avoid some uncertainty, and not that people only drive fast because they do not have a sense of uncertainty avoidance.

As observed, the association between uncertainty avoidance and driving speeds is not exactly clear (Schmitz & Weber, 2013). Yet Hofstede uses this approach to assign dimensions and label them typologies, and linking these typologies to particular areas of traits or behaviour using a bi-polar scale. As mentioned earlier, a trait may be some particular, supposedly universal, area of life that is used to cross-compare culture in one country to another country.

Some studies which fell on the use of the dimensions to measure culture have emphasized that these dimensions cannot be exhaustive of the universe between national cultures (Podrug et al., (2006). Podrug et al., (2006) however stress that they are substantial face validity of how national culture may be investigated and they have been empirically established. Other investigations have gone beyond the countries used by Hofstede and applied the dimensions to other countries to arrive at comparative results.

2.5.6 Empirical Review of Studies Related to Culture

Mashref (2014). This study analysed the moderating role of organisational culture between intellectual capital and business performance in Iraq. The study adopted the use of the CDI of Hofstede Culture Dimension Index as a measure of culture as a moderating variable. It however defines intellectual capital as the independent variable and examines its impact on performance at the organisational level. The original model as other frameworks measuring the moderating role of one item between two main items significantly informed the structure and what relationships should be sought in the present investigation. Findings established that on the introduction of culture, intellectual capital was more capable of improving organisational performance.

Even though a number of other investigations have used Culture as a moderating factor and a few of them are discussed in the next few paragraphs, it is important to touch on Stare (2011); a study which offered much attention to the impact of organisational factors on project performance. The study sought to identify the project organisational culture in Slovenia. At the same time, the study sought to investigate the impact of culture on project performance. The study measured organisational culture and project culture, using a quantitative methodological approach interviewing about 137 enterprises after an actual sample size of 950 enterprises.

Key findings of Stare (2011) pointed in the direction that project manager authority positively correlates with the various culture dimensions and have an impact on project

performance. Culture dimensions such as line manager attitude and project organisation structure had a moderate to high level of association in the form of correlation. On the other hand, culture factors negatively associated with project delay and higher costs; these associations were statistically significant at various levels of .05 and .01 levels respectively. Key limitation of this study is with the use of new culture elements that are not empirically validated and reliable. Future investigations are encouraged to look closer at more project success indicators whereas focusing on a unique or more specific area of project management such as new service development, IT project and other such projects.

Kirkman et al., (2006) is one of the most important studies on culture, particularly on Hofstede culture value dimensions and its implementation. Kirkman et al., (2006) consolidate previous empirical investigations on the application of Hofstede value dimensions. The study employed the use of secondary literature analysis, categorizing studies and reviewing them based on their approach and methodologies. One limitation of the study is that it did not capture all studies within the stipulated timeframe of 1980 to 2002. The excluded some journals and used only top tier journals. It also excluded the use articles on the area of marketing and finance, and yet it considered articles in the area of “management”.

Kirkman et al., (2006) findings proved that even though the value dimension had been wrongly implemented, it no doubt presented new insight and knowledge. It was also realized that the relationship between two variables could change considerably when considered at the individual, group or national level comparisons. Recommendations were in the area that culture should be used as mediators; there should be focused attention on

construct, measure and sample equivalence; and finally, there should be clear indication or acknowledgement to use the framework as primary (survey based) or secondary (country's scores).

Other studies have investigated the role of culture as a moderator between two main variables. One of such investigations is Danish et al., (2012). This study sought to identify the effect of knowledge management practices on the knowledge effectiveness within the organisation considering the moderating role of culture in this relationship. After a critical review of literature which defined knowledge management, organisational culture and organisational effectiveness, key hypotheses were proposed in the direction that knowledge management has a significant association with organisational effectiveness. One rather interesting aspect of these hypotheses is that they were formulated in a similar scope as the present investigation; culture was set as a good predictor of organisational effectiveness and culture at the same time was set as a moderator of the relationship between knowledge management and organisational effectiveness.

Danish et al., (2012) adopted a quantitative approach to investigation with a survey research strategy. A good sample size of 325 questionnaires were distributed among 26 service organisations. Findings revealed that knowledge management has a strong and positive association with organisational culture; a positive association also exists with organisational effectiveness. Organisational culture also has a very strong association with organisational effectiveness. These correlations translated into high levels of predictability with both knowledge management and culture predicting organisational effectiveness at a significance level of 0.01.

As part of the findings, culture proved to be a very strong moderator of organisational effectiveness, shifting the linear model a significantly wide distant apart. Introduction of a single unit of culture would lead to .61 change in the slope of organisational effectiveness. Future recommendations were in the direction that since the study focused on the service sector, more should be done on other sectors with a larger sample size. A key limitation is that the study did not study culture in composite format; moreover, top management were not exactly included or duly acknowledged in the investigation. Finally, recommendations were in the direction that knowledge management may be studied at the department level effectiveness to arrive at how industries, functional units, franchises, project level knowledge can be compared.

Another investigation which treated culture as a moderator is Mushref (2014). It may be observed that culture has often moderated the relationship an independent variable and performance on the other hand as a dependent variable and as conducted in the present investigation. As part of the purpose of the study, Mushref (2014) sought to explore the relationship between intellectual capital and performance in Iraq considering culture in a moderating position. The conceptual framework was presented and key hypothesis developed in this regard that (1) a relationship exists and (2) culture moderates the relationship. In a similar scope as conducted by Danish et al., (2012), a survey research strategy was used in a collecting data form about 320 respondents; considering the responsive rate of 59%, the sample size which was use for the main investigation was rather small.

Key conclusions of Mushref (2014) were in the direction that intellectual capital has an influence on business performance in Iraq. The correlations between attributes of intellectual capital and business performance were positive at all levels. With culture as a moderator, the relationship between intellectual capital and business performance was still valid but changed dramatically. Future investigations were encouraged to attempt a holistic view of the organisational performance by using other aspects of the organisation aside from culture. These could include organisational structure, leadership, human resource management and other such aspect of contemporary organisations. Even though Mushref (2014) lack depth of analysis, adequate attention was paid to the theoretical components of the study.

The final study in this area is Chilla et al., (2014). This study directly investigated organisational culture and its effect on organisational performance in the hospitality industry in Kenya. Chilla et al., (2014) wanted to establish whether or not the sector can be invested in and exploited. The study considered culture from a rather diverse point of view using elements such as control systems, organisational structure, power structures, rituals and routines, symbols and stories, and how these factors affect performance. Performance was measured using three main elements of profitability, employee loyalty, and customer satisfaction. The methodology was predominantly qualitative with a random selection of samples from two hotels in the Kakamega County.

Using only primary data collected with the help of the survey questionnaire, Chilla et al., (2014) used several main forms of quantitative analysis in the areas such as descriptive

analysis, factor analysis, correlation analysis, regression analysis, and moderating analysis. All these forms of analysis did not exactly result in contradictory findings but complemented each other. All elements of organisational culture significantly correlated with organisational performance. Control systems, organisational structure, rituals and routines also have a correlation and were good predictors of organisational performance. Key variables that were considered as moderating variables include technological innovation and profit or strategic direction of the. Findings were in the direction that upon the introduction of any of the moderating variables, the association or correlation between culture and organisational performance.

It may be learned that unlike the previously discussed investigations which saw culture as a moderating variable, Chilla et al., (2014) observed culture as a main variable with other variables in moderating roles. Even though the versatile nature of analysis permitted the establishment of conclusions in this area together with key implications of the study, no clear future research recommendations were offered. In addition, even though a simple random sampling approach was adopted and this could inform a representative sampling, the sampling was nonetheless not generalizable and was unreliable to be applied it to the entire population of interest.

2.5.7 MODERATING FACTORS FOR ORGANISATIONAL CULTURE

Earlier studies and empirical research showed that formulation and implementation strategies significantly affected organisational performance. The published studies also

showed a linear relationship between human capital and organisational performance. However, there were mixed results regarding the strength of the relationship. Zeithaml et al. (1988) proposed Contingency Theory, which stated that the correlation between organisational performance and all its antecedents can be improved using organisational factors like internal alignment, leadership, and organisational culture.

This was also noted by Kulkalyuenyong (2012), who stated that organisational culture acted like a moderating factor which affected organisational performance. This showed that the culture variable can affect the correlation between performance and strategic management. Danish et al. (2012) observed that organisational culture showed a significant and strong positive moderating effect on many organisational management parameters like human resources and the organisational performance of the Pakistani service sectors. Thus, it can be concluded that a good organisational culture should be integrated for improving the performance of the Kuwaiti private oil and gas sector. Hence, in this study, the researcher suggests the use of organisational culture as a moderating factor for investigating the relationship between human capital and organisational performance.

2.5.8 WHY POWER DISTANCE AS A MODERATOR

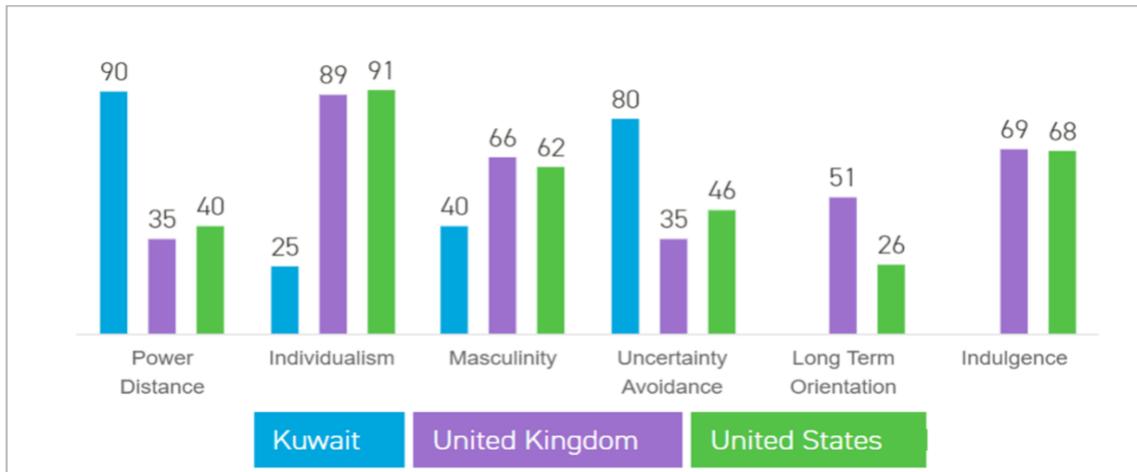
The cultural context plays an important role in the decision-making process. In societies with high power distance, people further up the hierarchy more often makes decisions without subordinates' participation. Both managers and subordinates consider each other to be existentially unequal. People accept the inequalities of power and need no further justification for the status quo. In contrast, in societies with low power distance, superiors

and subordinates are perceived as partners. Employees consider that they have the right to participate in making decisions that concern them (To, Leslie, Torelli, & Stoner, 2020; Wei et al., 2017). People strive to equalize the distribution of power and demand justification for inequalities of power. Competence is used to acquire expert power rather than to signal social status. Moreover, in high power distance cultures, there is a fear of punishment in cases of disagreement with the management's decision. This fear is weaker in low power distance cultures (Mead, 2003; Wei et al., 2017).

Power distance has been construed mostly as a concept that is highly negative for organisational progress, participation and empowerment of employees and overall organisational health (Ghosh, 2011). Rafiei and Pourreza (2013) provided supporting evidence that there is a significant correlation between power distance, organisational commitment and employee performance. Moreover, employees who perceived high levels of power distance in an organisation had lower levels of commitment and organisational performance because they perceive inequality in the organisation (Rafiei & Pourreza, 2013).

In figure 2.11, displayed shortly, there is a comparison of Hofstede's cultural dimensions as applied to Kuwait as an Arab country and the United Kingdom and the United States. This shows clearly that power distance is one of the highest scored dimensions among all of Hofstede's cultural dimensions (Hofstede & Minkov, 2010). In addition, the core of this study is the performance of organisations that is highly related to power distance and the performance of employees, as stated by Ghosh (2011) and Rafiei and Pourreza (2013).

Figure 2.11: Cultural comparison between Kuwait, the USA, and the UK



Source: Hofstede & Minkov (2010)

Recent meta-analyses, conducted regarding employee attitudes and leadership (Dulebohn et al., 2011; Rockstuhl et al., 2012), indicated the presence of individual-level differences in the cultural values, and this was larger than country-level variation. This highlighted the moderating role played by power distance at an individual level.

To distinguish between power distance at the individual and country-level of analysis, one study used power distance orientation to describe the individual-level construct (Kirkman et al., 2009). The power distance orientation showed the degree to which people accepted unequally-distributed power in organisations or society (Hofstede, 1984). The employees with a higher power orientation accepted the status difference and complied with decisions which were made by more powerful people (Chen & Aryee 2007; Farh et al., 2007). Hence, higher power-distance oriented employees perceived that they were more dependent on managers, i.e., distribution of valuable resources was largely dependent on the nature of their relationship with their managers. A manager who displayed a good intention towards

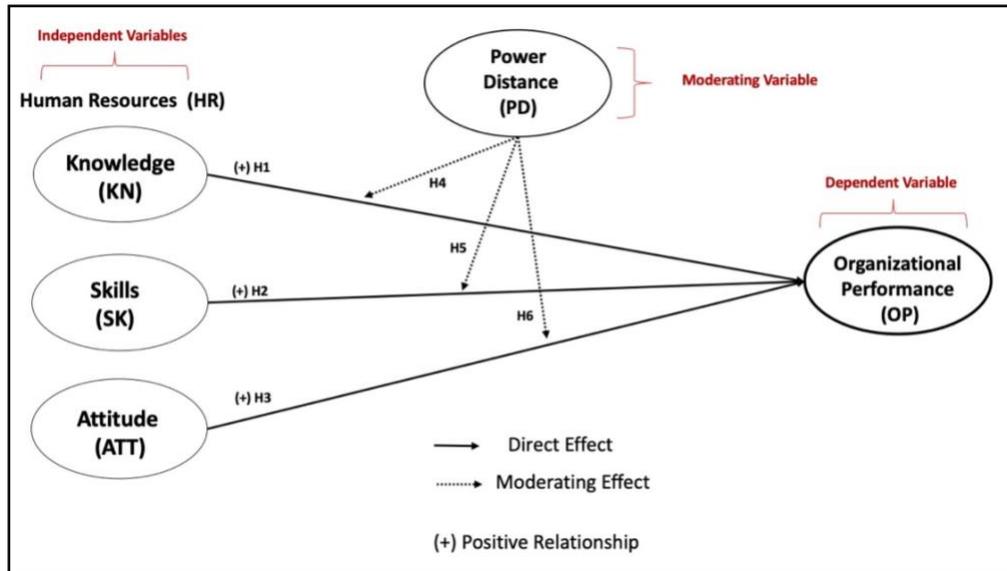
their employees, reassured them if they were presented with a chance to choose their managers.

The recent meta-analyses, conducted regarding employee attitudes and leadership (Dulebohn et al., 2011; Rockstuhl et al., 2012), indicated the presence of the individual-level difference in cultural values, and this difference was greater than country-level variation. This discussion has therefore highlighted the moderating role played by power distance at an individual level.

2.6 RESEARCH CONCEPTUAL FRAMEWORK

Based on the previously reviewed models and all the empirical studies, the researcher proposes a model that could assist in investigating the relationship between human capital (knowledge, skills, and attitude) and organisational performance (including parameters such as clients, finances, internal operational processes, learning and growth). This model also includes the organisational culture as a moderating factor. Figure 2.12 below presents this proposed research model.

Figure 2.12: The proposed research conceptual framework



2.7 RESEARCH HYPOTHESES DEVELOPMENT:

The study develops and proposes 6 research hypotheses to achieve the objectives of the study which are stated as follows:

Knowledge held by human capital of the organizations have been demonstrated to have a strong effect to the performance of the organizations (Farouk, Abu Elanain, Obeidat, & Al-Nahyan, 2016; Von Krogh & Wallin, 2011). Similarly, Barney (1991) and Becker (1993) recognized the knowledge, skills, and attitude in the human capital that are unique and capable to be of the critical factors to the competitive advantage. Consequently, the following hypothesis is proposed:

- H1: Knowledge has a positive impact on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.
- H2: Skills have a positive impact on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.
- H3: Attitude has a positive impact on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.

Hofstede & Minkov (2010) asserted in their book that power distance as unequal distribution of power in society, and less influential people in a given society expect to follow and accept following the orders of more powerful people is a determining factor for organizational performance. Thus, this study argues that the positive impact of knowledge, skills, and attitude on performance will be moderated in the presence of power distance in organizations. Consequently, the following hypotheses are proposed:

- H4: Power Distance weakens the positive effect of Knowledge on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.
- H5: Power Distance weakens the positive effect of Skills on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.
- H6: Power Distance weakens the positive effect of Attitude on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.

2.8 SUMMARY

In this chapter, the author inspected the published literature relating to the topic under discussion. This review assists in developing a deeper understanding of previous and current issues and should encourage researchers and the interested managers to conduct more research in this area. This would help them better understand this theory-based research topic and related empirical studies. Finally, the hypotheses to be tested in this thesis were also set out at the end of the last section.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

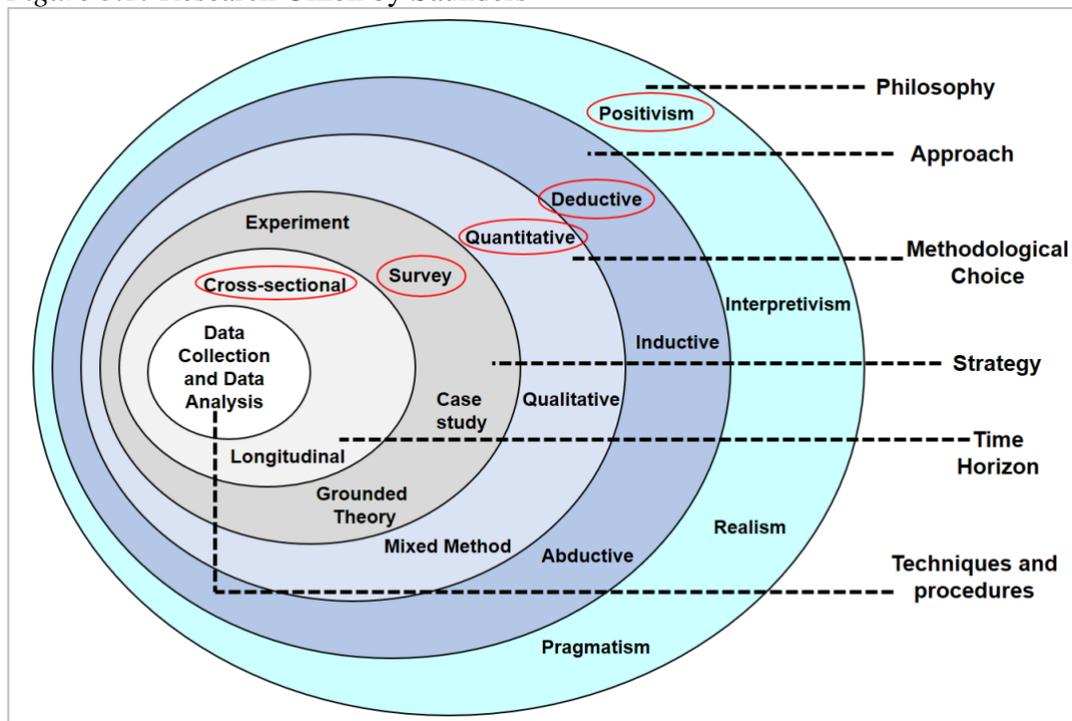
The key objective of this study is to analyse the effect of Human Resources (Knowledge, Skills, Attitude) on organisational performance in the context of the private oil and gas industry in Kuwait. Moreover, definite objectives of this study are outlined to critically evaluate the factors affecting organisational performance within the private oil and gas industry in Kuwait. Furthermore, this project represents an effort to scientifically collect data within the private oil and gas industry in Kuwait. In addition, this thesis requires the empirical and statistical analysis of the data collected within this industry. A final aim of this work is to yield a comprehensive conclusion and recommendations to scholars and decision makers within the private oil and gas industry in Kuwait.

To achieve successful research objectives, a specific research design and methodology are developed. Research design and methodology are considered the building blocks of any robust piece of research, and they involve the work of selecting and using a specific strategy, philosophical concepts underpinning the work, and the data collecting techniques and analysis methods (Cooper & Schindler, 2013; Saunders, Lewis, & Thornhill, 2009; Collis & Hussey, 2009). According to Gelo, Braakmann and Benetka (2008), a research process refers to the philosophical presumptions/presuppositions, the essence of reality (ontology), knowledge (epistemology), the principles that govern a systematic

investigation (methodology), and pragmatic problems that one could encounter when performing a study (research methods).

This chapter follows the research onion method (see figure 3.1) and begins with a discussion of particular paradigms and various research approaches, particularly positivism versus interpretivism, deductive versus inductive, cross-sectional versus longitudinal, and quantitative versus qualitative. A discussion and description of the development of the instrument, sampling design, data collection methods and questionnaire design will also be included. Finally, explanations of the data analysis approach and statistical tools are presented and explored. Below is Saunders' research onion.

Figure 3.1: Research Onion by Saunders



Source: Saunders, Lewis, & Thornhill (2009)

3.2 RESEARCH PHILOSOPHY

The theory of science you follow includes essential observations regarding the way you view the environment. The analysis approach and the tools you use as part of that strategy will support these conclusions (Saunders et al., 2009). A scientific procedure is a collection of metaphysical theories about the essence of truth (ontology), knowledge (epistemology), beliefs (axiology), the concepts that direct scientific research (methodology), and the operational problems underlying the conduct of a thesis (research methods) (Gelo, Braakmann, & Benetka, 2008b).

Positivism and interpretivism are two traditional philosophical approaches that are used in the social sciences. Saunders et al. (2009) state that metatheoretical disparities between interpretivist and positivist methods to science rely on ontology, epistemology, axiology and the data collection techniques most often employed.

In terms of ontology, positivism It appears to be more external, empirical and independent of social players, whereas perception tends to be collectively constructed, contextual, changeable and multi-faceted. As far as epistemology is concerned, the theory of positivism is that only empirical events should have credible evidence, facts and emphasis on causality and there is a reduction of phenomena to their simplest elements, while, in interpretivism, there is a tendency towards subjective definitions and social phenomena and an emphasis on the situation's specifics, the truth behind such details, and acts that inspire subjective meanings. As far as axiology is considered, study is carried out in a value-free approach in positivism; the researcher is independent of the evidence and holds

an impartial viewpoint, while research is value-bound in interpretivism, the researcher is part of what is being studied, and will not be excluded from it, and so can be subjective. Positivism is heavily organised in terms of the data collection methods most commonly employed, features large collections, uses calculation, and focuses on quantitative approaches, while in interpretivism, small samples, in-depth analysis, and qualitative work is commenced (Saunders et al., 2009). Weber (2004) highlighted the metatheoretical distinctions between interpretivist and positivist approaches to scientific research are focused on ontology, epistemology, the topic of research, research methodology, truth theory, validity and reliability, as shown in table 3.1 below.

Table 3.1:
The Differences Between Positivist and Interpretivist Research

	Positivist Paradigms	Interpretivist Paradigms
Ontology	Person (researcher) and reality are separate.	Person (researcher) and reality are inseparable (life-world).
Epistemology	Objective reality exists beyond the human mind.	Knowledge of the world is intentionally constituted through a person's lived experience.
Research Object	Research object has inherent qualities that exist independently of the researcher.	Research object is interpreted in light of meaning structure of person's (researcher's) lived experience.
Method	Statistics, content analysis.	Hermeneutics, phenomenology, etc.
Theory of Truth	Correspondence theory of truth. One-to-one mapping between research statements and reality.	Truth as intentional fulfilment: interpretations of research object match lived experience of object.
Validity	Certainty: data truly measures reality.	Defensible knowledge claims
Reliability	Replicability: research results can be reproduced.	Interpretive awareness: researchers recognize and address implications of their subjectivity.

Source: (Weber, 2004)

In the present work, a positivist model forms the core pillar of the research approach, since it is thought that it could unlock observational generalisations connected to social phenomena. The justification that this study is based on positivist metaphysical paradigms is that the author will aim to uncover reality as it is, and there will be a strong distinction between judgments of evidence and meaning, purpose and emotion. In addition,

methodological and quantitative methods are central to strategies that actually calculate reality, which suggests that this research follows the methodologies of positivism regardless of how the work can be carried out (will be explained shortly).

In this study, the researcher adopted a research philosophy which made significant assumptions about how one views the world. Such assumptions can affect the research approach and influence the choice of techniques which are selected in a research strategy (Saunders et al., 2009). As noted above, the research procedure includes a set of important assumptions associated with the landscape of knowledge, reality, values, principles affecting scientific inquiry (methodology), and practical problems related to the execution of the research (i.e., study processes) (see Gelo et al., 2008).

The author has used a Positivist Paradigm as the main research approach of this study because it determines empirical generalisations associated with social phenomena. This study is based on the positivism philosophy paradigm because the researcher makes a concerted attempt to uncover reality and differentiate between facts, value judgements, reasons and feelings. Additionally, mathematical and statistical techniques are used to measure this reality, which ensures that this study follows the positivism paradigm. Because primary data will be gathered along with real analysis, this study clearly falls into the positivist paradigm.

3.3 RESEARCH APPROACH

Inductive and deductive approaches are two well-known methods of reasoning (logic). The deductive method involves formulating a hypothesis and theory and designing a research technique to investigate the hypothesis. Meanwhile, the inductive method involves the collection and development of a theory resulting from analysis of data. Induction is more due to interpretivism, whereas deduction is more due to positivism (Saunders et al., 2009). Sekaran and Bougie (2012) indicated that deduction is a process of drawing a sensible conclusion by rationalising recognised information. Several procedures are involved in this process and, in the scientific method, it is regarded as the key building block.

The present study is deductive in approach as it moves from theory to data, and is designed to clarify underlying relationships between human capital and organisational performance within the private oil and gas sector in Kuwait. Moreover, the researcher is independent of what is being researched. It should also be noted that there is a sample of adequate size need to be chosen in order to generalise the conclusions.

3.4 METHODOLOGICAL CHOICE

Three major research designs exist: qualitative, quantitative research and mixed methods (Saunders et al., 2009). A qualitative design is employed if the research is a type of empirical observation or measurement which is based on pre-existing theoretical background. In contrast, a quantitative design is deemed suitable when the study was intended to assess relationships between variables in the study. The author in this research

employed a quantitative research design to test theories and examine the relationship between variables (Gelo et al., 2008a).

The author has managed to use positivism in this study, and, hence, this attempts to - 1) use a quantitative approach for data collection and analysis of data; and 2) testing the correlation between research and theory (i.e., theory testing) (Bryman & Bell, 2011). The correlation between the variables was analysed with the help of various statistical processes (John W Creswell, 2009).

3.5 RESEARCH STRATEGY

A research strategy represents the method in which the author will gather data and information for the study. There are different research strategies to complete any study: experiment, survey and case study (Sekaran and Bougie 2009). A survey is defined as a system used for gathering a lot of information about or from individuals for comparing, describing and explaining their attitudes, behaviours and knowledge. Saunders et al. (2009) stated that a survey is linked to the deductive approach. This is a popular and common method which is used in business and management research and can be used for frequently answering *what, who, when, where, how many or how much* type of questions (Saunders et al., 2009). Surveys are a popular process since they help in collecting a large volume of data from a large population, and this in an economical fashion. In this study, the researcher uses a survey strategy for collecting information and answering the research questions.

3.6 TIME HORIZON

A cross-sectional study is conducted where data is obtained only once, usually over a span of days or weeks or months, in order to address the research problem (John W Creswell, 2009; Sekaran, 2009).

This research is characterised as a cross-sectional experiment since the knowledge is obtained at one point in time (Sekaran, 2009) and this based on what is stated above, it is adequate. Another explanation for the decision is that any time-based shifts that might exist within the population are not affected by the data obtained. There is no need, therefore, to perform any follow-up evaluation.

3.7 RESEARCH TYPE

Subject to the nature of its research, every study makes use of two different research types, i.e., basic research (or fundamental research) and applied research. Basic research is used when a solution or result for the research problem displays no obvious application to practical problems affecting the world but is, instead, used for developing knowledge and satisfying the scholarly interests of the researchers. On the other hand, applied research is used when the results relating to and solutions to the research issue yield many practical consequences (Sekaran and Bougie 2013).

In their study, Cooper and Schindler (2013) stated that applied research emphasized practical problem-solving techniques. If the problem was negative, such as rectifying an

inventory system which results in a loss of sales or involves opportunities to increase stockholder wealth by acquiring another firm, the problem-solving technique should be used. On the other hand, basic or pure research also uses a problem-solving approach. However, this differs from that used in applied research. Basic research is carried out to address complex questions and acquire theoretical or experimental knowledge, which can directly and immediately affect any performance, activity or policy-making decisions. While this study tends more towards solving a problem which has practical consequences, this study can mostly be considered applied research.

3.8 PURPOSE OF THE STUDY

Research can be categorised as exploratory, descriptive, or causal, according to the level of the knowledge available about the research topic. Design decisions become more and more rigorous when researchers move on from their exploratory stage (where the researchers attempted to explore novel ideas relating to business research) to a descriptive stage (wherein the researchers described some characteristics of a phenomenon of interest) to a causal or “hypothesis testing” stage. In this stage, researchers examine if any imagined relationship was substantiated (Sekaran & Bougie, 2013).

Saunders et al. (2009) classified scientific research purposes applied for sorting research methods into three types: exploratory, descriptive and explanatory. An exploratory study helps in determining “What is happening?” and offers new insights, asks questions and assesses phenomena from a different perspective. The objective of the descriptive study is

to generate a precise profile of an individual, situation or event. Research that establishes the causal relationship between variables is known as explanatory research. They investigate a problem or situation in order to explain the correlation between variables. In the current research, the author examines the causal relationship between variables via hypothesis testing.

3.8.1 EXPLORATORY VERSUS DESCRIPTIVE VERSUS CORRELATION VERSUS CAUSAL

Exploratory studies are also known as formulated studies (Kothari, 2004). These are conducted when the researcher aims to clarify certain ambiguity problems. Thus, exploratory research helps to generate better understanding about definite phenomena and to test or generalize qualitative findings (Creswell & Creswell, 2017; Zikmund, Carr, Griffi, & Babin, 2013). Researchers tend to use the exploratory approach when there is not much information about the situation or no available solutions have been found in the past for similar/related problems. Such approaches rely heavily on secondary data, interviews or case studies (Sekaran & Bougie, 2013).

Descriptive studies are concerned with describing the characteristics of a certain individual or group, to answer who, what, when, where and how questions (Kothari, Kumar, & Uusitalo, 2014; Zikmund et al., 2013). As described by Sekaran and Bougie (2013), descriptive studies help researchers to develop greater understanding of a certain phenomenon for a certain group. They also provide the researcher with the opportunity to think systematically about such phenomena by offering ideas that help them in making their decisions.

Correlation analyses for a two-variable relationship. Having two variables interacting together, though, does not always mean that we know that one variable allows the other to happen or move. That is the reason why analysts usually conclude that 'correlation does not mean causation.' The relations between variables indicate that the data have a pattern (Sekaran & Bougie, 2013; Zikmund et al., 2013). Correlations alone, though, do not indicate whether the data shift or not because one variable affects the other. For two variables which are not causally related at all, it is possible to find a statistically meaningful and accurate correlation. Indeed, these are typical associations. This is also because the two variables are correlated with a separate causal variable, which is usually associated with the data we measure.

On the other hand, causal studies focus on testing the availability for one factor to cause a change in another factor, or, in simple words, to identify a cause and effect relationship (Sekaran & Bougie, 2013; Zikmund et al., 2013). Moreover, in many social science studies, The author attempts to establish causal reasoning and basic rules that describe human social behaviour predictability (Holden & Lynch, 2004). Finally, the present study tests the causality between variables and the impact of Knowledge, Skills and Attitude on organisational performance for employees within the private oil and gas sector in Kuwait, and considering the moderating role of power distance.

3.9 THE SETTING FOR THE STUDY

The setting of a study is construed as the environment where the study was conducted. Research is carried out in a natural environment where procedures proceed normally (non-contrived) or in an artificial manner (contrived). Research design is determined using three techniques. These include – 1) a field study - wherein research is carried out in a non-contrived setting with minimal interference from the researcher; 2) Field experiments - wherein research was performed in a non-contrived design with moderate interference from the researcher; and 3) Lab experiments - wherein the study was carried out in a contrived setting and research interference was substantial (Sekaran and Bougie 2013). In the present study, the researcher did not interfere and respondents were given complete freedom with regards to their desire to take part in the study.

3.10 UNIT OF ANALYSIS

The unit of analysis is described as the level of aggregated data which was obtained in the data analysis phase. The unit of analysis is selected based on a research problem. There are many types of units used for analysis (groups, individuals and organisations) (Sekaran & Bougie, 2013). In the current study, the researcher has used individuals as the unit of analysis since the research statement addressed issues which were associated with organisational performance in the private oil and gas sector in Kuwait. The data in this study was collected from individuals.

3.11 POPULATION INVESTIGATION

Two types of studies exist with regards to population investigations: census studies and sample studies. Census studies investigate the individual elements existing in a population, whereas a sample study includes a subset of a population (i.e., selects some elements within the population) (Zikmund et al., 2009). Sampling studies are not very effective compared to census studies, especially if the population is smaller and they show a high variability when the population was high (Zikmund et al., 2009). A census study requires two conditions:

1) A census is conducted if the population is small; 2) A census study is carried out if the noted that several research questions can be answered after collecting data from a complete population with a manageable size. On the other hand, one cannot assume that the census would present more effective results compared to the data collected from a sample that represents a whole population. Sampling is considered as an alternative technique to the census study when:

- It is not practical to survey the complete population.
- Budget constraints hinder researchers from surveying the whole population.
- Time constraints hinder the researcher from surveying the complete population.

In this study, the researcher has carried out a sampling process for a subset of the complete population, this is due to the limited time constrains and the difficulty of accessibility to firms.

3.12 OPERATIONALIZATION

In any given analysis, the operational definition of a variable is the particular manner in which it is measured. Another research may differently measure the same conceptual metric (Wright & Lake, 2016). This section covers the operational definitions of constructs in this study on evaluating organisational performance in private oil and gas sector in Kuwait.

The main difference between “construct” and “variable” relates to measurement, whereby the operational definition of the construct turns into a variable after giving it an actual measure such as score on scale (Ghauri & Gronhaug, 2010).

- **Human Capital (HC):** Defined as the individuals’ knowledge, skills and attitudes in the workforce, and signifying the critical resources within the private oil and gas sector in Kuwait (Barney, 1991; OECD, 2004; Becker, 1993; Schultz, 1971).
- **Organisational Culture:** Organisational culture is the mechanism that establishes common behaviour, values, and beliefs within the private oil and gas sector in Kuwait and directs the behaviour of its members (Hunt et al., 2010)
- **Power Distance:** the inequality distribution of power in society such that the less powerful people in society expect to follow and accept following the orders of more powerful people within the private oil and gas sector in Kuwait (Geert Hofstede & Minkov, 2010a)
- **Organisational Performance:** A compilation of financial and non-financial metrics that provide insight on the degree of accomplishment of targets and performance within the private oil and gas sector in Kuwait (Lebas & Euske, 2007)

3.13 VARIABLE MEASUREMENT

The Rating Scale for this research is the Likert rating scale that is intended to inspect how strongly subjects agree or disagree with a statement on a 5-point Likert scale: (1) Strongly disagree, (2) slightly disagree, (3) neutral, (4) slightly agree, (5) Strongly agree. The instrument to measure the main variables of this research is as follows:

3.13.1 HUMAN CAPITAL (HC)

In this study, human resources consist of three constructs namely: 1) knowledge (Lee, Lee, & Kang, 2005), 2) skills (Brungardt, 2009), and 3) attitude (Au & Enderwick, 2000; SMIT, 2006). These constructs are measured as follows:

- **Knowledge (KN)**

The instrument to measure knowledge has been adapted, as table 3.2 shows, and it contains seven items reflecting: learning, technology use, brainstorming, and applying new knowledge (Lee et al., 2005)

Table 3.2:
Instrument for Knowledge (KN)

item	Measure	Rating Scale	Scales of Measure	Source
KN1	Employee can learn what is necessary for new task	5-point Likert scale: from (1) Strongly disagree to (5) Strongly agree	Interval Scale	(Lee, Lee, & Kang, 2005)
KN2	Employee can refer to best practices and apply them to the task			
KN3	Employee can use the Internet to obtain knowledge for the task			
KN4	Employee obtain useful information from brainstorming meetings without spending too much time on this			
KN5	Employee searches for information for tasks from various knowledge sources administered by the organisation			

KN6	Employee understands computer programs needed to perform tasks and use them well
KN7	Employee is ready to accept new knowledge and apply it to tasks when necessary

Source: Lee, Lee, & Kang (2005)

- **Skills (SK)**

The instrument to measure skills has been adapted, as table 3.3 shows. It contains seven items that reflects: the ability to change decisions, the ability to respect others' opinions, identifying problems readily, contribute solutions willingly, recognize conflict, and the ability to do a good job (Brungardt, 2009).

Table 3.3:
Instrument for Skills (SK)

item	Measure	Rating Scale	Scales of Measure	Source
SK1	Employee is able to change decisions based upon new information	5-point Likert scale: from (1) Strongly disagree to (5) Strongly agree	Interval Scale	(Brungardt, 2009)
SK2	Employee respects the thoughts and opinions of others in the team			
SK3	Employee can identify potential problems readily			
SK4	Employee willingly contributes solutions to resolve problems			
SK5	Employee recognizes conflict			
SK6	Employee is effective in doing the work			
SK7	Employee is qualified to do the job well			

Source: Brungardt (2009)

- **Attitude (ATT)**

The instrument to measure attitude has been adapted, as table 3.4 shows, and this instrument contains seven items that reflects: Respect at working atmosphere, communications with co-workers, enhancement of career improvements, development. (Au & Enderwick, 2000; SMIT, 2006).

Table 3.4:
Instrument for Attitude (ATT)

item	Measure	Rating Scale	Scales of Measure	Source
ATT1	My co-workers appreciate my work contributions	5-point Likert scale: from (1) Strongly disagree to (5) Strongly agree	Interval Scale	(SMIT, 2006) (Au & Enderwick, 2000)
ATT2	I receive recognitions from my supervisor when I do a good job			
ATT3	My supervisor communicates the importance of valuing diversity			
ATT4	My supervisor encourages my career growth and development			
ATT5	My pay is fair for the work I do			
ATT6	My job description accurately describes my duties			
ATT7	I get the professional development I need to succeed at my job			

Source: SMIT (2006) Au & Enderwick (2000)

3.13.2 ORGANISATIONAL CULTURE (OC)

The instrument to measure power distance has been adapted, as table 3.5 shows, and this instrument contains three items that represents: inequality distribution of power, team cooperation and participating with decision making . (Srite & Karahanna, 2006)

In this study, organisational culture consists of one construct namely: 1) Power Distance.

This construct is measured as follows:

- **Power Distance (PD)**

Table 3.5:
Instrument for Power Distance (PD)

item	Measure	Rating Scale	Scales of Measure	Source
PD1	Managers should make most decisions without consulting subordinates	5-point Likert scale: from		
PD2	Managers should not ask subordinates for advice, because they might appear less powerful	(3) Strongly disagree	Interval Scale	(Srite & Karahanna, 2006)
PD3	Decision-making power should stay with top management in the Organisation and not delegate to lower-level employees.	to (5) Strongly agree		

Source: (Srite & Karahanna, 2006)

3.13.3 ORGANISATIONAL PERFORMANCE (OP)

In this research, organisational performance contains four constructs, namely: 1) Financial Performance, 2) Internal Processes, 3) Customers/Stakeholders, and 4) Learning and Growth. These constructs are measured as follows:

- **Financial Performance (FP)**

Table 3.6:
Instrument for Financial Performance (FP)

item	Measure	Rating Scale	Scales of Measure	Source
FP1	Represents the financial side of one of the most important priorities of the performance of senior management.	5-point Likert scale: from		
FP2	Company's budget is enough to accomplish its strategy	(1) Strongly disagree	Interval Scale	(Abu-Quod, 2006)
FP3	No problem in financing the work of the company and various programs.	to (5) Strongly agree		
FP4	Funding limits the department's ability to provide more services, higher quality			
FP5	The financial performance of the role in public satisfaction and achieving the strategic objectives of the company			

FP6	Your company is seeking international funding to operate side programmes such as (proficiency, enhance productivity, competitiveness)
FP7	Evaluating the company's financial aspect has an impact on its future funding and reflects in the company's performance.
FP8	The company is working to assess the impact of fiscal spending in different areas.

Source: Abu-Qouod (2006)

- **Internal Processes (IP)**

Table 3.7:

Instrument for Internal Process (IP)

item	Measure	Rating Scale	Scales of Measure	Source
IP1	The internal processes of planning, organizing, directing and controlling have directly impacted the performance of the strategy	5-point Likert scale: from (1) Strongly disagree to (5) Strongly agree	Interval Scale	(Abu-Qouod, 2006)
IP2	The internal operations focus on transforming internal goals into reality			
IP3	Satisfactory performance of the company is due to top management's decisions and their applications			
IP4	The internal operating processes focus on the quality of the services provided to the public			
IP5	The internal operating processes focuses on human resources and capacity development			
IP6	Internal operations focus on business leadership and modern methods			
IP7	Internal operating processes have established the organisational structure and describe the company's functions			
IP8	Internal operations develop channels of communication to facilitate the transfer of information			
IP9	Internal operating processes are integrated with the other aspects of institutional performance			
IP10	Robust system of controlling financial operations is in place; cash flow actively managed; financial manual exists; duties are clearly segregated			
IP11	Decentralization (de-concentration) is achieved to some degree, key managerial and financial functions have been transferred to the district level			
IP12	Company departments are relatively independent in planning and executing of the plans			
IP13	Organisational culture - the way the staff and organisation as a whole works and thinks - is being changed.			

Source: Abu-Qouod (2006)

- **Customer/Stakeholder (CU)**

Table 3.8:
Instrument for Customer/Stakeholder (CU)

item	Measure	Rating Scale	Scales of Measure	Source
CU1	Company is concerned with the stakeholder's opinion of the performance of its work and considers it a priority.	5-point Likert scale: from (1) Strongly disagree to (5) Strongly agree	Interval Scale	(Abu-Qouod, 2006)
CU2	Company is focused on fulfilling quality and speed required by the stakeholders.			
CU3	Company's reputation in the performance of its business and maintaining a positive relationship with the stakeholders.			

Source: Abu-Qouod (2006)

- **Learning and Growth (LG)**

Table 3.9:
Instrument for Learning and Growth (LG)

item	Measure	Rating Scale	Scales of Measure	Source
LG1	Company seeks to see what is new in the business world and apply it to their work	5-point Likert scale: from (1) Strongly disagree to (5) Strongly agree	Interval Scale	(Abu-Qouod, 2006)
LG2	Besides growth and education, company focuses on the department's ability to adapt to changing circumstances			
LG3	The company spoke of means and methods to provide services			
LG4	The company is trying to facilitate the use of new technology to take advantage of its services			
LG5	The company depends on fundamental scientific researches to solve accruing business issues.			
LG6	The company focuses on human resource development and performance			
LG7	The company includes the growth side and motivates individuals to assess their performance.			
LG8	The company is keen on applying plans and projects to develop its businesses and to simplify its procedures			
LG9	The company is keen on its comparative references and outstanding performance measurements			
LG10	The Company focusses on what is needed to develop its ability around (Internal processes) which is considered to be a building block towards the financial measurement and (Customer/Stakeholder)'s reviews.			

Source: Abu-Qouod (2006)

3.14 POPULATION

The population is described as the complete group of events, people or things that a scholar wants to explore (Sekaran and Bougie 2013). In this study, the population consists of Kuwaiti employees from all levels working at private oil and natural gas companies in Kuwait.

3.15 SAMPLE SIZE

The generalised statements made about a population from the data collected with the help of a sample design are based on the statistical probability. When the sample size increases, the errors made in generalising about a population are decreased (Saunders et al., 2009).

However, Pedhazur (1997) stated that, for each construct included in a research model, 15-30 subjects must be included. Hence, the subject for the variable-ratio that is maintained must be either 15:1 or 30:1. In their study, Tabachnick and Fidell (2012) determined an adequate sample size using the equation $N \geq 50 + 8m$ (whereby N was a minimal sample size while m represented the no. of the IVs). They used this equation for conducting a multivariate statistical analysis of a sample size of at least 300.

A sample is understood as a subset of a population. In any positivist research, the researcher selects a random sample for acquiring an unbiased subset of a population (Collis & Hussey, 2009). Sekaran (2009) mentioned that, after analysing a sample, the researcher must draw appropriate conclusions which can be generalised to the whole population under study. In

their study, Krejcie and Morgan (1970) simplified this decision by describing a table which ensured a fair decision model. They stated that, for a population which consisted of 1000 individuals, a sample size of 269 respondents must be used, whereas for the sample size of 1000000, 384 respondents must be incorporated in the sample. In the present work, the researcher used this table for selecting an accurate sample size for a population of a specific size (Sekaran, 2009). Sekaran (2009) noted that a sample size ranging from 30 to 500 was appropriate and stated that the sample size must be many times (≥ 10 -times) larger than the number of variables for any multivariate study (including multiple regression analysis). Since the population of the Kuwaiti private oil and gas sector is $\approx 20,000$, based on the suggestions made by Krejcie and Morgan (1970), the researcher set the size of the sample at 377 for fulfilling the minimal sample size criteria. The data were further analysed by the Structural equation modelling (SEM).

Table 3.10:

Private Oil and Gas Companies in Kuwait (Investigated in this study)

Name of the company	Activity	Number of Employees	Owned (Kuwaiti/Non-Kuwaiti)
Oasis Holding Co.	Holding Co.	125	Kuwait
Dodsai Engineering & Constructions Pte.	Engineering & Construction of oil pipelines.	12191	India
Petrodyn	Drilling & maintenance of Oil wells.	155	Kuwait
Al-Mansoori	Trading & contracting.	260	UAE

Source: Researcher Compile

3.16 RESPONSE RATES

Based on Baruch and Holtom (2008), the mean response rate for the online method of distribution which this study will employ is 57.4, whereas minimum and maximum response rates are 23.7 and 89 respectively (see Table 3.11). It is also reasonable to distribute 605 questionnaires in order to collect 377 questionnaires efficiently for this study. Since:

$$377 = 54.7$$

$$x = 100$$

$$\text{Thus } x = (100 * 377) / 54.7$$

$$X = 690$$

Table 3.11:
Response Rate by Distribution Method

Method	Min	Max	Mean
Mail	19.7	94.0	44.7
Internal Mail	3.0	92.2	55.5
In person/Drop in	30.0	83.0	62.4
Email	23.7	89.0	54.7
Phone	10.0	86.2	49.1
Web	10.6	69.5	38.9

Source: Baruch & Holtom (2008)

3.17 SAMPLING TECHNIQUES

There are many types of sampling technique, the most common techniques are probability and non-probability sampling (Churchill, 1995; Malhotra, 1996; Tull & Hawkins, 1984). The study selected the sample from the population of the private oil and gas sector in Kuwait by using probability random sampling. Any element in the population is therefore

equally likely to be chosen as a subject (Sekaran & Bougie, 2013). In fact, random sampling probability provides the researcher with the opportunity to select equally from the sample frame.

The researcher was a HR officer in the private oil and gas sector, access was gained successfully without any struggles, due to the relationships and connections in the sector, this resulted getting organizational approvals from well-known companies, information about companies that participated in this study can be found on page 138.

The data collection process took six months to complete, this was due to many reasons:

- Data collection process started on February 2020, whereby in the same months Kuwait entered a national wide lockdown, this resulted a closure of all public and private companies and departments.
- Management level Employees at the private oil and gas companies where working remotely and access to oil and gas facilities or buildings were limited to workers in that field only, due to the restrictions set by the ministry of health.
- This led to a delay in scheduled meetings with the HR managers to gain their approval to participate in this study and before conducting the data collection.
- After the easing of curfew in May 2020, the researcher had the possibility to resume the data collection process.
- The duration of the data collection process in this study is seven months.
- Pilot study was conducted on the first two months.

3.18 DATA COLLECTION INSTRUMENT

Many processes are used for data collection, e.g., observation, interviews, self-administered electronic questionnaires, self-administered paper questionnaires, physical experiments or multi-methods (Sekaran & Bougie, 2013). The appropriate data collection technique to be selected for any study is based on the research problem (Tull & Hawkins, 1984). It was noted that one of the best approaches of primary data generation is the survey (Zikmund et al., 2010).

In current study, the author has used quantitative data, which was collected using the rules of statistical surveys. These surveys are conducted using non-internet survey processes or internet-based survey processes. Many non-internet survey processes can be used such as telephone interviews, personal interviews, structured observation or self-administered questionnaires. The internet-based surveys include the generation and online administration of Web-based or mail panel surveys. One could carry out many structured interviews at the university student scale. However, the budget and time constraints make self-administered questionnaires particularly attractive. Sekaran and Bougie (2013) stated that the questionnaire mode of data collection features many advantages and disadvantages and these are addressed below (Table 3.12).

Table 3.12:
Data Collection using the Questionnaire Methods

Questionnaire method	Advantages	Disadvantages
Mail questionnaires	<ul style="list-style-type: none">• Can access a wide geographic area.• Is comfortable since the respondents can take a lot of time to answer the questions.	<ul style="list-style-type: none">• Can result in a low response rate.• Additional details cannot be clarified.• Non-response follow-up processes need to be carried out

	<ul style="list-style-type: none"> • The anonymity of the respondents was high. 	
Self-administered questionnaires	<ul style="list-style-type: none"> • Questions are easily clarified. • Can motivate respondents. • Higher response rate. • Low costs when they are administered to the group. • High anonymity. 	<ul style="list-style-type: none"> • Organisations are reluctant to offer time out to surveys when the groups of various employees assemble to answer the questionnaires.
Online questionnaire	<ul style="list-style-type: none"> • Achieves a global reach and is inexpensive. • Is easily administered from a remote location. • Has a fast delivery. • The respondents answer the questionnaire freely, similar to the mail questionnaire. 	<ul style="list-style-type: none"> • Requires some degree of computer literacy. • Respondents can experience technical issues/. • Respondents should be willing to complete this survey.

Source: Sekaran and Bougie (2013)

In this work, the respondents included Kuwaiti employees working in the private oil and gas sector in Kuwait. The researcher distributed online questionnaire for data collection from respondents in the sample population. In step 1, the researcher distributed the online questionnaires via internal email system. Sekaran and Bougie (2013) stated that this approach can be administrated remotely and reduce time constrains. This technique can be cost-effective. Furthermore, this approach ensured that the response rate was high.

3.19 THE QUESTIONNAIRE DESIGN

High quality questionnaires are attractive and brief, cover items that reflect the research objectives only, and focus on items built from single topics or ideas. High quality questionnaires also explain ambiguous terms and present questions in clear wording, organizing questions from general to specific. Careful attention should be paid to questionnaire length, in addition to question content, order, and length. This study develops the questionnaire by adapting questionnaires from previous studies (Alksasbeh, 2012).

Furthermore, Coolican (2014) suggested some issues to focus on in the design of robust questionnaires. While designing the questionnaire, the researcher needs to ask for the minimum required information. Secondly, it is crucial that questions can be answered easily and simply. Thirdly, the researcher must increase the likelihood that questions will be answered truthfully. Finally, the researcher needs to maximise the likelihood that questionnaires are answered and not ignored or refused.

The questionnaire in this work was planned to gather the data needed to measure the core constructs that were set out above. The questionnaire was divided into 10 sections, which consisted of close-ended questions. It also included a cover letter, which introduced the aim of the survey to the respondents and presented a brief and clear explanation of the research objectives. A good cover letter should justify the reasons why respondents should complete the survey. It must also reassure them that all responses will remain confidential and anonymous. Furthermore, this cover letter must include the contact information of the researcher in case respondents want to ask additional questions or withdraw. Finally, instructions are also given to the respondents to tell them how to return the questionnaire, and compulsory information about the participants' consent.

As this study was carried out in Kuwait, the questionnaire was translated into the Arabic language. This questionnaire was also written in English since this instrument was based on a range of validated instruments which were written in the English language. The questionnaire must be accurately translated into Arabic from English. In this process, the

original English questionnaire was translated into the Arabic language and thereafter it was back-translated into the English language (Sekaran & Bougie 2013).

3.19.1 QUESTIONNAIRE

This questionnaire includes a cover letter which introduced the research purpose to the respondents, and, hence, must clearly and briefly explain the study objectives. A badly worded cover letter could hamper the response rate. The cover letter must explain why the respondents must finish the survey and also assure them that their answers will stay anonymous and confidential. The cover letter must include the contact information of the researcher in case the respondents have additional questions. Finally, instructions are also given to the respondents to provide them with directions to return the questionnaire and compulsory consent information is also outlined.

This questionnaire was designed carefully so that it appealed to all respondents (Bradburn et al., 2004). This should ensure a higher response rate (Monette et al., 2013) and also enable the success of the research. Some helpful strategies for design were presented by Churchill and Iacobucci (2015) as follows:

Questions related to exciting issues should be placed first and must be simple, non-threatening and interesting. This technique attracts the attention of the respondents so that many are encouraged to take part in the survey. Section A of a questionnaire must include screening questions which help the researcher determine if the respondent is qualified to participate in the survey. Participants who are screened using Section A are then allowed

to complete Section B. It is important to filter respondents in this study since they work in various roles in the private Kuwaiti oil and natural gas sector.

The norms used for designing the questionnaire stated that the questionnaire must start with general questions followed by more specific questions. Thus, easier questions should precede more difficult questions (Sekaran & Bougie, 2013) to ensure that respondents are not affected by inappropriate sequencing of questions, which could affect willingness to participate in the survey. Based on this strategy, 9 sections were designed for measuring the constructs included in the conceptual framework and these were arranged from general to specific questions. Section B, C & D measures knowledge, skills and attitude. The next section, section E, measures power distance. Section F, G, H & I measure financial and non-financial performance

3.19.2 WORDING & LANGUAGE

The questionnaire must be based on the likely level of clear language for all respondents to understand. Word choice should depend on the educational level of the respondents and should include idioms or terms used in the culture and also the reference frame of the respondents. Therefore, the language and wording of the questions must reflect the perceptions, feelings and attitudes of the respondents (Cooper & Schindler, 2013).

Furthermore, the questionnaire must not include any technical words or ambiguous questions which could prevent the respondents from answering the questionnaire or lead them to provide erroneous answers. The researcher in this study took steps to avoid leading or duplicate questions, double-barrelled questions, loaded questions or questions related to social desirability (Sekaran & Bougie, 2013). These issues can be mitigated or removed by pre-testing the questionnaire which was done in the pilot study.

Lastly, the researcher must include short and simple questions rather than long ones. As a simple rule of thumb, statements or questions must not be longer than 20 words, or a single line in the print format (Oppenheim, 1986).

This study uses a 5-point scale for deriving answers to the questions which measure the constructs related to the conceptual model. In their study, Czaja and Blair (2005) used this technique for maintaining consistency. This method ensured the reliability of the data that was gathered through the survey. They also stated that this was based on the uniform distribution of the questions along with their uniform interpretation by all respondents. Thus, the questionnaire must be based on a uniform scale.

It is recommended that the language employed in the questionnaire should be on par with the understanding level of the respondents. Hence, any technical or unclear words must be removed from the questionnaire as it could discourage the respondents from answering the questions. These issues can be eliminated if questionnaires are pre-tested in order to make sure that abbreviations, confusing questions or dual-barrel questions were identified prior

to questionnaire distribution. Monette et al. (2013) stated that designing and distributing a questionnaire, without any pre-testing, was an incomplete procedure.

3.19.3 SEQUENCING OF QUESTIONS

To improve the response rate of the questionnaire, the questions must be placed in such a format that they gradually shift from general to specific questions. Moreover, questions must start off simple and gradually become more difficult. This is known as a funnel approach (Gravetter & Forzano, 1966).

Questions which seek personal information can either be placed in the first or last section of the questionnaire, depending on the choice of the researcher. Few researchers ask for the personal details of the respondents at the end of the questionnaire instead of at the beginning (Oppenheim, 1986). They reasoned that when the participant get to the last section of the questionnaire, they would have become convinced about the genuineness and legitimacy of the questions and would be willing to share their personal information. On the other hand, the researchers who ask for personal information in the first section state that, after the respondents have shared personal data, they would become more psychologically comfortable with the questionnaire and would respond more comfortably (Sekaran & Bougie, 2013).

3.19.4 QUESTIONNAIRE INSTRUCTIONS

The questions included in the questionnaire must be organised neatly and logically. A set of clear instructions must be included in the questionnaire to help the respondents answer the questions. The instructions must be precise and not very long because complex instructions would discourage the respondents from answering the questions (Czaja & Blair, 2005). Additionally, the answers to the questions in Sections B-I must be based on a scale, where 1 indicates “Strongly disagree” while 5 indicates “strongly agree.” Malhotra (1996) suggested that the instructions must be written in such a manner that they can be easily distinguished from the questions, for example, by use of bold font for the instructions. Such efforts would improve the appearance of the completed questionnaire.

3.19.5 QUESTIONNAIRE TRANSLATION

Since this study was conducted in Kuwait, the questionnaire had to be interpreted into Arabic. The questionnaire was originally written in English since the instrument was based on validated instruments which were in English. The respondents used in this study were primarily Arab-speaking and, hence, the questionnaire was accurately translated into the Arabic language from English, which was then back-translated to English (Sekaran, 2009).

Initially, this questionnaire was submitted to certified translation personnel in Kuwait, who ensured that the language and terminology used in the survey were carefully examined (Adler, 1983). Thereafter, the questionnaire was back-translated to the English language. Lastly, translation accuracy was tested by Comparison of the original English edition and

the back-translated English version (Brislin, 1970). A few discrepancies were noted. As such, the terminologies that were used in the Arabic questionnaire were reviewed and altered so that the items in the questions conveyed the meaning that they were meant to. Thereafter, the translation was considered to be acceptable.

3.19.6 PRE-TESTING QUESTIONNAIRE

Zikmund et al. (2009) mentioned that questionnaires are pre-tested to answer the following survey-related questions, some of which are listed below:

- Are all questions clear and easily understandable?
- Does the flow of the questionnaire feel natural?
- Are the respondents able to answer these questions?
- Which of the different types of questions work better?

Monette et al. (2005) stated that the development of a questionnaire without any pre-testing was an incomplete procedure. Furthermore, in this thesis, pre-testing has also been carried out to determine the content validity of the instrument (Straub, 1989).

Pre-testing is described as an experimental run conducted with the help of some of the participants. It is conducted to detect issues occurring in the design or instructions presented in the questionnaire. It also helps in determining if some of the questions included in the questionnaire are difficult to understand or are biased or unambiguous (Sekaran & Bougie, 2013). Pre-testing can be repeated many times to refine instruments, questions and processes and it relies heavily on respondent surrogates, colleagues and

actual respondents for refining the measuring instrument (Cooper & Schindler, 2013). Pre-testing is carried out using a group of 25-50 respondents (Zikmund et al., 2009).

In the present study, the researcher undertook pre-testing before distributing the questionnaires. For this purpose, 25 questionnaires were distributed to management level employees in the private oil and gas sector in Kuwait. All their comments and recommendations were considered, especially those relating to questionnaire length, the sequence of questions or any mistakes and confusing questions. Thereafter, the questionnaire was fine-tuned, ready for the pilot study and then final questionnaire was distributed amongst the sample population.

3.19.7 PILOT STUDY

A pilot study draws topics from a target population and then simulates the different protocols and processes which were designed for collecting the data. A pilot group includes 25-100 individuals (Cooper & Schindler, 2013). Zikmund et al. (2009) stated that a pilot study project is a small-scale project that gathers respondents' data in a similar manner to the final survey to be administered. It acts as a guide to the main study and helps in examining particular aspects of research for determining if the selected processes run as desired. Pilot studies are vital for appraising survey questions and decreasing the risk that the main survey is flawed.

The clarity of each question was improved by the pilot test in this work. Here, the author chose 40 individuals for the pilot study. Out of 60 pilot surveys sent out, 47 were returned,

and 41 of these included valid and complete data. These 41 subjects were employees of the private oil and gas industry in Kuwait.

3.19.7.1 Adjustments Made After the Return of Pilot Study Surveys:

- Changes in the definitions with new synonyms so that the survey can be clearer for Arabic readers.
- Restructuring and presenting the longest questions at the beginning of the surveys
- Changes on the font size and type.
- Pilot study were conducted using a physical printed copy of the survey, whereby in the actual data collection processes the researcher decided to use an online survey to avoid data lost and missing data.
- Online survey is more reliable.

3.20 STATISTICAL TOOLS AND APPROACH TO DATA ANALYSIS

In this study, the researcher used many statistical techniques and a concise discussion in order to evaluate and justify using each individual technique. The next chapter offers a thorough description of how the results were derived from the collected data. The data entry, correlation, data screening, descriptive analysis and factor analysis were carried out using SPSS software ver. 26.0. Thereafter, the measurement and structural models were designed with confirmatory factor analysis using the SEM technique, with the help of SMART PLS 3.0 software. The selection of this instrument will be justified in the next chapter of the thesis.

3.20.1 DATA PREPARATION FOR ANALYSIS

The data were derived using SPSS software ver. 26.0. SPSS software helps in entering and coding the data that is collected using survey questionnaires. Thereafter, the extent of the missing data is determined, and missing values are replaced using replacement processes. After the data has been entered, before analysis, the research instrument items are examined using SPSS ver. 26.0 software to determine the accuracy of the data entry process. This software also helped in checking for errors, replacing missing values, and determining outliers and straight lining (i.e., unengaged responses). Responses with high missing values and unengaged responses are excluded from the analysis since these cases would spoil the overall results. The findings and treatments to be used for these issues are presented in the next chapter.

3.20.2 DESCRIPTIVE ANALYSIS

For the current research, a descriptive analysis will include the demographics and profile of the respondents to be described in thoroughly in chapter 4. Description of mean and standard deviation of the measures of the central tendency and dispersion are also presented and discussed using the same SPSS Version 26.0. Normality will be tested and described through skewness and kurtosis tests. In addition, the response rate will be elaborated upon and discussed in chapter 4.

3.20.3 INFERENCE ANALYSIS

Inferential analysis is carried out to make inferences and predictions about the study population using the data that was collected from the sample population. SMARTPLS 3.0 software was used for testing and analysing the hypotheses and the causal relationships between the constructs in the research model. This technique was considered appropriate for the current research as it allowed the researcher to answer questions which included the multiple regression analysis of the constructs amongst one measured dependent variable and the set of measured independent variables (Ullman, 2006). Finally, the researcher tested the Construct Reliability, Convergent Validity and the Discriminant Validity of the data.

- *First-Generation Techniques vs. Second-Generation Techniques:*

Hair et al. (2013) stated that many first-generation processes (Table 3.13) have been applied by researchers in the field of social science. Nevertheless, in the past 20 years, several scholars have focused on second-generation methods for overcoming the limitations of first-generation processes. The second generation-process, called Structural Equation Modelling (SEM), allowed scholars to integrate unobservable variables which were indirectly measured using indicator variables. These methods also estimated measurements errors noted in observed variables (Chin, 1998b).

Two types of SEM techniques have been described. The Covariance-Based SEM (CB-SEM) technique is employed for confirming (or rejecting) theories (using a set of systematic relationships occurring between multiple variables which empirically could be verified). On the other hand, PLS-SEM is employed for creating theories in exploratory studies (Hair et al., 2013). SMARTPLS 3.0 software is used for the two SEM techniques.

Table 3.13:

First-Generation Technique Versus Second-Generation Technique

	Primarily exploratory	Primarily confirmatory
First-Generation Technique	Exploratory factor analysis (EFA) Cluster analysis Multidimensional scaling	Analysis of variance Multiple regression Logistic regression Correspondence analysis
Second-Generation Technique	PLS-SEM	CB-SEM, Including Confirmatory factor analysis (CFA)

Source: (Hair et al., 2013)

In this study, the researcher used first- and second-generation techniques. Second-generation SEM techniques were primarily used for model assessment since first-generation methods (i.e., traditional processes) could not assess or correct measurement errors. Traditional methods used only the observed variables, whereas second-generation techniques used the observed and unobserved (latent) variables. SEM could test the complete model (Hair et al., 2013). Additionally, SEM analysed the first and second-order constructs in a structural model. It also included a mediating variable and analysed its effect (Awang, 2014). As the present study includes two second-order constructs and a moderating variable, SEM was regarded as the best technique for assessing the model.

- ***Covariance-Based SEM (CB-SEM) vs. Variance-Based SEM (VB-SEM):***

Two SEM techniques are described in the literature. Covariance-Based SEM (CB-SEM) was used for confirming (or rejecting) theories, while PLS-SEM (called Variance-Based SEM, VB-SEM) was used for developing theories in exploratory research. Table 3.14 presents a comparison of these approaches.

With regards to the epistemic correlation between the latent variables and all measures, CB-SEM measures reflective indicators. It also supports the formative model. However, VB-SEM is modelled in the reflective or formative model. CB-SEM is used only for normally distributed data, while VB-SEM can be used if the data is not typically circulated. In the case of the CB-SEM technique, the minimum recommendation for the sample size ranged between 200 and 800 subjects, whereas, for VB-SEM, the minimal sample size ranged between 30 and 100 cases (Lowry & Gaskin, 2014). Some studies have indicated that the discrepancy between VB-SEM and the CB-SEM has been decreasing (Reinartz et al., 2009). Results derived using VB-SEM and CB-SEM do not show much difference. In conclusion, both of these techniques can overcome the limitations shown by the other (Hair et al., 2013).

Table 3.14:
Covariance-based SEM (CB-SEM) versus Variance-based SEM (VB-SEM)

	VB-SEM	CB-SEM
Goal	Develop theories in exploratory research.	Confirm (or reject) existing hypotheses and theories.
Epistemic relationship between latent variables and its measures	Can be modelled in either formative or reflective models.	Typically, only with reflective indicators. However, the formative mode is also supported.
Model complexity	Large complexity (e.g., 100 constructs and 1,000 indicators).	Small to moderate complexity (e.g., less than 100 indicators).
Sample size	Minimal recommendations range from 30 to 100 cases.	Minimal recommendations range from 200 to 800.

Includes more than 40-50 variables	Preferable.	Sometimes unreliable.
Nonnormal distribution	Preferable.	Should not be used.

Source: Lowry & Gaskin (2014); Hair et al. (2013); Hair, Ringle, & Sarstedt (2011).

3.21 FINDINGS AND ANALYSIS OF THE PILOT STUDY

The pilot testing should select samples from the sample population and replicate the procedures and practices for data collection, and the size of the pilot sample will vary from 25 to 100 subjects (Cooper & Schindler, 2013). According to Zikmund et al., (2009), a limited research experiment is considered as a pilot study that gathers data from respondents close to the data to be used in the study. To see whether the chosen methods will ultimately work as intended, it may serve as a reference for a wider analysis or investigate particular aspects of the research. Pilot studies are valuable for refining survey questions and that the likelihood that the final analysis would be flawed.

The level of clarification in each question can be explained through the pilot test process. This research selected 40 people as a sample size, which is enough for a pilot test. Out of the 60 surveys sent out in the pilot, 47 surveys were returned, and 41 with complete and valid data. The forty-one subjects in the pilot test sample were employees within the private oil and gas industry in Kuwait. In this Chapter, the researcher used SPSS ver. 26.0 software for analysing the data presented.

3.21.1 MEASURES OF CENTRAL TENDENCY AND DISPERSION

This part outlines a commentary on the findings of the descriptive analysis. By focusing on the individual elements of all the structures and offering explanations, points of

argument may be created for a better understanding of the consequences. In order to evaluate the degree of awareness, the rule of thumb advised by Pallant (2013) is, if the instrument's ranking is on the five Likert scale, it is possible to split the level of consensus between respondents into three groups where a mean score between 0 and 2.33 suggests a low value or level of interpretation. A mean score of 2.34-3.66 suggests a modest level of perception, while a high level of perception is demonstrated by a mean score between 3.67 and 5.00.

3.21.1.1 Human Capital (HC)

Now, this chapter turns to the descriptive statistics for construct of Knowledge. In this study, the construct Human Capital contains three dimensions, namely Knowledge, Skills, and Attitude.

1) Knowledge (KN)

Table 3.15, shown shortly, provides the frequency, ratio, mean and standard deviations of each object determined by Knowledge across participants. A participant was asked to state his or her viewpoint on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

In general, the findings reveal that in the present sample, the average mean score of respondents for knowledge is 3.84 with a standard deviation of 1.05, suggesting that respondents acknowledged that an employee should understand what is appropriate for a new task, an employee can turn to best practises and implement them more to daily task,

an employee can use the internet at work to gain knowledge for the difficult task, without wasting so much time, an employee can gain valuable information from brainstorming sessions, an employee can look for information on tasks from multiple knowledge channels provided by the company, an employee can learn and use computer systems needed to execute tasks, and an employee is prepared to consider new knowledge and, if required, add it to his duties.

Table 3.15:
Mean and standard deviation of Knowledge (Pilot Study)

No.	Items	1	2	3	4	5	M	SD	Rank
		n %	n %	n %	n %	n %			
KN1	Employee can learn what is necessary for new task	2	3	1	22	13	4.00	1.049	2
		4.9	7.3	2.4	53.7	31.7			
KN2	Employee can refer to best practices and apply them to the task	2	2	6	21	10	3.85	1.014	4
		4.9	4.9	14.6	51.2	24.4			
KN3	Employee can use the Internet to obtain knowledge for the task	1	3	12	15	10	3.73	1.001	5
		2.4	7.3	29.3	36.6	24.4			
KN4	Employee obtain useful information from brainstorming meetings without spending too much time	3	2	10	17	9	3.66	1.109	6
		7.3	4.9	24.4	41.5	22			
KN5	Employee can search for information for tasks from various knowledge sources administered by the organisation	2	4	12	17	6	3.51	1.028	7
		4.9	9.8	29.3	41.5	14.6			
KN6	Employee can understand computer programs needed to perform tasks and use them well	2	2	5	17	15	4.00	1.072	2
		4.9	4.9	12.2	41.5	36.6			
KN7	Employee is ready to accept new knowledge and apply it to his tasks when necessary	2	2	3	15	19	4.15	1.085	1
		4.9	4.9	7.3	36.6	46.3			
Total							3.84	1.05	

Source: Survey

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

2) Skills (SK)

Table 3.16, shown shortly, presents the frequency, ratio, mean and standard deviation of each variable that tests participant skills are provided. A respondent is required to state his or her viewpoint on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

In general, the findings show the average mean for Skills of the respondents in the present study is 3.84 with a standard deviation of 1.08, which suggests that the respondents accept that an employee should alter decisions based on fresh knowledge, that the workers supports the thinking and viewpoints of those in the team, that an employee can recognise possible problems readily, and that an employee voluntarily detects potential problems, An employee accepts differences of opinion, an employee is successful in performing his duty, and an employee is capable to do the task well.

Table 3.16:
Mean and standard deviation of Skills (Pilot Study)

No.	Items	1	2	3	4	5	M	SD	Rank
		n %	n %	n %	n %	n %			
SK1	Employee is able to change decisions based upon new information	3	1	2	28	7	3.85	0.989	3
		7.3	2.4	4.9	68.3	17.1			
SK2	Employee respects the thoughts and opinions of others in the team	2	3	8	14	14	3.85	1.131	3
		4.9	7.3	19.5	34.1	34.1			
SK3	Employee can identify potential problems readily	1	3	15	13	9	3.63	0.994	7
		2.4	7.3	36.6	31.7	22			
SK4	Employee willingly contribute solutions to resolve problems	3	1	8	12	17	3.95	1.182	2
		7.3	2.4	19.5	29.3	41.5			
SK5	Employee recognize conflict	1	3	12	13	12	3.78	1.037	6
		2.4	7.3	29.3	31.7	29.3			
SK6	Employee is effective in doing his work	1	3	10	14	13	3.85	1.038	3
		2.4	7.3	24.4	34.1	31.7			
SK7	Employee is qualified to do the job well	3	1	7	13	17	3.98	1.172	1

		7.3	2.4	17.1	31.7	41.5			
	Total						3.84	1.08	

Source: Survey

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

3) Attitude (ATT)

Table 3.17, shown shortly, the frequency, percentage, mean and standard deviation of each variable that measures attitude among respondents are displayed. The respondents are required to state his or her opinion on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

In addition, the findings show the mean score of the total respondents for Attitude in the present research is 3.55 with a standard deviation of 1.02, showing that the participants agreed that their co-workers appreciate my work contributions, they receive appreciation from their supervisor when they perform tasks perfectly, their supervisor communicates the importance of valuing diversity, their supervisor encourages their career growth and development, their pay is fair for the work they do, their job description accurately describes their duties, and they receive the professional development they need to succeed at their job.

Table 3.17:

Mean and standard deviation of Attitude (Pilot Study)

No.	Items	1	2	3	4	5	M	SD	Rank
		n	n	n	n	n			
		%	%	%	%	%			
ATT1	My co-workers appreciate my work contributions	0	6	8	21	6	3.66	0.911	3
		0	14.6	19.5	51.2	14.6			
ATT2	I receive recognition from my supervisor when I do a good job	4	0	7	21	9	3.76	1.113	1
		9.8	0	17.1	51.2	22			

ATT3	My supervisor communicates the importance of valuing diversity	2	2	19	15	3	3.37	0.888	6
		4.9	4.9	46.3	36.6	7.3			
ATT4	My supervisor encourages my career growth and development	2	2	16	14	7	3.54	1.002	5
		4.9	4.9	39	34.1	17.1			
ATT5	My pay is fair for the work I do	3	6	17	10	5	3.20	1.077	7
		7.3	14.6	41.5	24.4	12.2			
ATT6	My job description accurately describes my duties	2	3	12	14	10	3.66	1.087	3
		4.9	7.3	29.3	34.1	24.4			
ATT7	I get the professional development I need to succeed at my job	2	4	7	19	9	3.71	1.078	2
		4.9	9.8	17.1	46.3	22			
	Total						3.55	1.02	

Source: Survey

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

3.21.1.2 Power Distance (PD)

Table 3.18, shown shortly, the frequency, ratio, mean and standard deviation of each object that evaluates the power distance amongst participants is provided. Participants were asked to state his or her opinion on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

In general, the findings show that in the present study, the average mean score of respondents for Power distance is 2.16 with a standard deviation of 1.22, meaning that participants do not agree that managers make most decisions without considering employees, supervisors should not ask subordinates for guidance, because they might seem less efficient, and decision-making power should remain in the company of top management and not be assigned to lower-level personnel.

Table 3.18:

Mean and standard deviation of Power Distance (Pilot Study)

No.	Items	1	2	3	4	5	M	SD	Rank
		<i>n</i> %	<i>n</i> %	<i>n</i> %	<i>n</i> %	<i>n</i> %			
PD1	Managers should make most decisions without consulting subordinates	18	8	7	5	3	2.20	1.327	1
		43.9	19.5	17.1	12.2	7.3			
PD2	Managers should not ask subordinates for advice, because they might appear less powerful	16	8	11	6	0	2.17	1.116	2
		39	19.5	26.8	14.6	0			
PD3	Decision-making power should stay with top management in the organisation and not delegate to lower level employees	16	14	3	6	2	2.12	1.229	3
		39	34.1	7.3	14.6	4.9			
Total							2.16	1.22	

Source: Survey

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

3.21.1.3 ORGANISATIONAL PERFORMANCE (OP)

In this study, the construct organisational performance contains four dimensions, namely Financial Performance, Internal Processes, Customer/Stakeholder, and Learning and Growth.

1) Financial Performance (FP)

Table 3.19 presents each item of frequency, percentage, mean and standard deviation that measure the Financial Performance among participants. A participant was asked to state his or her opinion on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

In general, the findings show that the average Financial Performance score of the total participants in the present study is 3.39 with a standard deviation of 1.02, implying that the participants accepted that it reflects the financial aspect for one of the most relevant senior

management performance goals, the budget of the organisation is adequate to accomplish its plan. It indicated there is agreement that funding limited the capacity of the department to offer more resources and better quality, the financial performance of its position in customer satisfaction and the accomplishment of the company's strategic objectives, the company attempted to gain international financing for the company's programmes subparagraph (proficiency, improve efficiency, competitiveness), evaluate the current side of its programmes, and provide a financial aspect of its programmes as well as contributing in future funding and focusing on the company's performance, the company is working to determine the effect of fiscal expenditure in various fields.

Table 3.19:
Mean and standard deviation of Financial Performance (Pilot Study)

No.	Items	1	2	3	4	5	M	SD	Rank
		n %	n %	n %	n %	n %			
FP1	Represents the financial side in one of the most important priorities of the performance of senior management.	0	5	7	26	3	3.66	0.794	1
		0	12.2	17.1	63.4	7.3			
FP2	Company's budget is enough to accomplish its strategy.	4	5	9	20	3	3.32	1.105	5
		9.8	12.2	22	48.8	7.3			
FP3	No problem in financing the work of the company and various programs.	1	8	17	10	5	3.24	0.994	7
		2.4	19.5	41.5	24.4	12.2			
FP4	Funding limits the department's ability to provide more services, higher quality.	3	3	15	15	5	3.39	1.046	3
		7.3	7.3	36.6	36.6	12.2			
FP5	The financial performance of his role in public satisfaction and achieving the strategic objectives of the company	4	3	14	17	3	3.29	1.055	6
		9.8	7.3	34.1	41.5	7.3			
FP6	The company was trying to secure international funding for programs company subparagraph (proficiency, enhance productivity, competitiveness)	4	3	16	15	3	3.24	1.044	7
		9.8	7.3	39	36.6	7.3			
FP7	To assess the financial side of our programs; have a role in future funding and reflected on the performance of the company.	1	6	15	15	4	3.37	0.942	4
		2.4	14.6	36.6	36.6	9.8			
FP8	The company is working to assess the impact of fiscal spending in different areas.	3	2	12	17	7	3.56	1.074	2
		7.3	4.9	29.3	41.5	17.1			
	Total						3.39	1.02	

Source: Survey

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

2) Internal Processes (IP)

Table 3.20 displays the frequency, ratio, mean and standard deviations of each variable that quantify internal processes within participants. A participant was asked to state his or her opinion on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Obviously, the findings show that the total average score for internal processes in the current sample was 3.44, with a standard deviation of 1.01, meaning that the participants accepted that internal process planning, organisation, guidance and control processes had a direct effect on the success of the strategy, the internal operations concentrate on translating internal goals into practise, the company's satisfactory performance is due to the decisions and applications of top management, the internal operating processes concentrate on the quality of the services delivered to the public, the internal operating processes concentrate on human resources and capacity growth, internal operations concentrate on leadership development and new approaches, internal operating processes shall create a hierarchical framework to define the activities of the enterprise, internal operations shall build means of communication to promote the transmission of knowledge, internal operating processes shall be integrated with other facets of institutional efficiency, a comprehensive financial management mechanism shall be in effect, cash flow shall be active, to some extent, decentralisation (de-concentration) is accomplished, core managerial and financial roles have been moved to the division level, business divisions are largely autonomous in preparing and implementing the strategies, and the corporate culture is being transformed - the way the workforce and organisation as a whole operates and feels.

Table 3.20:
Mean and standard deviation of Internal Processes (Pilot Study)

No.	Items	1	2	3	4	5	M	SD	Rank
		n %	n %	n %	n %	n %			
IP1	The internal processes of planning, organizing, directing and controlling have directly impacted the performance of the strategy	2	3	6	24	6	3.71	0.981	1
		4.9	7.3	14.6	58.5	14.6			
IP2	The internal operations focus on transforming internal goals into reality	2	3	9	23	4	3.59	0.948	3
		4.9	7.3	22	56.1	9.8			
IP3	Satisfactory performance of the company is due to top management's decisions and their applications	2	5	12	20	2	3.37	0.942	10
		4.9	12.2	29.3	48.8	4.9			
IP4	The internal operating processes focus on the quality of the services provided to the public	3	7	10	16	5	3.32	1.128	11
		7.3	17.1	24.4	39	12.2			
IP5	The internal operating processes focuses on human resources and capacity development	1	5	12	19	4	3.49	0.925	5
		2.4	12.2	29.3	46.3	9.8			
IP6	Internal operations focus on business leadership and modern methods	6	6	11	14	4	3.10	1.221	13
		14.6	14.6	26.8	34.1	9.8			
IP7	Internal operating processes established the organisational structure and describe the company's functions	0	7	11	20	3	3.46	0.869	6
		0	17.1	26.8	48.8	7.3			
IP8	Internal operations develop channels of communication to facilitate the transfer of information	2	5	9	13	12	3.68	1.171	2
		4.9	12.2	22	31.7	29.3			
IP9	Internal operating processes are integrated with the other aspects of institutional performance	2	5	10	22	2	3.41	0.948	9
		4.9	12.2	24.4	53.7	4.9			
IP10	Robust system of controlling financial operations is in place; cash flow is actively managed; financial manual exists, and duties are clearly segregated	4	5	12	15	5	3.29	1.146	12
		9.8	12.2	29.3	36.6	12.2			
IP11	Decentralization (de-concentration) is achieved to some degree, key managerial and financial functions have been transferred to the district level	2	5	12	16	6	3.46	1.051	6
		4.9	12.2	29.3	39	14.6			
IP12	Company departments are relatively independent in planning and executing of the plans	2	2	15	19	3	3.46	0.897	6
		4.9	4.9	36.6	46.3	7.3			
IP13	Organisational culture - the way the staff and organisation as a whole works and thinks - is being changed.	1	4	12	20	4	3.54	0.897	4
		2.4	9.8	29.3	48.8	9.8			
	Total						3.44	1.01	

Source: Survey

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

3) Customer/Stakeholder (CU)

Table 3.21 presents each item's frequency, ratio, mean and standard deviation measuring customer/stakeholder among participants. A participant was asked to state his or her opinion on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

In general, the findings show that the average mean score of the participants in the present study for Customer/Stakeholder is 3.36 with a standard deviation of 0.99, meaning that the participants agreed to that company's population (Customer/Stakeholder) is diverse economically and socially, the population's (Customer/Stakeholder) judgments on organisational performance is various due to their different backgrounds and views, and their company is concerned with the Customer/Stakeholder's opinions on its organisational performance. Moreover, this indicates that respondents' companies consider this a priority, their company is focused on fulfilling both quality and speed required by the Customer/Stakeholders, and the company has a reputation in its performance of its businesses and maintains a positive relationship with its (Customer/Stakeholder)'s. Finally, this indicates that the respondents feel that the company owns social corporate responsibility and environmental programs that satisfy the Customer/Stakeholders, the Company provides a customer services centre that offers its services in positive manner, and the company offers its audience a guide book that explains its projects and programs.

Table 3.21:
Mean and standard deviation of Customer/Stakeholder (Pilot Study)

No.	Items	1	2	3	4	5	M	SD	Rank
		n %	n %	n %	n %	n %			
CU1	The company's population (Customer/Stakeholder) is diverse economically and socially	4	3	6	25	3	3.49	1.075	1
		9.8	7.3	14.6	61	7.3			
CU2	The population's (Customer/Stakeholder) judgments on organisational performance is various due to their different backgrounds and views	0	6	13	19	3	3.46	0.840	3
		0	14.6	31.7	46.3	7.3			
CU3	My company is concerned with the Customer/Stakeholder's opinions on its organisational performance, and considers it a priority	3	8	14	11	5	3.17	1.116	7
		7.3	19.5	34.1	26.8	12.2			
CU4	My company is focused on fulfilling both quality and speed required by the Customer/Stakeholders	1	4	17	17	2	3.37	0.829	5
		2.4	9.8	41.5	41.5	4.9			
CU5	The company has a reputation in its performance of its businesses and maintains a positive relationship with its Customer/Stakeholders	2	5	11	18	5	3.46	1.027	2
		4.9	12.2	26.8	43.9	12.2			
CU6	The company owns social cooperate responsibility and environmental programs that satisfy the Customer/Stakeholders	2	4	14	16	5	3.44	1.001	4
		4.9	9.8	34.1	39	12.2			
CU7	The Company provides a customer services centre that offers its services in a positive manner	5	4	11	18	3	3.24	1.135	6
		12.2	9.8	26.8	43.9	7.3			
CU8	The company offers its audience a guidebook that explains its projects and programs	4	6	13	16	2	3.15	1.062	8
		9.8	14.6	31.7	39	4.9			
Total							3.36	0.99	

Source: Survey

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

4) Learning and Growth (LG)

Table 3.22 provides frequency, percentage, mean and standard deviation of each item measuring learning and growth among participants. A participant was asked to state his or her opinion on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The findings typically show that the mean Learning and Growth score of the survey participants in the present study is 3.35 with a standard deviation of 0.99, showing that

participants agreed that the organisation wants to see what is emerging in the market environment and adapt it to their business, and, besides growth and education focuses on the department's ability to adapt to changing circumstances. Moreover, this indicates that the company spoke of means and methods to provide services, in order to take advantage of its resources, the organisation aims to promote the use of emerging technologies, and the company depends on scientific research foundations to address problems. It also indicates that respondents feel that the organisation emphasizes on the development and performance of human capital, involves the growth side and motivates people to evaluate their performance, the company is engaged in designing strategic development strategies and programmes and optimising practices, the organisation is involved with comparative references to exceptional performance measurement, and the company focuses on what you should do to improve their capabilities relating to operating procedure, which is the engine of the financial side, and in relation to the public.

Table 3.22:
Mean and standard deviation of Learning and Growth (Pilot Study)

No.	Items	1	2	3	4	5	M	SD	Rank
		n %	n %	n %	n %	n %			
LG1	Company seeks to see what is new in the business world and apply it to their work	1 2.4	4 9.8	14 34.1	20 48.8	2 4.9	3.44	0.838	7
LG2	Besides growth and education, company focuses on the department's ability to adapt to changing circumstances	3 7.3	3 7.3	9 22	24 58.5	2 4.9	3.46	0.977	5
LG3	The company spoke of means and methods to provide services	0 0	5 12.2	14 34.1	19 46.3	3 7.3	3.49	0.810	3
LG4	The company is trying to facilitate the use of new technology to take advantage of its services	3 7.3	3 7.3	18 43.9	11 26.8	6 14.6	3.34	1.063	8
LG5	The company is based on foundations of scientific research to solve problems	6 14.6	13 31.7	8 19.5	12 29.3	2 4.9	2.78	1.173	1
LG6	The company focuses on human resource development and performance	3 7.3	5 12.2	10 24.4	15 36.6	8 19.5	3.49	1.165	3
LG7		2 5	7 16.7	12 28.6	18 43.6	2 4.5	3.27	0.975	10

	Includes the growth side and motivates individuals to assess their performance	4.9	17.1	29.3	43.9	4.9			
LG8	The company is interested in developing plans and projects for the development of its business and streamlining procedures	4	5	11	17	4	3.29	1.123	9
LG9	The company is concerned with comparative references to outstanding performance measurement	9.8	12.2	26.8	41.5	9.8			
		1	3	15	17	5	3.54	0.897	2
LG10	The company focuses on what one should do to improve their capabilities relating to operating procedure which is the engine of the financial side and by the public	2.4	7.3	36.6	41.5	12.2			
		1	3	18	14	5	3.46	0.897	5
		2.4	7.3	43.9	34.1	12.2			
	Total						3.35	0.99	

Source: Survey

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

3.21.2 CONSTRUCT RELIABILITY USING CRONBACH'S ALPHA

The reliability of any measurement is based on the validity and consistency of the value. Awang (2014) defined reliability as the level to which any measurement model can measure latent constructs. The reliability assessment for any measurement model depended on the:

- Internal reliability: Internal reliability occurs when the value of Cronbach's Alpha is ≥ 0.7 (Nunnally & Bernstein, 1994). The Cronbach's alpha was seen to be an effective reliability coefficient which showed the positive correlation between the items in a single set. This value is based on the mean intercorrelation between the similar items (Sekaran & Bougie, 2012). However, due to the limitations of the Cronbach's alpha value, the use of composite reliability was suggested for measuring internal consistency reliability (Hair, Hult, Ringle, & Sarstedt, 2017).

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Table 3.23, 3.24, 3.25, set out below, present all Cronbach's alpha values of >0.7 and these then show that construct reliability was fulfilled, indicating stability and consistency in the proposed model.

Table 3.23:

Internal consistency of the construct Human Capital (Pilot Study)

	<i>Item</i>	<i>Cronbach's Alpha if Item Deleted</i>	<i>Cronbach 's alpha</i>
<i>Knowledge (KN)</i>	KN1	0.908	0.929
	KN2	0.909	
	KN3	0.929	
	KN4	0.928	
	KN5	0.928	
	KN6	0.910	
	KN7	0.912	
<i>Skills (SK)</i>	SK1	0.865	0.897
	SK2	0.879	
	SK3	0.896	
	SK4	0.877	
	SK5	0.889	
	SK6	0.893	
	SK7	0.873	
<i>Attitude (ATT)</i>	ATT1	0.893	0.883
	ATT2	0.845	
	ATT3	0.869	
	ATT4	0.866	
	ATT5	0.882	
	ATT6	0.855	
	ATT7	0.845	

Table 3.24:

Internal consistency of the construct Power Distance (Pilot Study)

	<i>m</i>	<i>Ite</i>	<i>Cronbach's Alpha if Item Deleted</i>	<i>Cronbach 's alpha</i>
<i>Power Distance (PD)</i>		PD	0.737	0.882
	1	PD	0.940	
	2	PD	0.782	
	3	PD	0.782	

Table 3.25:

Internal consistency of the construct Organisational Performance (Pilot Study)

	<i>Item</i>	<i>Cronbach's Alpha if Item Deleted</i>	<i>Cronbach 's alpha</i>
<i>FINANCIAL PERFORMAN CE (FP)</i>	FP1	0.881	0.901
	FP2	0.877	
	FP3	0.896	
	FP4	0.893	
	FP5	0.896	
	FP6	0.886	
	FP7	0.891	
	FP8	0.885	
<i>INTERNAL PROCESSES (IP)</i>	IP1	0.909	0.916
	IP2	0.908	
	IP3	0.912	
	IP4	0.915	
	IP5	0.908	
	IP6	0.916	
	IP7	0.916	
	IP8	0.912	
	IP9	0.904	
	IP10	0.909	
	IP11	0.910	
	IP12	0.906	
	IP13	0.903	
<i>CUSTOMER/ TAKEHOLDE R (CU)</i>	CU1	0.843	0.872
	CU2	0.874	
	CU3	0.854	
	CU4	0.861	
	CU5	0.866	
	CU6	0.850	
	CU7	0.846	
	CU8	0.852	
<i>LEARNING AND GROWTH (LG)</i>	LG1	0.878	0.889
	LG2	0.865	
	LG3	0.882	
	LG4	0.882	
	LG5	0.893	
	LG6	0.883	
	LG7	0.874	
	LG8	0.881	
	LG9	0.867	
	LG10	0.880	

3.22 SUMMARY

In this chapter, the researcher has established the research methodology in detail. Furthermore, the researcher has presented the research approach, research design, data sampling and data collection techniques, along with the various instruments and validity measurement techniques. The researcher also ensured that the data was reliable after discussing the methodologies used and comparing them to earlier studies. SEM was seen to be the most important statistical technique for helping approximate all measurement errors noted for the unobservable variables. Moreover, the researcher has described main results of the initial analysis, also a demonstration of the initial findings based on the pilot study. This pilot study result will be developed in the future and involve deeper understanding of analytical and statistical methods and tool also a detailed description of findings.

CHAPTER FOUR: FINDING AND ANALYSIS

4.1 INTRODUCTION

Before starting the survey, the participants were asked to complete the consent question to participate in the survey of this study, by giving them a clear statement that “I recognise that my participation is voluntary; I may withdraw from the research at any time and I don't have to offer any excuses why I don't want to participate anymore.”, thus all participants have given their consent to do this survey voluntarily. Moreover, this chapter was divided into seven major parts for the evaluation of the findings. Initially, screening data which includes missing values, outliers, and suspicious response patterns. Secondly, descriptive statistics of constructs, normality test and response rate. Third and fourth, the issues pertaining to the multicollinearity and common method variance. Fifthly and sixthly, discuss the exploratory factor analysis and measurement model assessment. Seventhly, converse about structural model assessment which contains direct and moderation hypotheses testing.

Several mathematical techniques are taken up in the current study and brief discussions are expected to illustrate the function of the particular techniques. The next chapter, which explains how the findings are extracted from the data gathered for this research, would include a more detailed explanation. For the purpose of data entry, SPSS software Version 26.0 is used. Data screening, descriptive analysis, correlation, and factor analysis can be

performed using the same software following data entry. The calculation model and structural model, however, used the structural equation modelling-variance-based (SEM-VB) approach to evaluate the research method by partial least squares (PLS) model using the software of SMARTPLS 3.0 (Ringle, Wende, & Becker, 2015).

4.2 DATA SCREENING

After removing the non-Kuwaiti responses which were 68 cases out of 512 the remaining cases from Kuwaiti respondents who are employed in the private oil and gas sector, which are the sample of this study, started A variety of steps are taken to ensure the information is properly entered, free of missed values, to prepare the data for analysis called data screening in the SPSS statistical package, outliers and suspicious response.

4.2.1 MISSING DATA

In social science research, missing data is always a concern, since often initiatives use survey research to collect data. The observation is usually excluded from the data file until the volume of missed data on a questionnaire reaches 15 percent (Hair et al., 2013). First, the problems in the form of incomplete information will result in the statistical test's declining ability to create a relationship in a dataset, and second, the parameter calculations to establish biases (Hair, Black, Babin, & Anderson, 2010).

The missing data scope was analysed via SPSS and 42 cases were removed from preliminary examination because more than 15 percent of the questions were not answered by the respondents, which means that the amount of null data per observation exceeds 15% (Hair et al., 2013). Out of 444 total responses, 402 are usable responses.

Those data can then be subject to missing value processes (e.g., mean substitution) (Hair et al., 2010). When the number of missing values per indicator is comparatively small (i.e. less than 5% of missing values per indicator), a mean value substitution is recommended instead of a case-wise removal to handle missing values while operating SEM (Hair et al., 2013). The data screening results through SPSS revealed that there was a small amount of missing data (less than 5 per cent) which was substituted by the variable mean response for each measurement object (Median of nearby point – all).

4.2.2 OUTLIERS

Outliers point to results which have a single variable's unusual value (Tabachnick & Fidell, 2012). In addition, outliers can be characterised by their unique and distinctive features, such as high or low values on a variable or dipping at the outer distribution ranges (Hair et al., 2010).

In addition to analysing box-plots, each variable was tested for the standardised (z) score for outlier identification (Tabachnick & Fidell, 2012). Following Hair et al., (2010), A case is an outlier if it has a normal score of ± 4.0 or more. Any Z-score greater than 4 or less than -4 is thus regarded to be an outlier.

The findings showed that for certain objects, the standardised (z) scores for 17 cases were above ± 4 . These three instances were thus treated as outliers and removed from the analysis hereby. The available responses then decreased from 402 to 385.

4.2.3 SUSPICIOUS RESPONSE PATTERNS

Suspicious response or unengaged responses or for a high proportion of the questions, straight lining is where a respondent marks the same answer. For instance, if a 5-point scale is used to get responses and all 4s are the response pattern, then the respondent should be excluded from the dataset in most cases. Likewise, if a respondent picks only 4s or only 5s, then the respondent can be excluded in most situations (Hair et al., 2013).

Based on the above, 12 cases out of 385 remaining cases removed because of the suspicious response issue; 5 respondents selected 1s, three respondent selects only 3s, and two respondents selected only 4s. So, the result assessment can proceed analysing 373 respondents after the deletion of one case.

4.3 DESCRIPTIVE ANALYSIS

Once it is clear that there are no missing data, outliers and suspicious response issues in the data set, the descriptive phase of data analysis is presented. This section discusses the respondents' demographic profile, descriptive statistics of constructs, normality test and finally the response rate.

4.3.1 DEMOGRAPHIC PROFILE - FREQUENCY TABLES

In order to provide a summary of the data gathered, the respondents' information is presented using basic descriptive statistics such as frequencies and percentages. The frequency and percentage of the demographic characteristics of respondents in the survey sample are shown in Table 4.1. This indicates that 305 (81.8%) respondents are male while the rest 68 (18.2%) are female participants.

As for the age groups of the sample, 48.5% of them are between 30 - 39 years old, 37.8% of total respondents between 20 and 29 that includes 141 respondents from the sample used, 11.3% of total respondents between 40 and 49, 6.4% of total respondents are above 50 years, and 2.4% of total respondents are more than 50 years old.

With respect to the experience of the sample, 34.3% have experience between 6- 10 years. Moreover, 118 respondents have 11-15 years of experience and that represents 31.6%, respondents who have experience of working in the private oil and gas sector are 16-20 years are 43 respondents that represents 11.5%. Further, the employees who had experience 5 years or less are 4.2% that are 19 respondents.

In terms of education, 41.6% of respondents have a diploma. Furthermore, 32.4% of respondents hold an undergraduate degree certificate, 6.4% of respondents have a postgraduate degree, while 19.6% of respondents have a high school degree.

Moreover, respondents who indicated that they have employees who reports to them are 33.8% these could be supervisors or at any level of the management. While 66.2% have reported that no other employee is reporting to them.

Table 4.1:
Summary of Demographic Profile of Respondents

Demographic Item	Categories	Frequency	Percentage
Gender	1. Male	305	81.8
	2. Female	68	18.2
Age	1. 20-29 Years old	141	37.8
	2. 30-39 Years old	181	48.5
	3. 40-49 Years old	42	11.3
	4 More than 50 Years old	9	2.4
Experience	1. 5 or below	70	18.8
	2. 6 - 10 Years of experience	128	34.3
	3. 11 - 15 Years of experience	118	31.6
	4. 16 - 20 Years of experience	43	11.5
	5. 20 or above Years of experience	14	3.8
Education Background	1. Primary School	0	0
	2. High School	73	19.6
	3. Diploma	155	41.6
	4. Undergraduate Degree	121	32.4
	5. Postgraduate Degree	24	6.4
Have People Reporting to him/her	1. Yes	126	33.8
	2. No	247	66.2
Total		373	100

Moreover, in figure 4.1, the distribution of respondents is seen in term of age that shows the majority of respondents are men as they represent 81.8% (see table 4.2) of all respondents. That also gives an insight that Kuwaiti men who are employed at the private oil and gas sector in Kuwait are more than women with a significance difference.

Table 4.2:
Frequency Table for Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	305	81.8	81.8	81.8
	Female	68	18.2	18.2	100.0
	Total	373	100.0	100.0	

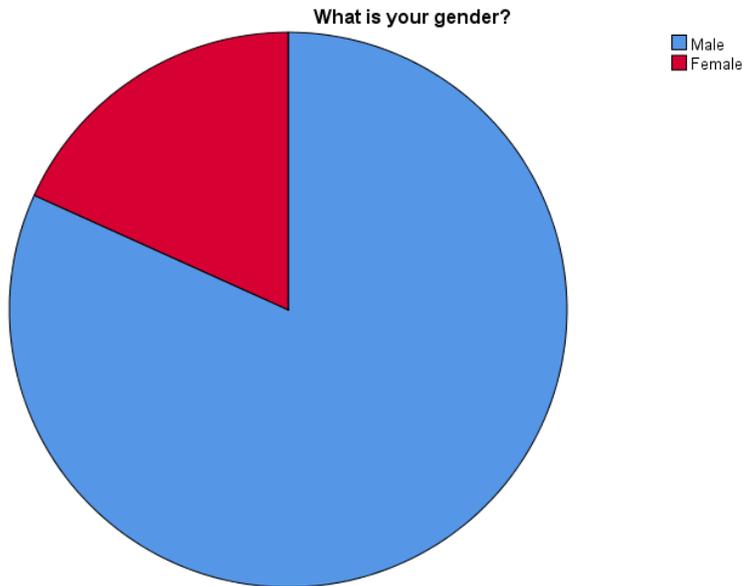


Figure 4.1: Gender distribution of the Respondents

Furthermore, Age of the respondents of the survey mostly falls under the age group between 20 and 49 (see table 4.3), that shows that most of the manpower of these companies are in their youth and manhood. This also gives an insight that Kuwaiti manpower in general falls in this age groups which make Kuwait a young nation. On the other hand, only 2.4% of the respondents are aged 50 and above, these would be the experts who work for longer years.

Table 4.3:
Frequency Table for Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 Years old	141	37.8	37.8	37.8
	30-39 Years old	181	48.5	48.5	86.3
	40-49 Years old	42	11.3	11.3	97.6
	> 50 Years old	9	2.4	2.4	100.0
	Total	373	100.0	100.0	

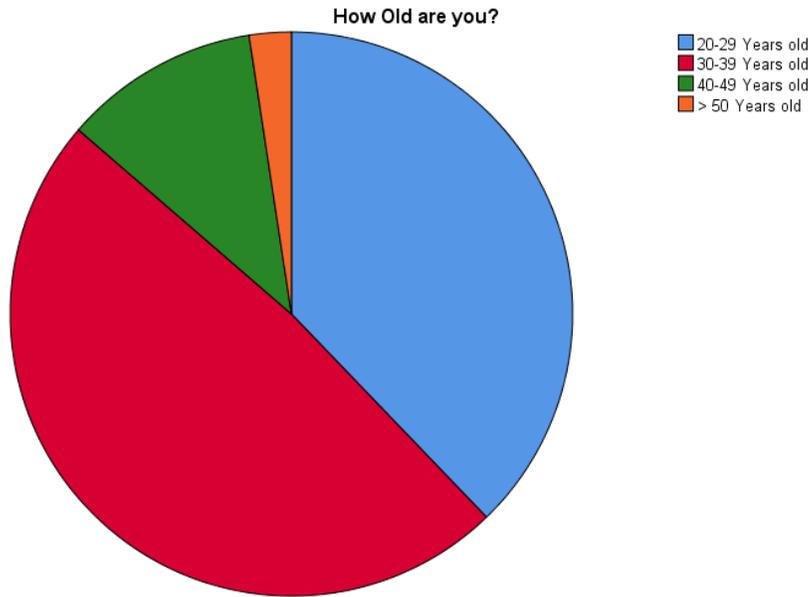


Figure 4.2: Age Distribution of the Respondents

As this study targets those Kuwaiti workers in the private oil and gas industry, it shows all respondents who are used for the primary data analysis are all Kuwaiti (373 respondents (see table 4.4)) 100% after excluding the non-Kuwaiti respondents.

Table 4.4:
Frequency Table for Kuwaiti Citizenship

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	373	100.0	100.0	100.0

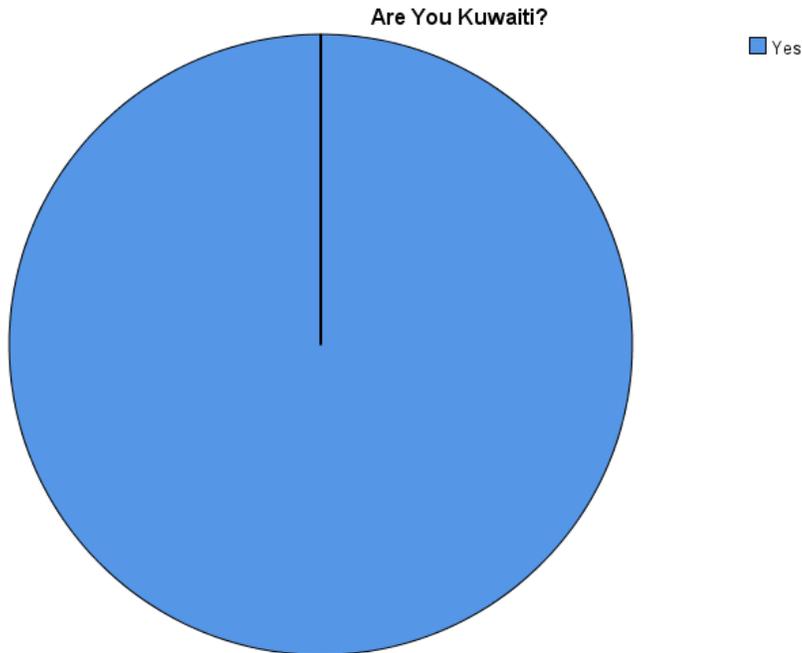


Figure 4.3: Kuwaiti Citizenship Distribution of the Respondents

Furthermore, Table 4.5 and figure 4.4 explain the distribution of the respondents in term of years of experience. Most of the participants are expert in the oil and gas industry as they have between 11- 20 years of experience in this field. While only 70 respondents (18.8%) have less than 5 years of experience which can be good for the company to have new blood and to improve their skills through exposing them to the experts that they already have but they won't stay forever. In figure 4.4 you can see that the yellow color represents the respondents who possess 20 years of experience or more.

Table 4.5:
Frequency Table for Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 or below	70	18.8	18.8	18.8
	6 - 10 Years of experience	128	34.3	34.3	53.1
	11 - 15 Years of experience	118	31.6	31.6	84.7
	16 - 20 Years of experience	43	11.5	11.5	96.2
	20 or above Years of experience	14	3.8	3.8	100.0
	Total	373	100.0	100.0	

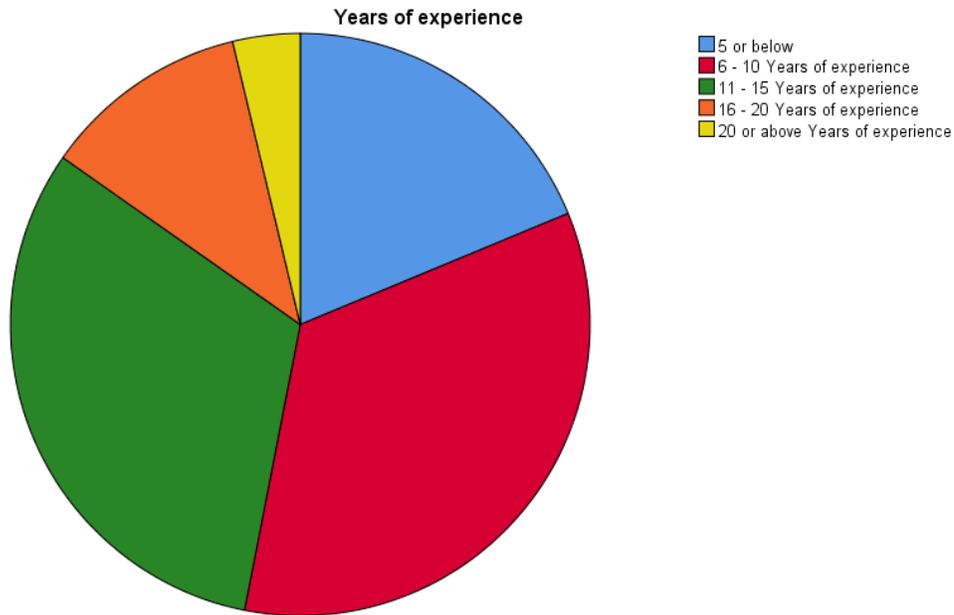


Figure 4.4: Years of Experience Distribution of the Respondents

Additionally, Table 4.6 and figure 4.5 explain the distribution of the respondents in term of education. Majority of the participants holding diploma degree or undergraduate degree as they are technical workers and engineers at the gas and oil sites, these numbers in the table below says that most of the workers are technical not office workers in these private oil and gas sector. While 6.4% of the respondents hold a post-graduate degree and these are the managerial level in these companies and senior engineers. Moreover, Higher education in Figure 1.1: Stage of Development in Kuwait, higher education and training is one of the lowest ranks of the 12 pillars, and this could be an inhibitor of innovation at the same pillars. If they can have more postgraduates this could improve the innovation level in the country as a whole.

Table 4.6:
Frequency Table for Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	73	19.6	19.6	19.6
	Diploma	155	41.6	41.6	61.1
	Undergraduate Degree	121	32.4	32.4	93.6
	Postgraduate Degrees	24	6.4	6.4	100.0
	Total	373	100.0	100.0	

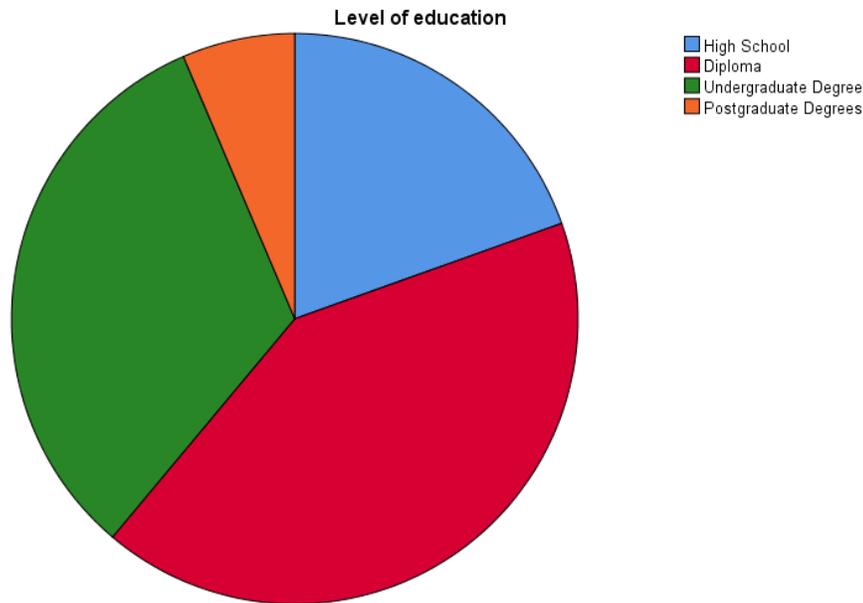


Figure 4.5: Level of education of the Respondents

Finally, table 4.7 and figure 4.6 show that respondents have people reporting to them represents 33.8% of the total respondents that is 126 respondents, while 247 said that no one reports to them. The 33.8 percent can be managers, supervisors, engineers, senior engineers. While the respondents who are not being reported to are the technical and office work and these are the ones who reports to superiors.

Table 4.7:
Frequency Table for Reporting to the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	126	33.8	33.8	33.8
	NO	247	66.2	66.2	100.0
	Total	373	100.0	100.0	

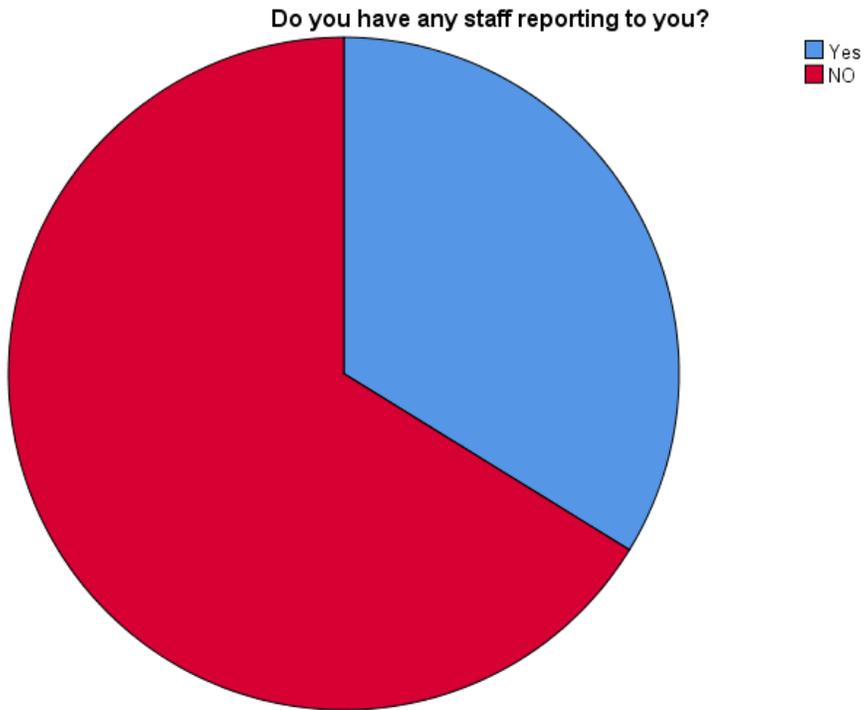


Figure 4.6: Reporting Distribution of the Respondents

4.3.2 MEASURES OF CENTRAL TENDENCY AND DISPERSION

A commentary on the result of the descriptive analysis is given in this section. For a better understanding of its consequences, points of discussion can be developed by looking at the individual item of all the five constructs and presenting its interpretation. To evaluate the degree of awareness proposed by Pallant, (2013), If the instrument's rating is on the five Likert scale, it is possible to split the degree of uniformity among respondents into three groups where the mean score between 0 and 2.33 indicates a low perception value or level, the mean score between 2.34 and 3.66 indicates a moderate perception level, while the mean score between 3.67 and 5.00 indicates a high perception level.

4.3.2.1 Knowledge (KN)

The frequency, percentage, mean and standard deviation of each item, measuring knowledge among participants, are displayed in Table 4.8. A participant was asked to state his or her opinion on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The findings in general show that the mean overall knowledge score of respondents is 4.58, with a standard deviation of 0.543 for the current sample, that respondents agreed with being able to learn what is appropriate for the new challenge and adapt the best practises to the new task, use the Internet to collect information to the work, gain relevant information from brainstorming sessions without wasting much time, look for tasks from different organisation-managed knowledge sources, learn and use computer software appropriate for the tasks and be ready to implement and apply new knowledge as necessary.

Table 4.8:
Mean and standard deviation of knowledge

No.	Items	1 n %	2 n %	3 n %	4 n %	5 n %	M	SD	Rank
KN1	I 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	I 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	I 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	I obtain useful information from brainstorming meetings without spending too much time I can learn what is necessary for new task	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 organisation	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			
KN7		0	0	4	155	214	4.56	0.518	5

	I'm ready to accept new knowledge and apply it to his tasks when necessary	0	0	1.1	41.6	57.4			
	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

4.3.2.2 Skills (SK)

Table 4.9 provides each item with a frequency, percentage, mean and standard deviation that measures participants' views on skills. The participants were requested to give their viewpoints, which is then measured on a five-point scale of 1 (strongly disagree) to 5 (strongly agree).

The findings generally indicate that the mean score for skills of the overall respondents in the current study is 4,525 with a standard deviation of 0.531, show that respondents agreed that they should alter decisions based on new facts, respect the thoughts and views of those in the team, quickly recognise future challenges, willingly contribute solutions to solving problems, recognize conflict, they are effective in doing their work, and qualified to do the job well.

Table 4.9:
Mean and standard deviation of skills

No.	Items	1 n %	2 n %	3 n %	4 n %	5 n %	M	SD	Rank
SK1	I'm 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	I respect 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	I 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	I 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		0	0	144	100	51	4.58	0.525	1
	I recognize conflict	0	0	35.4	24.6	12.5			
SK6		0	0	7	150	216	4.57	0.527	2
	I'm effective in doing my work	0	0	1.9	40.2	57.9			
SK7		0	0	4	157	212	4.56	0.534	3
	I'm qualified to do the job well	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

4.3.2.3 Attitude (ATT)

Table 4.10 provides the frequency, percentage, mean and standard deviation of each item, which measures attitude among participants. A participant was asked to state his or her opinion on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

In addition, the findings show that the mean attitude score of the total respondents in the current sample is 4.43 with a standard deviation of 0.717, showing 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 conveys the importance of diversity valuation, 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 4.10:
Mean and standard deviation of attitude

No.	Items	1	2	3	4	5	M	SD	Rank
		n	n	n	n	n			
		%	%	%	%	%			
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			
ATT6	My job description accurately describes my duties	2	6	15	157	193	4.43	0.698	4
		0.5	1.6	4.0	42.1	51.7			
ATT7	I get the professional development I need to succeed at my job	3	7	12	163	188	4.41	0.719	5
		0.8	1.9	3.2	43.7	50.4			
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

4.3.2.4 Power Distance (PD)

Table 4.11 provides the frequency, ratio, mean and standard deviation of each item, measuring the power differential among participants. A participant was asked to express his or her opinion which is then measured in a 5-point range from 1 (strongly disagree) to 5 (strongly agree).

The findings have shown that the mean power distance score of the overall respondents in the present research is 1.48 with a standard deviation of 0.77, signify that participants disagreed that managers should make most decisions which affect subordinates, managers should not ask subordinates for guidance, because they might seem less strong, decision-

making power should stay with top management in the organisation and not to delegate to lower-level personnel.

Table 4.11:
Mean and standard deviation of power distance

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

4.3.2.5 ORGANISATIONAL PERFORMANCE (OP)

In this study, the construct organisational performance contains four dimensions namely financial, customer, operation, and learning & growth.

5) Financial (FP)

Table 4.12 provides the frequency, ratio, mean and standard deviation of each item, measuring Financial among participants. A participant was asked to express his or her opinion which is then measured in a 5-point range from 1 (strongly disagree) to 5 (strongly agree).

Generally, the results indicate the overall respondents' mean score for Financial performance in the current study is 4.13 with a standard deviation of 0.70.

Table 4.12:
Mean and standard deviation of Financial

No.	Items	1	2	3	4	5	M	SD	Rank
		<i>n</i> %	<i>n</i> %	<i>n</i> %	<i>n</i> %	<i>n</i> %			
FP1	The financial side represents one of the most important priorities of the performance of senior management.	0	1	19	241	112	4.24	0.551	1
		0	0.3	5.1	64.6	30.0			
FP2	The company's budget is enough to accomplish its strategy	3	35	235	100	3	4.16	0.608	4
		0.8	9.4	63.0	26.8	0.8			
FP3	There is a complication in financing different operations and programs of the company	11	44	197	121	11	4.15	0.735	5
		2.9	11.8	52.8	32.4	2.9			
FP4	Financing limits the company's ability provide more services with better qualities	1	3	44	195	130	4.21	0.694	3
		0.3	0.8	11.8	52.3	34.9			
FP5	The financial performance has its role in public satisfaction and achievement in the strategic objectives of the company	1	3	37	204	128	4.22	0.672	2
		0.3	0.8	9.9	54.7	34.3			
FP6	Your company is seeking international funding to operate side programs such as (proficiency, enhance productivity, competitiveness)	26	10	46	186	105	3.90	1.064	8
		7.0	2.7	12.3	49.9	28.2			
FP7	Evaluating the company's financial aspect has an impact on its future funding and reflects in the company's performance	0	3	40	233	97	4.14	0.618	6
		0	0.8	10.7	62.5	26.0			
FP8	The company is working to assess the impact of fiscal spending in its different areas.	1	3	47	246	76	4.05	0.620	7
		0.3	0.8	12.6	66.0	20.4			
	Total						4.13	0.70	

Source: Survey

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

6) Internal Processes (IP)

Table 4.13 provides the frequency, ratio, mean and standard deviation of each item, measuring Customer among participants. A participant was asked to express his or her opinion which is then measured in a 5-point range from 1 (strongly disagree) to 5 (strongly agree).

In addition, the data show that the average mean score of participants in the present research for Internal Processes is 4.12, with a standard deviation of 0.63.

Table 4.13:
Mean and standard deviation of Customer

No.	Items	1	2	3	4	5	M	SD	Rank
		<i>n</i> %	<i>n</i> %	<i>n</i> %	<i>n</i> %	<i>n</i> %			
IP1	The internal processes of planning, organizing, directing and controlling is essential and has its role in implementing the company's strategy	2	2	25	247	97	4.17	0.608	1
		0.5	0.5	6.7	66.2	26.0			
IP2	The internal operations focuses on transforming internal goals into reality	2	2	36	251	82	4.10	0.615	10
		0.5	0.5	9.7	67.3	22.0			
IP3	The company's superb performance originates from senior management's decisions and implications	2	4	38	222	107	4.15	0.678	3
		0.5	1.1	10.2	59.5	28.7			
IP4	Managers are expected to focus on internal processes due to its importance on the company's performance	0	2	40	233	98	4.14	0.609	4
		0	0.5	10.7	62.5	26.3			
IP5	The company's internal operating processes focuses on the quality of the services provided to the public	1	4	41	224	103	4.14	0.660	5
		0.3	1.1	11.0	60.1	27.6			
IP6	The company's internal operating processes focuses on human resources and its capacity development	0	4	45	221	103	4.13	0.650	6
		0	1.1	12.1	59.2	27.6			
IP7	The company's internal operations focus on business leadership and modern methods	0	4	43	231	95	4.12	0.632	7
		0	1.1	11.5	61.9	25.5			
IP8	The company's performance is a reflection of its technological and knowledge level	0	3	37	231	102	4.16	0.617	2
		0	0.8	9.9	61.9	27.3			
IP9	The company's internal operations correlates to the financial aspect and reflects on the overall performance	0	3	46	227	97	4.12	0.634	8
		0	0.8	12.3	60.9	26.0			
IP10	The company's internal processes focus on modern creativity aspects in its operations	0	6	42	241	84	4.08	0.630	12
		0	1.6	11.3	64.6	22.5			
IP11	The company's internal processes concentrate on its organisation structure and its distribution of functions	0	4	39	238	92	4.12	0.617	9
		0	1.1	10.5	63.8	24.7			
IP12	Internal operations develop channels of communications to facilitate the transfer of information	0	3	42	246	82	4.09	0.598	11
		0	0.8	11.3	66.0	22.0			
IP13	Internal operating processes are integrated with the other aspects of institutional performance	0	4	39	254	76	4.08	0.588	13
		0	1.1	10.5	68.1	20.4			
	Total						4.12	0.63	

Source: Survey

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

7) Customer (CU)

Table 4.14 provides the frequency, ratio, mean and standard deviation of each item, measuring Operation among participants. A participant was asked to express his or her opinion which is then measured in a 5-point range from 1 (strongly disagree) to 5 (strongly agree).

In addition, the data show that the average mean score of participants in the present research for customer/stakeholder is 4.06, with a standard deviation of 0.70.

Table 4.14:
Mean and standard deviation of Operation

No.	Items	1	2	3	4	5	M	SD	Rank
		n	n	n	n	n			
		%	%	%	%	%			
CU1	The company's population (Customer/Stakeholder) diverse economically and socially	11	8	25	229	100	4.07	0.827	5
		2.9	2.1	6.7	61.4	26.8			
CU2	The population's (Customer/Stakeholder) judgments on organisational performance is various due to their different backgrounds and views	10	6	39	251	67	3.96	0.768	7
		2.7	1.6	10.5	67.3	18.0			
CU3	My company is concerned with the (Customer/Stakeholder)'s opinions on its organisational performance, and considers it a priority	1	5	33	225	109	4.17	0.657	1
		0.3	1.3	8.8	60.3	29.2			
CU4	My company is focused on fulfilling both quality and speed required by the (Customer/Stakeholder)'s	0	4	35	244	90	4.13	0.603	3
		0	1.1	9.4	65.4	24.1			
CU5	The company has a reputation in its performance of its businesses and maintains a positive relationship with its (Customer/Stakeholder)'s	0	5	33	234	101	4.16	0.624	2
		0	1.3	8.8	62.7	27.1			
CU6	The company owns social cooperate responsibility and environmental programs that satisfies the (Customer/Stakeholder)'s	1	5	41	224	102	4.13	0.668	4
		0.3	1.3	11.0	60.1	27.3			
CU7	The Company provides a customer services center that offers its services in positive manner	5	10	51	233	74	3.97	0.751	6
		1.3	2.7	13.7	62.5	19.8			
CU8	The company offers its audience a guidebook that explains its projects and programs	3	10	52	253	55	3.93	0.680	8
		0.8	2.7	13.9	67.8	14.7			
	Total						4.06	0.70	

Source: Survey

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

8) Learning & Growth (LG)

Table 4.15 provides the frequency, ratio, mean and standard deviation of each item, measuring Learning & Growth among participants. A participant was asked to express his or her opinion which is then measured in a 5-point range from 1 (strongly disagree) to 5 (strongly agree).

In addition, the data show that the average mean score of participants in the present research for Learning & Growth is 4.04, with a standard deviation of 0.72.

Table 4.15:
Mean and standard deviation of Learning & Growth

No.	Items	1	2	3	4	5	M	SD	Rank
		<i>n</i> %	<i>n</i> %	<i>n</i> %	<i>n</i> %	<i>n</i> %			
LG1	The Company seeks to analyse what is new in the business world and adapt it to its work	1 0.3	6 1.6	39 10.5	230 61.7	97 26.0	4.12	0.664	1
LG2	The Learning and growth aspect focuses on the company's ability to climatize with the changing circumstances	2 0.5	4 1.1	43 11.5	251 67.3	73 19.6	4.04	0.634	6
LG3	The company develops its means and methods in providing services	1 0.3	2 0.5	52 13.9	221 59.2	97 26.0	4.10	0.660	3
LG4	The company is trying to adapt new technology to ease the uses of its services.	1 0.3	6 1.6	50 13.4	206 55.2	110 29.5	4.12	0.710	2
LG5	The company depends on fundamental scientific researches to solve accruing business issues	7 1.9	15 4.0	63 16.9	207 55.5	81 21.7	3.91	0.843	10
LG6	The company focusses on Human resources management and development of its performance	1 0.3	7 1.9	57 15.3	200 53.6	108 29.0	4.09	0.731	4
LG7	The growth aspect of the company concentrates on the motivation of its individuals and their evaluation	2 0.5	5 1.3	54 14.5	226 60.6	86 23.1	4.04	0.690	7
LG8	The company is keen on applying plans and projects to develop its businesses and to simplify its procedures	2 0.5	8 2.1	48 12.9	223 59.8	92 24.7	4.06	0.712	5
LG9	The company is keen on its comparative references and outstanding performance measurements	5 1.3	10 2.7	61 16.4	216 57.9	81 21.7	3.96	0.780	8
LG10	The Company focusses on what is needed to develop its ability around (Internal processes) which is considered to be a building block towards the financial measurement and (Customer/Stakeholder)'s reviews	4 1.1	13 3.5	65 17.4	217 58.2	74 19.8	3.92	0.777	9
	Total						4.04	0.72	

Source: Survey

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

4.3.3 NORMALITY TEST

Although no standard input data is required for PLS (Hair et al., 2017), Table 4.16 demonstrates that the results from this study is usually-distributed. Normality is being used to characterise a symmetrical, bell-shaped curve, with smaller frequencies at the poles, and has the largest frequency of scores in the centre. Normality can be measured by skewedness and kurtosis values (Pallant, 2013).

As highlighted by George and Mallery (2013), If the obtained skewness value is below ± 2.0 cut-off limit, the arithmetic mean is a reasonable descriptor. Byrne (2010) set the cut-off point that is appropriate for kurtosis, which is less than 7. For all 63 items, Table 4.9 presents a description of the skewness and kurtosis values that show the normality of the variables. The normality of the 63 items was tested and no violation was shown by the results. Thus, all variables are classified as usually distributed in this study.

The result indicated that for all 63 items, the skew and kurtosis were set between ± 2 and ± 7 respectively. As such, it can be assumed that a normal distribution is well-modelled for the data set of all items. The skew varied between 2 and -1,625 and the kurtosis varied between 5.45 and -1.25.

Table 4.16:
Assessment of Normality of All Items

	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
KN1	-0.602	0.126	-0.200	0.252
KN2	-0.580	0.126	-0.184	0.252
KN3	-1.412	0.126	4.681	0.252
KN4	-1.341	0.126	2.521	0.252
KN5	-1.167	0.126	1.614	0.252
KN6	-1.444	0.126	4.167	0.252
KN7	-0.488	0.126	-1.230	0.252
SK1	-0.508	0.126	-0.240	0.252
SK2	-0.212	0.126	-1.257	0.252
SK3	-0.733	0.126	0.565	0.252
SK4	-0.678	0.126	-0.827	0.252
SK5	-0.607	0.126	-0.928	0.252
SK6	-0.616	0.126	-0.855	0.252
SK7	-0.465	0.126	-1.254	0.252
ATT1	-1.294	0.126	2.017	0.252
ATT2	-1.527	0.126	4.273	0.252
ATT3	-1.270	0.126	3.722	0.252
ATT4	-1.591	0.126	3.990	0.252
ATT5	-1.591	0.126	2.679	0.252
ATT6	-1.483	0.126	3.569	0.252
ATT7	-1.625	0.126	4.308	0.252
PD1	2.000	0.126	5.255	0.252
PD2	2.000	0.126	5.458	0.252
PD3	1.968	0.126	4.517	0.252
FP1	-0.048	0.126	0.193	0.252
FP2	-0.310	0.126	0.535	0.252
FP3	-0.688	0.126	0.481	0.252
FP4	-0.641	0.126	0.770	0.252
FP5	-0.666	0.126	1.131	0.252
FP6	-1.326	0.126	1.547	0.252
FP7	-0.300	0.126	0.411	0.252
FP8	-0.511	0.126	1.772	0.252
IP1	-0.821	0.126	3.722	0.252
IP2	-0.757	0.126	3.278	0.252
IP3	-0.814	0.126	2.204	0.252
IP4	-0.229	0.126	0.214	0.252
IP5	-0.606	0.126	1.381	0.252
IP6	-0.375	0.126	0.266	0.252
IP7	-0.355	0.126	0.479	0.252

IP8	-0.319	0.126	0.423	0.252
IP9	-0.295	0.126	0.208	0.252
IP10	-0.452	0.126	0.962	0.252
IP11	-0.356	0.126	0.700	0.252
IP12	-0.261	0.126	0.676	0.252
IP13	-0.335	0.126	1.130	0.252
CU1	-1.623	0.126	4.179	0.252
CU2	-1.582	0.126	4.591	0.252
CU3	-0.707	0.126	1.758	0.252
CU4	-0.356	0.126	0.924	0.252
CU5	-0.456	0.126	0.901	0.252
CU6	-0.643	0.126	1.428	0.252
CU7	-1.097	0.126	2.711	0.252
CU8	-1.046	0.126	2.981	0.252
LG1	-0.686	0.126	1.670	0.252
LG2	-0.800	0.126	2.966	0.252
LG3	-0.450	0.126	0.879	0.252
LG4	-0.631	0.126	0.853	0.252
LG5	-0.997	0.126	1.640	0.252
LG6	-0.599	0.126	0.604	0.252
LG7	-0.697	0.126	1.720	0.252
LG8	-0.804	0.126	1.768	0.252
LG9	-0.954	0.126	1.975	0.252
LG10	-0.866	0.126	1.587	0.252

Key: KN: knowledge, SK: skills, ATT: attitude, PD: power distance

4.3.4 RESPONSE RATE

Baruch & Holtom (2008) inspects the response patterns for surveys used in research of organisations. It reviewed 1607 studies conducted in 17 updated scholarly journals in 2000 and 2005 and identified 490 separate studies using surveys. The study analysed the response rates in these surveys, representing more than 100,000 organisations and 400,000 individual participants, and the result indicates that the questionnaire (online) has a mean response rate of 54.7 percent. The distribution number of the questionnaire should not be

equal to the sample size number since the answer rate is always not 100 percent in order to get the sample size needed.

512 sets were returned from the 690 questionnaires distributed, 373 answers to which were valuable for analysis. Of that research, the response rate is 78.7 percent, which is considered quite good (Baruch & Holtom, 2008) compared to other research which have been found in the related literature.

Total deletion questionnaires are 139 cases; 68 cases are excluded because the participants are not Kuwaiti, 42 cases are excluded for more than 15% of the questions due to incomplete data, 17 cases are considered outliers and 12 cases are also deleted due to plain lining. And hence, out of 444 returned, 373 cases are the data that is ready for analysis.

If the type of distribution is questionnaire Roscoe (1975) claimed that the response rate should be higher than 10 percent in order to prevent survey bias and at least 30 percent of responses must be gathered for study. (Sekaran & Bougie, 2013). There is no sample bias in this analysis dependent on that, since the study's response rate is 78.7 percent.

A sample size of at least 100 is recommended in order to have faith in the accuracy of the fit test (Hoyle, 1995). Since the current study's final valid sample size is 373, SEM-PLS may be used with confidence.

4.4 MULTICOLLINEARITY TEST

Multicollinearity is not desirable. It means that the variance our independent variables explain in our dependent variable are overlapping with each other and thus not each explaining sole variance in the dependent variable (O'brien, 2007).

To assess multicollinearity level, variance inflation factor (VIF) and tolerance are both widely used measures of multicollinearity degree (O'brien, 2007). Tolerance is the sum of variation of a construct variable not clarified by the other variables in the same block. The variance inflation factor (VIF), defined as the reciprocal of tolerance (i.e. $VIFx1 = 1/TOLx1$), is a related measure of collinearity (Hair et al., 2013). Tolerance and VIF are also used in the regression analysis performance of most SPSS product packages.

With respect to VIF and tolerance, there are a few recommendations that can be used:

- If the biggest VIF is more than 10, there is reason to doubt (Bowerman & O'Connell, 1990; Myers, 1990). And according to (Hair et al., 2013) - If the biggest VIF is more than 5, there is reason to doubt.
- Tolerance of less than 0.1 is a major concern and less than 0.2 is a possible problem (Menard, 1995; Hair et al., 2011)

Table 4.17 demonstrates multicollinearity diagnosis that, since all VIF values are below 5, there is no proof of substantial multicollinearity among the study predictor variables. This suggests that the variance or predictor factors mentioned in our dependent variable do not correlate with each other.

Table 4.17:
Multicollinearity test via variance inflation factor (VIF)

	<i>Tolerance</i>	<i>VIF</i>
KN	0.531	1.883
SK	0.533	1.877
ATT	0.654	1.528
PD	0.943	1.061

Key: KN: knowledge, SK: skills, ATT: attitude, PD: power distance

4.5 COMMON METHOD VARIANCE (CMV)

According to (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003) self-reported questionnaires (when the independent and dependent variables were measured from same participants) needs to examine the common method variance (CMV). (Podsakoff & Todor, 1985) also noted that: "Invariably, concerns about same-source bias or general method variance arise when self-reported measures obtained from the same sample are being used in research". Harman's single factor test one of the several remedies to the issue of CMV and suggested by (Lin, Huang, & Hsu, 2015) and (Sharma, Yetton, & Crawford, 2009), which is used through a principal component factor analysis (Podsakoff & Organ, 1986). And according to (Podsakoff et al., 2003) the bias occurs most of the covariance between the variables accounts for whether a single factor falls out of the factor analysis. In this study, the result of eight-factor solution come out with total variance explained of 66.23% and the first factor only explained 36.924%, implying that data did not have a CMV problem.

4.6 EXPLORATORY FACTOR ANALYSIS (EFA)

As there are two forms of rotation to be used in EFA (Orthogonal and Oblique), the main axis factoring was performed on the 49 Oblique rotation products (Promax). Some researchers argue that oblique rotation is often the appropriate approach since factor intercorrelations are the standard in social sciences, and if both orthogonal and oblique factors are uncorrelated, the same result is obtained (Costello & Osborne, 2005). This research meets the criteria of Hair, Black, Babin, & Anderson (2010) based on sample size with respect to the significant factor loadings for each substance. With the sample size for the EFA being 373, the significant loading factor is 0.40. In this analysis, the effects of the mathematical assumption for EFA were also focused on a fixed number of variables based on their own value as per the following EFA assumption:

- The sample size is 373 that is adequate to perform EFA (Tabachnick & Fidell, 2012).
- Bartlett's Test of Sphericity is Sig. ($p < 0.001$) (Field, 2013).
- Value of Kaiser-Meyer-Olkin (KMO) is 0.949 which is marvellous (Kaiser, 1974; Hutcheson & Sofroniou, 1999).
- Communalities value for each item is > 0.5 (Field, 2013) as shown in Table 4.11.
- The total variance defined is 66.23%, which is $> 50\%$ (Podsakoff & Organ, 1986).
- For the first factor, the variance is 36.924%, which is $< 50\%$ (Podsakoff & Organ, 1986).

Table 4.18:
Communalities Result

Communalities		
	Initial	Extraction
KN1	0.566	0.540
KN2	0.703	0.703
KN3	0.599	0.575
KN4	0.667	0.644
KN5	0.695	0.682
KN6	0.663	0.607
SK1	0.644	0.590
SK2	0.635	0.611
SK3	0.656	0.622
SK4	0.639	0.628
SK5	0.667	0.629
SK6	0.787	0.766
SK7	0.818	0.780
ATT2	0.566	0.562
ATT3	0.582	0.528
ATT4	0.580	0.588
ATT6	0.631	0.584
ATT7	0.628	0.604
PD1	0.781	0.871
PD2	0.721	0.751
PD3	0.703	0.714
FP1	0.662	0.623
FP2	0.679	0.676
FP3	0.677	0.658
FP4	0.712	0.694
FP5	0.715	0.733
FP7	0.726	0.702
FP8	0.682	0.632
IP4	0.671	0.619
IP5	0.721	0.655
IP7	0.719	0.697
IP8	0.701	0.683
IP9	0.715	0.684
IP10	0.760	0.743
IP11	0.696	0.682
IP12	0.746	0.700
IP13	0.736	0.659
CU4	0.639	0.630
CU5	0.708	0.727
CU6	0.658	0.655
CU7	0.677	0.629
CU8	0.645	0.592
LG3	0.680	0.639
LG4	0.681	0.612
LG6	0.731	0.724
LG7	0.715	0.719
LG8	0.752	0.769
LG9	0.715	0.701
LG10	0.673	0.624

Extraction Method: Principal Axis Factoring.

The pattern matrix represents the factor structure after rotation in Table 4.19. Items that cluster on the same elements mean that factor 1 is an internal process (explained 36.924% of the total variation), factor 2 Skills (12.155%), factor 3 Financial Performance (4.160%), factor 4 Learning and Growth (3.649%), factor 5 Knowledge (2.894%), factor 6 Attitude (2.701%), factor 7 Power Distance (2.335%), and factor 8 Customer/Stakeholder (1.385%). All factors explained 59.790% of the total variation. Twelve items were removed out of 51 items (KN7, ATT1, FP6, IP1, IP2, IP3, IP6, CU1, CU2, LG1, LG2 and LG5) because of the low loading or cross-loadings.

Table 4.19:
Pattern matrix for the full model

	Factor							
	1	2	3	4	5	6	7	8
IP13	0.898							
IP9	0.862							
IP8	0.857							
IP4	0.853							
IP12	0.851							
IP10	0.832							
IP7	0.821							
IP5	0.799							
IP11	0.793							
SK7		0.907						
SK6		0.902						
SK4		0.805						
SK2		0.797						
SK5		0.729						
SK3		0.697						
SK1		0.685						
FP4			0.924					
FP5			0.906					
FP3			0.864					
FP2			0.844					
FP7			0.710					
FP1			0.675					
FP8			0.621					
LG8				0.977				
LG7				0.940				
LG9				0.916				
LG6				0.815				
LG10				0.791				
LG4				0.673				
LG3				0.579				
KN1					0.851			
KN2					0.841			
KN4					0.828			
KN3					0.751			

KN5	0.748		
KN6	0.571		
ATT7		0.802	
ATT6		0.800	
ATT2		0.735	
ATT4		0.733	
ATT3		0.667	
PD1			-0.933
PD2			-0.867
PD3			-0.833
CU5			0.674
CU7			0.660
CU6			0.652
CU8			0.647
CU4			0.542

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization. A

a. Rotation converged in 8 iterations

4.7 MEASUREMENT MODEL ASSESSMENT

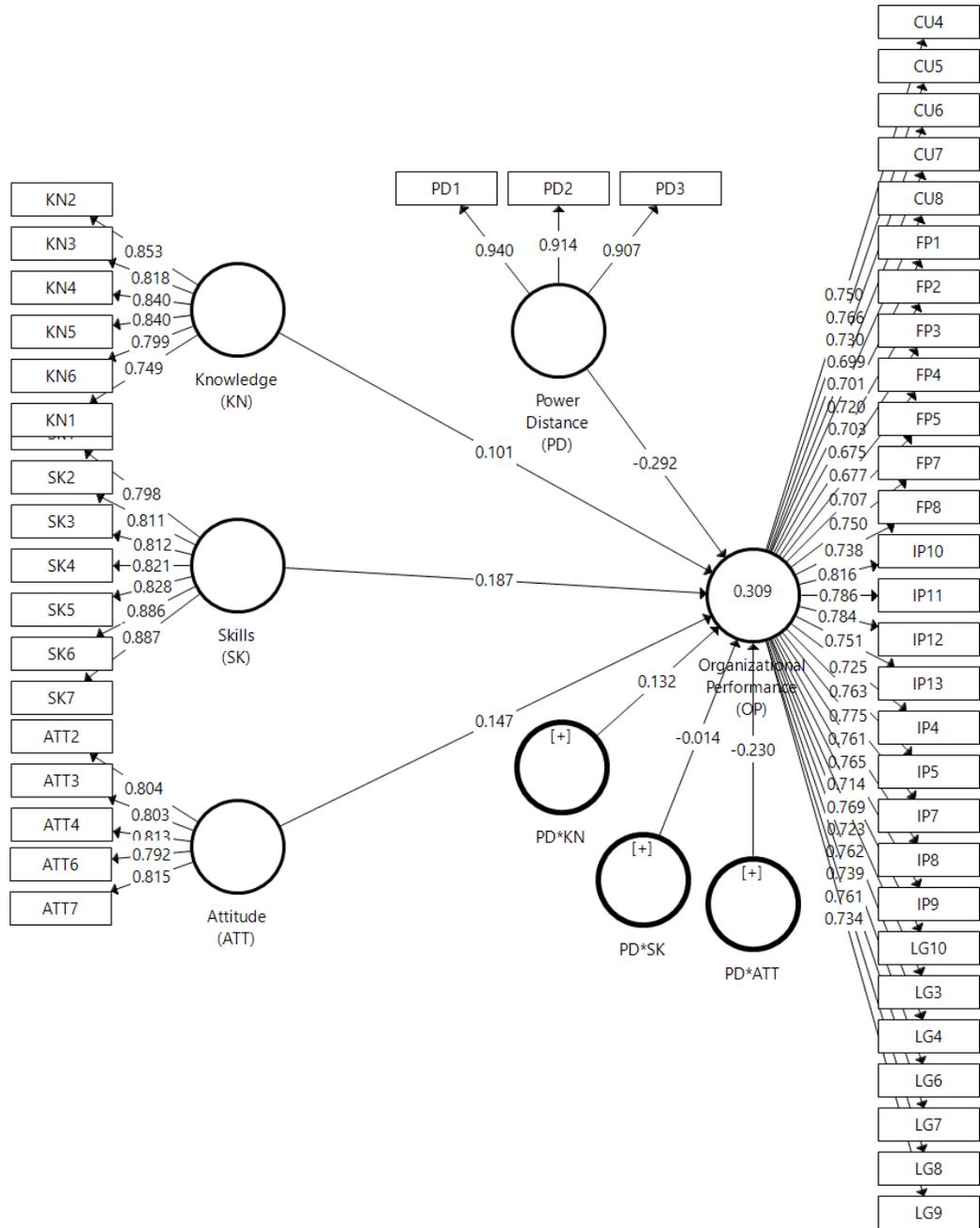
As mentioned by Hair et al., (2017) the measurement model determines how each construct is calculated, the estimation of the measurement model will be tested by conducting validity, and problems relating to efficiency and validity will be addressed in this subsection with all the constructs included.

In social science studies, there are many causes of calculation error (test error is the difference between the true value of a variable and the value produced by a measurement), including incorrectly worded survey questions, confusion of the scaling methodology, and inaccurate use of a statistical procedure, both leading to random and/or systematic errors (error can have a random source that compromises its credibility or a systemic source that undermines its validity) (Hair et al., 2017). Certainly, it is possible that all measures used in the multivariate analysis involve some sampling errors. Therefore, the goal is to reduce the measuring error to the maximum possible degree.

Multivariate analysis helps researchers to recognise measurement errors more accurately and thus take them into account in study results.

Figure 4.1 displays the output of the PLS algorithm (regression weights) for the complete model. The PLS algorithm was obtained from PLS version 3.0.

Figure 4.7: PLS algorithm results (regression weights)



Key: KN: knowledge, SK: skills, ATT: attitude, PD: power distance, OP: organisational performance

4.7.1 MODEL FIT INDICATORS – GOODNESS OF FIT

According to Hair et al., (2017), PLS-SEM does not have an existing global goodness-of-fit metric, its use for theory testing and validation, as there has been a debate about the use of goodness-of-fit within PLS-SEM. Though, some researchers for instance (Bentler & Huang, 2014) have started to develop goodness-of-fit indicators within the PLS-SEM framework, and Henseler et al., (2014) introduced a standardised root mean square residual (SRMR), which tests the squared variance between the observed correlations and the model-implemented correlations, as a way of validating a model where values less than 0.08 are assumed to be a reasonable match.

The consistent PLS establishes match values that can be used to determine the fit of the model. The standardised root mean residual square (SRMR = 0.06) was less than 0.08, so we can assume that the data matches the model perfectly.

4.7.2 CONSTRUCT RELIABILITY: COMPOSITE RELIABILITY (CR) AND CRONBACH'S ALPHA

The reliability of a measure is well-defined by checking for both consistency and stability. According to Awang (2014), reliability is the degree of how accurate the calculation model is in calculating the expected latent construct. A reliability evaluation for a measurement model should be carried out using the following criteria:

- 1) Internal reliability: Reliability is reached when the Alpha value of the Cronbach is 0.7 or above (Nunnally & Bernstein, 1994). Cronbach's alpha is a coefficient of

reliability that shows how well the objects are positively associated to each other in a group. The alpha of Cronbach is determined in terms of the average intercorrelations between objects measuring the assumption (Sekaran & Bougie, 2013). Because of the population shortcomings of Cronbach alpha, a different measure of internal accuracy reliability, which is referred to as composite reliability, which is deemed acceptable (Hair et al., 2017).

- 2) Composite Reliability: For a latent construct, the test of reliability and internal consistency. To achieve composite reliability for a construct, a value of $CR > 0.7$ is required (Kline, 2010; Gefen, Straub, & Boudreau, 2000). CR is determined using the following formula:

$$CR = \frac{(\sum K)^2}{((\sum K)^2 + (\sum 1 - K^2))}$$
 where K= factor loading of every item.

Composite reliability ranges from 0 to 1, with higher values indicating higher degrees of reliability. Generally, it is viewed in the same manner as the alpha of Cronbach. Specifically, the composite reliability values are between 0.60 and 0.70 are appropriate in exploratory research, composite reliability values below 0.60 imply a lack of internal consistency in reliability (Hair et al., 2013).

Table 4.20 demonstrates findings of composite reliability above 0.7, and the Cronbach alpha above 0.7, which demonstrate that the reliability of the system is met and the consistency and stability of the model is also achieved.

Table 4.20:

Cronbach's Alpha and composite reliability results

Construct	α (above 0.7)	CR (> 0.7)
KN	0.90	0.92
SK	0.93	0.94
ATT	0.86	0.90
PD	0.91	0.94
OP	0.97	0.97

Note: α = Cronbach's alpha; CR = Composite Reliability

Key: : KN: knowledge, SK: skills, ATT: attitude, PD: power distance, OP: organisational performance

4.7.3 INDICATOR RELIABILITY: LOADINGS

Factor loading has been used to measure the reliability of indicators. Strong loads on a construct imply that the relevant metrics appear to have a lot in common, that is represented by the construct (Hair et al., 2017). Loadings of factor greater than 0.50 are found to be very critical (Hair et al., 2010). As seen in Table 4.21, the loadings for all items exceeded the recommended value of 0.5, and thus the loadings for all items in the model met all the criteria except for items ATT5 and CU3 which, due to low loadings, were excluded from the scale.

Table 4.21:

Results of Loading for all Items

<i>constructs</i>	<i>Item</i>	<i>Loading (> 0.5)</i>
Knowledge (KN)	KN1	0.75
	KN2	0.85
	KN3	0.82
	KN4	0.84
	KN5	0.84
	KN6	0.80
Skills (SK)	SK1	0.80
	SK2	0.81
	SK3	0.81
	SK4	0.82
	SK5	0.83
	SK6	0.89
	SK7	0.89

Attitude (ATT)	ATT2	0.80
	ATT3	0.80
	ATT4	0.81
	ATT6	0.79
	ATT7	0.81
Power Distance (PD)	PD1	0.94
	PD2	0.91
	PD3	0.91
Organisational Performance (OP)	FP1	0.72
	FP2	0.70
	FP3	0.68
	FP4	0.68
	FP5	0.71
	FP7	0.75
	FP8	0.74
	IP4	0.72
	IP5	0.76
	IP7	0.78
	IP8	0.76
	IP9	0.77
	IP10	0.82
	IP11	0.79
	IP12	0.78
	IP13	0.75
	CU4	0.75
	CU5	0.77
	CU6	0.73
	CU7	0.70
CU8	0.70	
LG3	0.77	
LG4	0.72	
LG6	0.76	
LG7	0.74	
LG8	0.76	
LG9	0.73	
LG10	0.71	

Note: All the factor loadings of the individual items are statistically significant ($p < 0.01$) except for the item ATT5 and CU3 which eliminated from the scale due to low loadings.

Key: : KN: knowledge, SK: skills, ATT: attitude, PD: power distance, OP: organisational performance

4.7.4 CONVERGENT VALIDITY: AVERAGE VARIANCE EXTRACTED (AVE)

Convergent validity is the degree to which the test correlates positively with alternative measurements of the same construct. Researchers consider the average variance derived to define convergent validity (AVE) (Hair et al., 2017).

The average variance derived is a common measure to define convergent validity at the level of the construct (AVE). This criterion is defined as total mean value of the squared loadings of the construct-related indicators (i.e., the sum of the squared loadings divided by the number of indicators). The AVE is also analogous to the communality of a construct. An AVE value of 0.50 or greater, using the same logic as that used by the individual indicators, implies that, on average, the construct describes more than half the variation of its indicators. In comparison, an AVE of less than 0.50 implies that more error exists in the items on average than the variation explained by the construct (Hair et al., 2017).

AVE is determined using the formula provided:

$$AVE = \sum K^2 / n$$

K= factor loading of every item, and n= number of items in a model

Table 4.22 demonstrates the outcome of the Convergence Validity by means of the average variance extracted (AVE), which implies that all AVE values are greater than 0.50. The complete model construct's convergent validity is satisfied.

Table 4.22:
Average variance extracted (AVE) results

Construct	AVE (> 0.5)
KN	0.67
SK	0.70
ATT	0.65
PD	0.85
OP	0.55

Note: AVE = Average Variance Extracted

Key: KN: knowledge, SK: skills, ATT: attitude, PD: power distance, OP: organisational performance.

4.7.5 DISCRIMINANT VALIDITY: THE CROSS-LOADINGS, FORNELL-LARCKER CRITERION AND HTMT

The discriminant validity of the measurement model (the degree to which items discriminate between constructs or quantify related concepts) was tested using three cross-loading, Fornell-Larcker and heterotrait-monotrait ratio parameters (HTMT). According to (Hair et al., 2017), cross-loading is the first method to determining the discriminatory validity of the indicators. The cross-loading criteria follows the specifications as seen in Table 4.23 since the outer loadings of the indicator on a construct is greater than all its cross-loadings with other constructs (bold values).

Table 4.23:
Results of discriminant validity by the cross loading

	<i>ATT</i>	<i>SK</i>	<i>OP</i>	<i>PD</i>	<i>SK</i>
ATT2	0.804	0.429	0.286	-0.134	0.359
ATT3	0.803	0.454	0.287	-0.112	0.439
ATT4	0.813	0.444	0.274	-0.152	0.485
ATT6	0.792	0.397	0.233	-0.150	0.433
ATT7	0.815	0.422	0.279	-0.143	0.434
KN1	0.314	0.749	0.228	-0.184	0.442
KN2	0.416	0.853	0.316	-0.190	0.586
KN3	0.397	0.818	0.328	-0.191	0.505
KN4	0.457	0.840	0.318	-0.217	0.503
KN5	0.508	0.840	0.258	-0.128	0.555
KN6	0.519	0.799	0.294	-0.154	0.554
CU4	0.228	0.213	0.750	-0.318	0.249
CU5	0.148	0.190	0.766	-0.253	0.256

CU6	0.140	0.193	0.730	-0.241	0.217
CU7	0.355	0.213	0.699	-0.215	0.268
CU8	0.266	0.234	0.701	-0.225	0.261
FP1	0.266	0.332	0.720	-0.357	0.312
FP2	0.289	0.276	0.703	-0.291	0.292
FP3	0.262	0.268	0.675	-0.287	0.244
FP4	0.292	0.271	0.677	-0.225	0.286
FP5	0.299	0.305	0.707	-0.327	0.261
FP7	0.298	0.349	0.750	-0.310	0.285
FP8	0.271	0.285	0.738	-0.308	0.244
IP10	0.259	0.295	0.816	-0.332	0.311
IP11	0.237	0.217	0.786	-0.271	0.281
IP12	0.205	0.271	0.784	-0.298	0.267
IP13	0.216	0.228	0.751	-0.284	0.254
IP4	0.267	0.321	0.725	-0.243	0.307
IP5	0.277	0.301	0.763	-0.268	0.284
IP7	0.266	0.355	0.775	-0.311	0.307
IP8	0.182	0.300	0.761	-0.339	0.311
IP9	0.193	0.258	0.765	-0.312	0.283
LG10	0.260	0.267	0.714	-0.220	0.295
LG3	0.289	0.253	0.769	-0.287	0.286
LG4	0.188	0.219	0.723	-0.246	0.265
LG6	0.259	0.251	0.762	-0.225	0.312
LG7	0.283	0.248	0.739	-0.234	0.285
LG8	0.224	0.230	0.761	-0.289	0.285
LG9	0.273	0.255	0.734	-0.291	0.244
PD1	-0.152	-0.194	-0.368	0.940	-0.154
PD2	-0.155	-0.182	-0.336	0.914	-0.179
PD3	-0.165	-0.228	-0.343	0.907	-0.240
SK1	0.414	0.549	0.282	-0.196	0.798
SK2	0.433	0.490	0.277	-0.135	0.811
SK3	0.458	0.565	0.301	-0.168	0.812
SK4	0.369	0.523	0.303	-0.207	0.821
SK5	0.461	0.547	0.322	-0.176	0.828
SK6	0.465	0.552	0.336	-0.148	0.886
SK7	0.508	0.538	0.358	-0.182	0.887

Key: KN: knowledge, SK: skills, ATT: attitude, PD: power distance, OP: organisational performance

The square root of the AVEs on the diagonals as represented by the bolded values were greater than the correlations between constructs, as seen in Table 4.24, findings of discriminant validity by the Fornell-Larcker criterion (corresponding row and column values). This means that, compared to other model constructs, the constructs are closely related to their respective indicators (Fornell & Larcker, 1981; Chin, 1998), thus showing a solid discriminant validity (Hair et al., 2017). The association of exogenous constructs, however, is less than 0.855 (Awang, 2014). The discriminant validity of all constructs is then met.

Table 4.24:

Results of discriminant validity by Fornell-Larcker criterion

	KN	SK	ATT	PD	OP
KN	0.82				
SK	0.64	0.84			
ATT	0.53	0.53	0.81		
PD	-0.22	-0.21	-0.17	0.92	
OP	0.36	0.37	0.34	-0.38	0.74

Key: KN: knowledge, SK: skills, ATT: attitude, PD: power distance, OP: organisational performance

There has been some criticism of the Fornell-Larcker criteria recently, Henseler, Ringle, & Sarstedt, (2015) claimed that the absence of discriminant validity in typical research circumstances is not adequately disclosed. They suggested an alternate approach focused on the Multitrait-Multimethod matrix, which is the Heterotrait-Monotrait ratio (HTMT) of correlations. Via HTMT, this research assesses discriminant validity. There is an issue of discriminant validity where the HTMT value is higher than the HTMT0.90 value of 0.90 (Gold, Malhotra, & Segars, 2001), or HTMT0.85 value of 0.85 (Kline, 2010). All values were smaller than the recommended value of 0.85, as seen in Table 4.25, showing that discriminant validity was determined.

Table 4.25:
Results of discriminant validity by HTMT

	ATT	KN	OP	PD	SK
ATT					
KN	0.60				
OP	0.37	0.38			
PD	0.19	0.24	0.40		
SK	0.59	0.70	0.39	0.23	

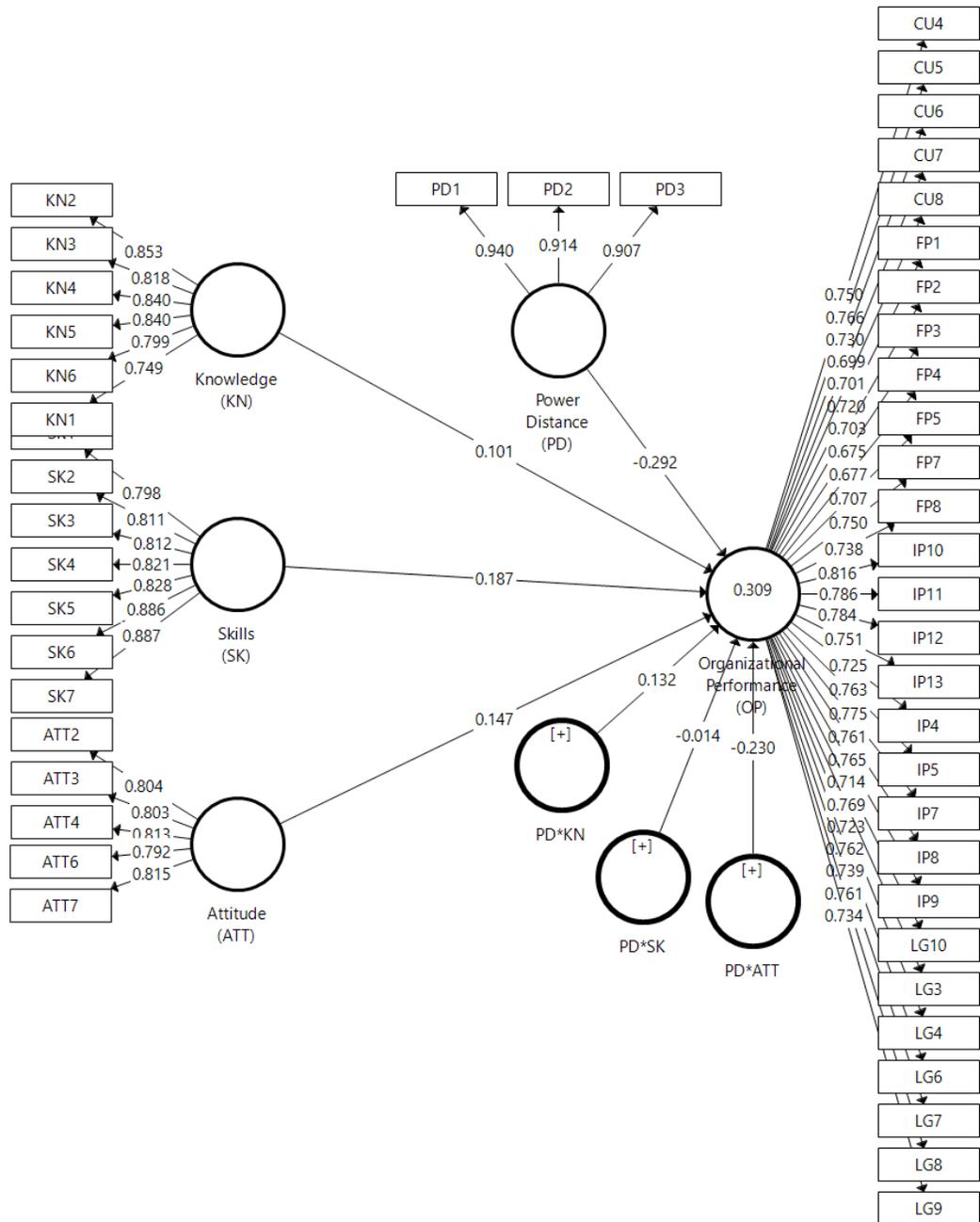
Key: KN: knowledge, SK: skills, ATT: attitude, PD: power distance, OP: organisational performance

4.8 STRUCTURAL MODEL ASSESSMENT

The second major method in SEM analysis is the structural equation model. Once the measurement model is validated, by defining the relationships between the constructs, it is possible to represent the structural model. According to (Hair et al., 2010; Ho, 2006), details of the relations between the variables are given in the structural model.

Hair, Hult, Ringle, & Sarstedt, (2017) It proposed examining the structural model by taking a close look at the beta (β), R^2 and the corresponding t-values using a 5,000 resample bootstrapping process. In addition, they suggest that predictive relevance (Q^2) to be reported. As Sullivan & Feinn, (2012) pointed that the p-value determines whether the effect occurs, but does not show the magnitude of the effect. Figure 4.8 displays the effects of PLS bootstrapping (T Statistics) drawn for version PLS 3.0.0.

Figure 4.8: PLS bootstrapping (T Statistics)



Key: KN: knowledge, SK: skills, ATT: attitude, PD: power distance, OP: organisational performance

4.8.1 DIRECT HYPOTHESES TESTING

The structural model evaluation, as seen in Figure 4.7, Figure 4.8 and Table 4.26, gives an indication of the hypothesis's analyses. Knowledge, skills, and attitudes greatly influence organisational performance. H1, H2, and H3 are, thus, accepted with ($\beta = 0.1003$, $t= 2.085$, $p<0.05$), ($\beta = 0.1864$, $t= 3.111$, $p<0.01$), and ($\beta = 0.1470$, $t= 2.394$, $p <0.01$) respectively.

Actually, realise that the standardised path coefficient shows the strengths of the relationship between exogenous and endogenous constructs, so that the skills have a direct influence on organisational performance which is higher than the direct effects of knowledge and attitude on organisational performance.

Table 4.26:

Structural path analysis result

Hypo	Relationship	Std Beta	Std Error	t-value	p-value	Decision
H1	KN→OP	0.1003	0.048	2.085	0.036	Supported
H2	SK→OP	0.1864	0.059	3.111	0.002	Supported
H3	ATT→OP	0.1470	0.061	2.394	0.016	Supported

Key: KN: knowledge, SK: skills, ATT: attitude, PD: power distance, OP: organisational performance

4.8.2 COEFFICIENT OF DETERMINATION: R² VALUE

The R² value indicates the sum of variance of dependent variables that is described by the independent variables. A greater R² value, thus, increases the structural model's predictive ability. Ensuring that the R² values are high enough for the model to reach a minimum degree of explanatory power is important (Urbach & Ahlemann, 2010). In this study, SEM-SMART PLS 3.0 is used to obtain the R² values. Falk and Miller (1992) recommended that

the R^2 values should be equal to or greater than 0.10 in order for the explained variance of a particular endogenous construct to be deemed adequate. Cohen (1988) mentioned that R^2 is significant if it is higher than 0.26. With a reasonable power above 0.02, and with a reasonable power above 0.19, R^2 is significant when it is higher than 0.65, according to Chin (1998). In contrast, Hair et al. (2013) proposed that in order to be considered significant, R^2 must be greater than 0.75, with an appropriate power above 0.25. The outcome of R^2 from the structural model is shown in Table 4.27 and indicates that all the R^2 values are high enough for the model to reach an appropriate degree of explanatory power. Note that the total variation in the organisational performance of the endogenous construct is 0.31 (31%).

Table 4.27:
Coefficient of determination result R^2

exogenous construct	endogenous construct	R^2	Cohen (1988)	Chin (1998)	Hair et al., (2013)
KN, SK, and ATT	OP	0.31	Substantial	Moderate	weak

Key: KN: knowledge, SK: skills, ATT: attitude, PD: power distance, OP: organisational performance

4.8.4 PREDICTIVE RELEVANCE (BLINDFOLDING) Q^2

This thesis explored the influence of the proposed model of research on the predictive relevance using the blindfolding technique. As suggested by Hair et al., (2017) the blindfolding technique can only be extended to endogenous constructs with a consistent indicator. If the value of Q^2 is greater than 0, therefore for any endogenous construct the predictive significance of the proposed model is available (Fornell, C., & Cha, 1994; Hair et al., 2017). As shown in Table 4.28, the predictive relevance to the proposed model is satisfactory for Q^2 values varies from 0.139 to 0.361 (greater than 0). As a relative measure of predictive relevance for the Q^2 , Hair et al., (2017) proposed values of 0.35 (large), 0.15

(medium), and 0.02 (small), and the research findings showed that the exogenous values had a strong preview relevance.

Table 4.28:
Predictive relevance (Blindfolding) Q²

endogenous construct	Q ²
OP	0.16

Key: OP: organisational performance

4.8.5 POST-HOC STATISTICAL POWER

Statistical Power is the ability to distinguish signal from noise, or the likelihood that it will distinguish an effect of a certain size from pure luck, which helps the researcher to assess the power of the analysis. Statistical Power affected by the observed probability level, predictors' number, the observed R², and sampling size (Cohen, 1988b; Cohen, Cohen, West, & Aiken, 2003). This study used post-hoc statistical power calculator which proposed by (Sober, 2016) to determine the observed power for the study R². The Convention sets 80% as minimum acceptable power in the social sciences (Gefen & Rigdon, 2011). If observed statistical power greater than 0.8 that indicate good power, the closer result to one the larger power become. The result of Daniel Sober calculator shows that the observed statistical power for this study is 0.99 which indicate high statistical power.

4.8.6 IMPORTANCE-PERFORMANCE MAP ANALYSIS (IPMA)

As a post-hoc procedure in PLS, this study managed to run importance-performance matrix analysis (IPMA) using the intention of using e-learning as the evaluation construct. For the shape of the target construct (performance impact), the IPMA estimates that all effects represent the importance for the predecessor constructs, whereas their average latent variable values are performance, the computation of index values (performance scores) was achieved by reducing the latent constructs of 100 (highest performances) to 0 (lowest performance) (Hair et al., 2017). According to Ringle & Sarstedt, (2016) Instead of only analysing the path coefficients (i.e. the importance dimension), IPMA enriches the results of the PLS analysis and also takes into account the average value of the latent constructs and their indicators (i.e. performance dimension). The findings of importance (total effects) and performance (index values) used for the IPMA are shown in Table 4.29.

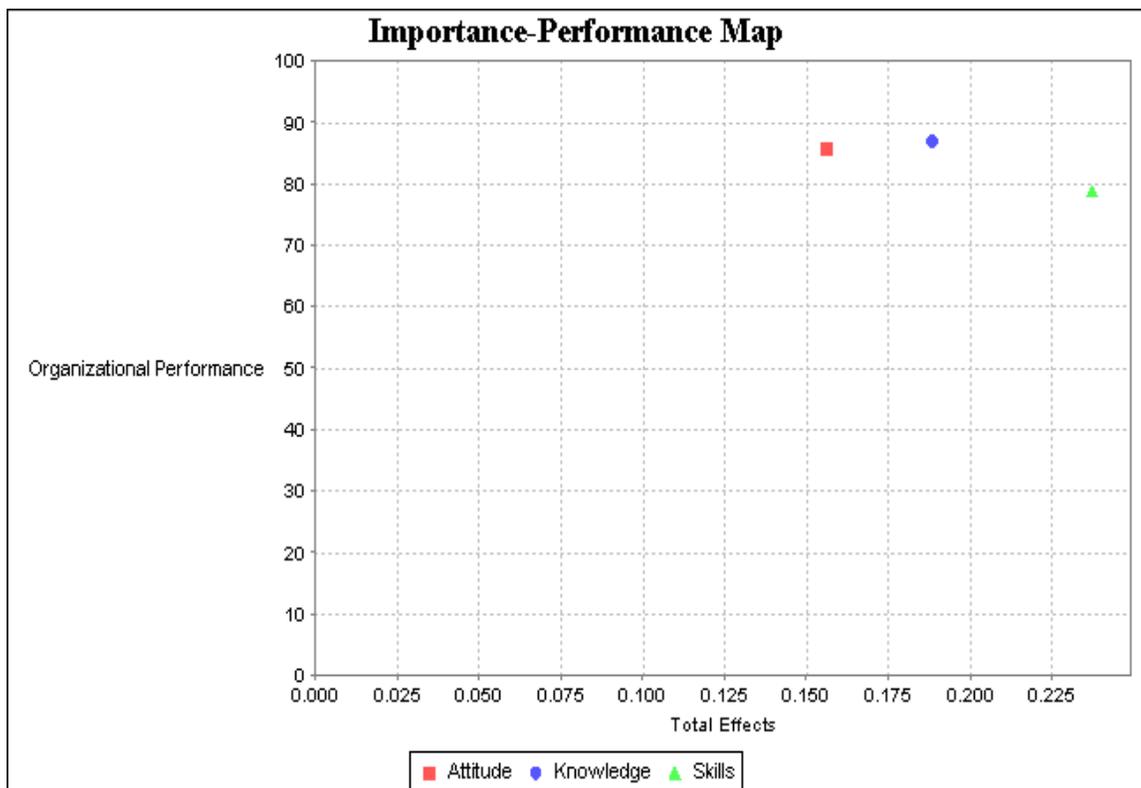
*Table 4.29:
IPMA for performance impact*

<i>Latent constructs</i>	Total effect of the construct Organisational performance (<i>Importance</i>)	Index values (Performance)
Knowledge (KN)	0.188	87.17
Skills (SK)	0.237	78.95
Attitude (ATT)	0.156	85.84

Key: KN: knowledge, SK: skills, ATT: attitude, PD: power distance, OP: organisational performance

As shown in Figure 4.9, this study showed in a priority map the total impact scores and index values, it can be observed that skills are indeed a significant factor in deciding organisational performance because of their relatively higher values of importance compared to other constructs in the proposed approach. Knowledge is the second essential factor in determining the performance of an organisation and then the attitude takes place.

According to Hair et al., (2017) The objective of IPMA is to identify predecessors of relatively high importance for the target construct (i.e. those with a strong overall effect) and thus fairly low performance (i.e. low average latent variable scores), the factors underlying these constructs constitute opportunities for improvement that may receive high consideration. In short, managerial activities should focus on improving skills in order to improve organisational performance and knowledge of their employees.



Key: KN: knowledge, SK: skills, ATT: attitude, PD: power distance, OP: organisational performance

Figure 4.9: IPMA (Priority Map) for performance impact

4.8.7 MODERATION ASSESSMENT

A moderating variable 'moderates its impact' on the result variable of a predictor variable (Awang, 2014), and in accordance with Hayes (2013), In many theories of social science, moderation plays a significant role. The focus of this study is on how the interaction between knowledge (predictors) and organisational performance (outcome) varies as a function of power distance (moderator). Also examined is how the relationship between skills (predictor) and organisational performance (outcome) varies as a function of power distance (moderator). And, examined is how the relationship between attitude (predictor) and organisational performance (outcome) varies as a function of power distance (moderator).

Figure 4.10.a shows that a moderator variable affects the relationship between two other variables. If transformation leadership were moderators, the strength or direction of the predictor-outcome relationship is affected by transformational leadership (Field, 2013). The Figure 4.10.b. shows how the statistic moderation model is statistically conceptualised: it forecasts the output from the predictor variable, the moderator being proposed and the interaction of both. It is the interaction effect that tells if moderation is occurring, but it is also necessary to include the predictor, the moderator and the interaction term (Field, 2013). In certain cases, researchers have a continuous moderator variable (rather than a categorical one) that they think can either improve or impede a particular relationship between two dependent variables and that moderators can also alter the course of relationships (Hair et al., 2013).

Awang (2014) notes that the influence of a predictor on its result must occur and be significant before adding a moderator into a model. Thereby, when a moderator joins the model, because of any "interaction effect" between the indicator and the moderator variable just joined, the causal effects will change.

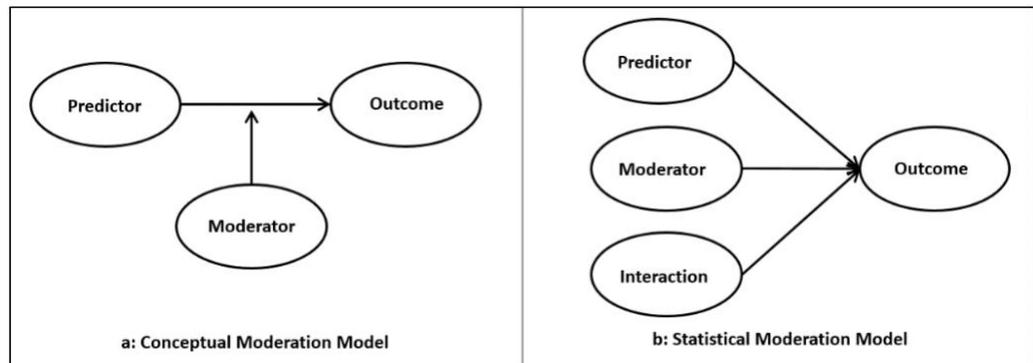


Figure 4.10: Conceptual and statistical moderation model
Source: (Field, 2013)

Three sub-hypotheses were tested, as shown in Figure 4.11 and Table 4.30, for the four major hypotheses, namely: (1) Testing the causal effect of the predictor on the result. (2) Testing the causal effect on the result of moderation. (3) Testing the causal effects on the consequence of interaction (predictor*Moderating). The moderation evaluation of this research was evaluated using the H4 ,H5 and H6 hypothesis. To test the interaction effect, a bootstrapping experiment with a sample of 5,000 was also performed. The findings indicate that power distance moderates (dampens) the effect of attitude as shown in Figure 4.4 and Table 4.22 on the organisational performance ($\beta = 0.115$, $t= 2.133$, $p <0.05$), so, H6 is accepted. On the other hand, power distance didn't have a moderation effect between the knowledge, skills, and the organisational performance, ($\beta = 0.1323$, $t= 1.31$, $p >0.05$), and ($\beta = 0. 0.1410$, $t= 0.14$, $p >0.05$) respectively, so, H4 and H5 are rejected.

Table 4.30:
Result of Moderating effects Hypotheses

		Std Beta	Std Error	t-value	p-value	Decision
H4	H4.a: KN→OP	0.1003	0.048	2.085	0.036	Supported
	H4.b: PD→OP	0.2904	0.063	4.61	0.000	Supported
	H4.c: PD*KN→OP	0.1323	0.101	1.31	0.191	Not Supported
H5	H5.a: SK→OP	0.1864	0.059	3.111	0.002	Supported
	H5.b: PD→OP	0.2904	0.063	4.61	0.000	Supported
	H5.c: PD*SK→OP	0.1410	0.101	0.14	0.889	Not Supported
H6	H6.a: ATT→OP	0.1470	0.061	2.394	0.016	Supported
	H6.b: PD→OP	0.2904	0.063	4.61	0.000	Supported
	H6.c: PD*ATT→OP	0.2299	0.105	2.19	0.028	Supported

Note: KN: knowledge, SK: skills, ATT: attitude, PD: power distance, OP: organisational performance.

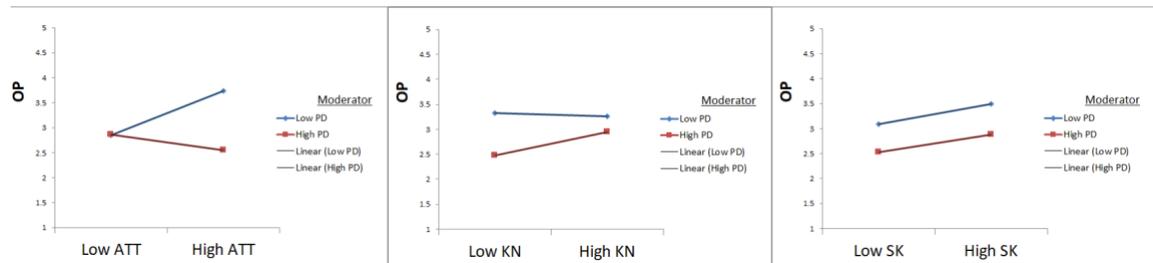


Figure 4.11 : Moderating effects of result Power Distance

4.8.8 HYPOTHESES TESTING RESULTS

Table 4.31 summarises all the results of the hypotheses for this research, including the hypotheses of direct and moderation. It indicates that, while H4 and H5 are not supported, H1, H2, H3 and H6 are supported. It is translated that through this study primary data analysis it showed that Knowledge, skills, and attitude statistically have substantial effect on the organisational performance within Kuwaiti private oil and gas sector. Moreover, the moderation of power distance between attitude and the organisational performance is also statistically supported. On the other hand, the moderation effect of the power distance on the knowledge, skills and the organisational performance are not statistically supported within the context of the study and that will be discussed more in the next chapter.

Table 4.31:
Summary of Results

Hypo		Findings
H1	Knowledge has a positive effect on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait	Supported
H2	Skills have a positive effect on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.	Supported
H3	Attitude has a positive effect on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.	Supported
H4	Power Distance dampens the positive effect of Knowledge on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.	Not Supported
H5	Power Distance dampens the positive effect of Skills on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.	Not Supported
H6	Power Distance dampens the positive effect of Attitude on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.	Supported

4.9 SUMMARY

This chapter begins by introducing the screening of data through missing values, outliers, and suspicious patterns of response. Then it emphasizes on the descriptive construct statistics, the normality measure, and the response rate. Discuss the topic of multicollinearity and common process variance after that. The exploratory factor analysis is then presented, followed by the evaluation of the measurement models after the evaluation of the structural models. The subsequent chapter will discuss the findings reported in this chapter and address the contributions of the present research to the prevailing body of knowledge. Primary empirical findings will be evaluated in order to explore their impacts for researchers and practitioners.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

As discussed earlier throughout the thesis, the main goal of this research is to **examine the impact of knowledge, skills and attitudes on organisational performance, as well as to test the moderating role of power distance among Kuwaiti employees within the private oil and gas sector in Kuwait.** To further clarify and expand upon the aim of the research, a number of specific Research Objectives have been developed:

1. To examine the impact of knowledge on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.
2. To examine the impact of skills on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.
3. To examine the impact of attitude on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.
4. To examine the moderation effect of power distance on the relationship between knowledge and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.
5. To examine the moderation impact of power distance on the relationship between skills and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.

6. To examine the moderation impact of power distance on the relationship between attitude and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.

In this chapter, discussion regarding every specific objective and how it was full filled, and conclusion of the research findings are presented, and provides an explanation of the results of research that could have consequences for future studies on the effects of human capital (skills, knowledge, and attitude) on organisational performance considering the role of power distance as a moderating variable. This closing chapter also addresses some of the significant contributions of this research and examine their specific consequences. It will then provide a review of limitations as well as potential paths for future work prior to the conclusion of the present study.

5.2 DISCUSSION

This part aims to discuss the findings by revisiting study objectives and tackling the study questions as mentioned in Chapter 1, section 1.4. The general objective of this research is to examine the impact of knowledge, skills and attitudes on organisational performance, as well as to test the moderating role of power distance among Kuwaiti employees Within Kuwait's private oil and gas industry. The study questions are the foundation for generating the related hypotheses as established in Chapter two. While hypotheses testing is predominantly aimed at ascertaining if each hypothesis may be validated or otherwise, the subsequent analysis of the basic study objectives would concentrate on taking a deeper but

wider look at the relationships between the five constructs as presented by the individual study questions. Both major results will be listed and discussed.

The main problems or salient points which could be drawn from the findings of the estimate of the hypothesised model are to be unravelled in line with the study questions. Key results of the present research constitute main contributions. The results are based on the validated measurement model, which is then evaluated by exploratory factor analysis (EFA), and the validation of the test hypotheses is based on the hypothesised model estimate. In relation to its goals, research concerns, and the produced hypotheses, Table 5.1 provides a description of findings of the current study.

This study was carried out using 373 responses have been helpful for research, from the 690 questionnaires distributed, 512 sets were returned. All the participants are Kuwaiti workers within the private oil and gas sector in Kuwait. For this study, the response rate is 78.7 percent, which is considered quite good (Baruch & Holtom, 2008) compared to other research included in the related literature. The study shows that 305 (81.8%) respondents are male while the rest 68 (18.2%) are female participants. As for the age groups of the sample, 48.5% of them are between 30 - 39 years old, 37.8% of total respondents between 20 and 29 that includes 141 respondents from the sample used, 11.3% of total respondents between 40 and 49, 6.4% of total respondents are above 50 years, and 2.4% of total respondents are more than 50 years old.

For the experience of the sample, 34.3% have experience between 6- 10 years. Moreover, 118 respondents have 11-15 years of experience and that represents 31.6%, respondents

who have experience of working the industry of oil and gas 16-20 years are 43 respondents that represents 11.5%. Further, the employees who had experience 5 years or less are 4.2% that are 19 respondents.

In terms of education, 41.6% of respondents have a diploma. Furthermore, 32.4% of respondents hold an undergraduate degree certificate, 6.4% of respondents have a postgraduate degree, while 19.6% of respondents have a high school degree.

Moreover, respondents who indicated that they have employees who reports to them are 33.8% these could be supervisors or at any level of the management. While 66.2% have reported that no other employee is reporting to them.

The findings of this shows the validation of proposed integration knowledge, skills, and attitude as independent variables with the organisational performance as dependent variable and considering the role of power distance as a moderator variable within private oil and gas sector in Kuwait.

The findings show that knowledge, skills, and attitude have a positive effect on organisational performance within oil and gas sector in Kuwait. Moreover, table 4.29 shows that skills are the most crucial factor in determining the organisational performance within oil and gas sector in Kuwait. In addition, result in table 4.30 and figure 4.10 that power distance moderates the effect of attitude on organisational performance, and power distance does not moderate the effect of knowledge and skills on organisational performance.

Table 5.1:
Summary of specific objectives, research questions, hypotheses, and results

No	Research Objectives	Research Questions	hypothesis		Results
1	RO1: To examine the effect of knowledge on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.	RQ1: What is the influence of knowledge on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait?	H1	Knowledge → Organisational Performance	Supported
2	RO2: To examine the effect of skills on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.	RQ2: What is the influence of skills on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait?	H2	Skills → Organisational Performance	Supported
3	RO3: To examine the effect of attitude on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.	RQ3: What is the influence of attitude on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait?	H3	Attitude → Organisational Performance	Supported
4	RO4: To examine the moderation effect of power distance on the relationship between knowledge and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.	RQ4: What is the moderating effect of Power Distance on the relationship between knowledge and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait?	H4	Knowledge * Power Distance → Organisational Performance	Not Supported
5	RO5: To examine the moderation effect of power distance on the relationship between skills and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.	RQ5: What is the moderating effect of Power Distance on the relationship between skills and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait?	H5	Skills * Power Distance → Organisational Performance	Not Supported
6	RO6: To examine the moderation effect of power distance on the relationship between attitude and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.	RQ6: What is the moderating effect of Power Distance on the relationship between attitude and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait?	H6	Attitude * Power Distance → Organisational Performance	Supported

5.2.1 Findings Relating to Specific Objective 1

The first objective of this research is to examine the effect of knowledge on organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait. This objective has one hypothesis that needs to be checked, namely: knowledge has a positive effect on organisational performance.

This hypotheses related to the first objective which derived from the past studies and literature that suggested the relationship and direct influence of knowledge on the performance of the organisations (Guillaumont et al., 2017; Kessler & Lulfesmann, 2006; Khan & Quaddus, 2018; Kianto, Sáenz, & Aramburu, 2017; Samagaio & Rodrigues, 2016; Sun, Li, & Ghosal, 2020b).

This hypothesis was supported with ($\beta = 0.1003$, $t = 2.085$, $p < 0.05$) which suggests a major impact of knowledge on organisational performance. The results indicate that human capital in terms of employees' knowledge which is one of the intangible resources are influencing the organisational performance of private oil and gas sector in Kuwait. This result comes in line with the results revealed in the literature review.

This suggests that private sector organisations perhaps may need to pay more attention to their intangible resources in term of their valued knowledge to enhance their organisational performance. The more knowledgeable employees in private oil and gas sector the stronger and higher the organisation's performance would be. The more training and courses for the

employees will improve their knowledge and consequently the organisational performance. Thus, the first objective of this research is accomplished.

5.2.2 Findings Relating to Specific Objective 2

The second specific objective of the current research focused on examining the relationship between skills and the organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait. One question and one hypothesis were generated to achieve this objective. Statistical analysis has been done to test H2 that suggested a significant relationship between skills and organisational performance. All hypotheses were tested using SMART PLS-SEM.

This hypotheses related to the second objective which derived from the past studies and literature that suggested the relationship and direct influence of skills on the performance of the organisations (Aledo Ruíz, Gutiérrez, Martínez-Caro, & Cegarra-Navarro, 2017; S. O. Becker & Woessmann, 2009; Bendickson & Chandler, 2019; Brixiová et al., 2020; Samagaio & Rodrigues, 2016; Subramony et al., 2018; Yeh et al., 2020). This suggests that private oil and gas companies perhaps need to pay more consideration to their intangible resources in term of their employee's skills to enhance their organisational performance.

This hypothesis was supported with ($\beta = 0.1864$, $t= 3.111$, $p<0.01$) which suggests that skills have a huge influence on organisational performance. The results indicate that human capital in terms of employees' skills which is one of the intangible resources are

influencing the organisational performance of the private oil and gas sector in Kuwait. Confirming the result of former studies in different context and sectors. This gives an insight for the private sector specially the Kuwaiti oil and gas sector to improve their employees' skills different procedures. Top management and employees need to be not afraid from delegation, while this strategy can sound the most straightforward, it is also the hardest to bring into effect. In addition, align duties with strengths, collabourate efficiently, maintain consistent & oriented goals, inspire workers, take out the waste (try not to assign fewer, needless tasks to employees while they are focused on a greater goal), educate and grow employees, embrace telecommuting, and provide feedback to each other. Taking these steps would insure the improvement of the employees and consequently the performance of the organisation.

Thus, the second objective of this research is accomplished.

5.2.3 Findings Relating to Specific Objective 3

The third objective of this research is to examine the impact of attitude on organisational performance among employees within the Kuwaiti's private oil and gas industry. This objective has one hypothesis that need to be tested which is: attitude significantly influence organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait.

This hypotheses related to the third objective which derived from the past studies and literature that suggested the relationship and direct influence of attitude on the performance

of the organisations (Dodd, Guerin, Delaney, & Dodd, 2017; Hande, Mohammed, & Komattil, 2015; Higgins, Carroll, & Sharek, 2016; Kyrgidou & Petridou, 2014; Lacy, Arnott, & Lowitt, 2013; Pantano, 2016; Piaw & Pei, 2017). This suggests that private oil and gas companies may want to pay attention to their employees' attitude to enhance their organisational performance.

This hypothesis was supported with ($\beta = 0.1470$, $t = 2.394$, $p < 0.01$) indicating substantial effects of attitude on the performance of organisations. The results suggest that human capital in terms of employees' attitude which is one of the intangible resources are influencing the organisational performance of private oil and gas sector. This result gives an insight for the Kuwaiti private oil and gas sector top management to take notes of their employees' attitude and try to improve that by Hiring Personnel with correct values and attitudes, express the ideal actions, form the behaviours, be observant: pay attention to behaviour. Strengthen the right attitudes, consider the cause and motive, regularly react to behaviours, and motivate others. These steps will ensure a higher positive attitude of the employees that will be reflected on the organisational performance. Thus, the third objective of this research is accomplished.

5.2.4 Findings Relating to Specific Objective 4

The fourth objective of this research is to examine the moderating effect of power distance on the relationship between knowledge and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait. This objective has one hypothesis that need to be tested which is: power distance moderates the relationship between knowledge and organisational performance.

In this research, results from table 4.30 demonstrates that power distance does not moderate the relationship between knowledge and organisational performance. The reason behind that could be that the knowledge of employees is not affected by the distribution of power in the organisation, the knowledge of the employee will still improve the performance of the organisation as long as the employee is knowledgeable. This result contradicts prior studies in different setting and context (Cheong, Yammarino, & Yun, 2016; To et al., 2020). Overall, the fourth specific objective was not achieved. The findings show that there is no moderating effect of the power distance on the relation between knowledge and organisational performance.

5.2.5 Findings Relating to Specific Objective 5

The fifth objective of the current research is to inspect the moderating effect of power distance on the relationship between skills and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait. This objective has one

hypothesis that need to be tested which is: power distance moderates the relationship between skills and organisational performance.

Findings of the present research show that power distance does not moderate the relationship between skills and organisational performance. The reason behind that could be those skills of the employees and their impact on the organisational performance are not improved or weakened by the distribution of the power in the organisation. Employees of this sector will retain their skills even the power is not distributed equally among the different levels of management. Moreover, the skills can be enhanced by the training and educating employees that will consequently improve the organisational performance. In sum, the fifth specific objective was not achieved. The findings indicate that there is no moderating effect of the power distance on the relation between skills and organisational performance.

5.2.6 Findings Relating to Specific Objective 6

The sixth specific objective of this research is focusing on testing the moderating effect of power distance on the relationship between attitude and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait. One question and one hypothesis were generated to achieve this objective. Statistical analysis has been done to test H6 that suggested a moderation effect of power distance between attitude and organisational performance.

In this study, the results revealed that power distance has a moderating effect (weakens) between attitude and organisational performance among Kuwaiti employees within the private oil and gas sector in Kuwait, confirming the moderation role that power distant has in this setting. Simply stated, the more employees have the power and there is an equal distribution of the power in the organisations, the higher and better the attitude of employees will be, also it will improve the performance of the organisation (Heyden, Sidhu, Bosch, & Volberda, 2012). Given that Management is making decisions without consulting subordinates, using authority and power when dealing with subordinates, rarely as for employees' opinion, and keep important tasks away from employees (Talke, Salomo, & Rost, 2010), attitude will be negative, consequently, the performance of the organisation will be effected.

Overall, the sixth specific objective is achieved. The findings indicate that power distance moderates the relation between attitude and organisational performance.

5.3 CONTRIBUTIONS AND IMPLICATIONS

In this part of the chapter, contribution and implications are highlighted to the field of the academic research in expanding the knowledge of the relationships examined in this study. The profound importance of the findings will clarify the contributions, which are of concern both for practitioners and researchers. This section presents many contributions that have arisen following the testing of hypotheses.

5.3.1 Theoretical Contributions

This is a unique examination of the direct relationship between the factors of knowledge, skills, and attitude and the different types of performances. Furthermore, it has investigated the moderation effect of power distance between the knowledge, skills, and attitude and the organisational performance. Hence, it contributes to the body of current literature as follow.

Earlier surveys (Alseiari, Al-shami, & Sidek, 2019; Alshamsi, Isaac, & Bhaumik, 2019) have examined these human capital relationships to gather knowledge about the skills, knowledge, and attitude of employees. In order to benefit this field, study is rendered to be a natural extension of previous studies of human capital, because it contributes to the theory by adding to the aspects of human capital another element called attitude. In a knowledge-based background, the private gas and oil industry in Kuwait has further tested these relationships. The findings of the research have shown that these constructive cooperative relationships explain 31% of the variety of organisational performance; with the moderating influence of the power distance, an effective environment may be generated to achieve an organisational performance.

Interesting contributions to the performance research literature were made by studying the relationships between performance types. With the exception of Gunday, Ulusoy, Kilic, & Alpan (2011) which analysed these types in the Turkish manufacturing sector, and Elsetouhi (2014) who tested these types in the service sector in Egypt, limited number of

research was performed to test the relationship between different types of performance in the private gas and oil sector in Kuwait. This research thus supports performance researchers by offering an inclusive view of these relationships in the private gas and oil sector in Kuwait.

The primary contribution of this study is the comprehensive analysis of human capital and organisational performance based on empirical data. This study contributes both to human capital and to literature on performance. Firstly, the direct relationship between three aspects of human capital and performance, namely financial and nonfinancial performance, and new product creation performance, has been explored in most previous research. This indicates that these surveys have concentrated solely on the direct impact of human capital on product performance in the manufacturing sector. In fact, this study not only tested direct effects, but also, indirect effects of knowledge, skills, and attitude on organisational performances through the moderating variable power distance in the private gas and oil sector in Kuwait. The study provided a rich and comprehensive account of the history to the various forms of performance in the private sector.

The notion of human capital is not a new concept, and so far, it has not been fully understood by most organisations in Kuwait or the Arab world. This research is a critical framework for enhancing this concept in the Kuwaiti private gas and oil sector.

This research therefore offered a detailed example of how the function of internal knowledge relates to individuals, their skills, and the attitude toward the organisation in supporting performance.

5.3.2 Implications for Practitioners

Regarding the implications for practitioners, this study has provided many benefits for Kuwaiti private oil and gas sector in general to view human capital as a trigger for different performance types. Several recommendations have arisen from this research. In order to promote knowledge gained from its employees, the private gas and oil sector should retain and encourage performance of the organisations. Next, they can provide opportunities for informal groupings to enable group members to produce new ideas and to increase trust among group members by enhancing social network relationships to facilitate knowledge sharing. These are main performance criteria. Moreover, private oil and gas sector should produce new ideas, to enhance procedures and internal routines, and to embrace a culture of growth, a knowledge source of valuable knowledge. It is important for the private oil and gas industry to hire and retain workers with strong skills, a high level of education and the ability to develop and apply new ideas. Kuwaiti private oil and gas sector should always do their best to get the positive attitude of its employees which by default will be articulated on the organisational performance. Finally, private oil and gas sector top management should emphasize all types of performance since they are closely interrelated and mutually dependent and therefore should be concurrently produced. Top management can benefit from considerable improvements in both infrastructure and administrative procedures with a view to delivering new or current services. Furthermore, power distance should be reviewed amongst the employees of private oil and gas sector to improve the attitude of its employees.

5.4 LIMITATIONS OF THE RESEARCH

There are some limitations to this research, first of all, the use of cross-sectional questionnaire design. A future study strategy to address this limitation includes longitudinal studies which follow up the flow of knowledge and performance over time. In comparison, archival data may provide results that are more reliable using objective measurements for such factors, such as organisational performance. Furthermore, observe changes in human capital (knowledge, skills, and attitude) through performance process. Future research should also establish a longitudinal analysis to determine discrepancies in human capital in the organisation's performance process.

Second, In the covid-19 era, the world has been taken by surprise where all industries are faced with existential challenge. Oil and gas sector is no exception, companies around the world have had to close a lot of operations and laid off some employees because of this pandemic. It was difficult to collect the data at that time because of the lock down and the shock companies were at due to the lock down.

Third, it has only tested the research model in private oil and gas industry in Kuwait and consequently other researchers may validate the model in more private and public sectors in Kuwait, and also in different Arab countries.

Finally, this research study focused in the private sector and did not cover the public sector. Furthermore, this research inspected human capital (skills, knowledge, and attitude) which appear as important resources to the performance of organisations in Kuwait.

5.5 RECOMMENDATIONS FOR FUTURE RESEARCH

Researchers could explore potential antecedents to further expand and comprehensively understand the role of human resources in influencing employee performance and that of the firm as a whole (Karpen, Bove, Lukas, & Zyphur, 2015). Corresponding with the limitation of this study, this study recommends expanding the research to be carried out in the other sectors in Kuwait that was not covered in this study. Since each and every sector may have different characteristics of working culture that may affect the study. Furthermore, this study did not cover public sector, and it is well known that public sector may be affected by different managerial practices than private sectors that can be a chance to explore.

Furthermore, Hofstede et al. (2010) mentioned that Kuwait is among the countries that have a high-power distance Where individuals embrace hierarchical order and centralization is popular. Skills is seen as a crucial for better employees' performance. Based on that, future researchers could extend the proposed model in this study by adding the role of leadership.

Mixed approach studies (qualitative and quantitative) should be carried out in order to gain in-depth knowledge in order to understand what it actually takes to enhance organisational performance. This can be conducted in longitudinal research and while it requires more time and resources, it could introduce stronger implications for causation and improve considerate of the factors that determine organisational performance within private gas and oil sector in Kuwait. Another way to validate the results is by conducting A cross-cultural

research and survey through various sectors to determine whether or not the results are different.

Finally, Further work might also have to analyse the moderating function of a variety of other factors (e.g., demographic variables or job experience, work autonomy) that may lead to improving the predictive power of the proposed conceptual model. It is recommended that further investigations be considered in order to overcome such complexity.

5.6 CONCLUSION REMARK

As the main aim of this study was to examine the impact of knowledge, skills and attitudes on organisational performance, as well as to test the moderating role of power distance among Kuwaiti employees within the private oil and gas sector in Kuwait. Also, Kuwait's petroleum sector is the country's main industry, contributing to about half the country's GDP. Further, the oil production of Kuwait accounts for 9% of worldwide oil production (CNNMoney, 2016). Based on this, the performance of oil and gas sector organisations is especially important to the country's economic development and, therefore, a development in Kuwaiti people's quality of life.

Furthermore, as per the Global Competitiveness Report (2018), the organisational performance ranking in Kuwait is 103, compared to neighbouring countries. This figure suggests that Kuwait is lagging behind its counterparts in the Gulf Cooperation Council (GCC) and the western world. Qatar, in the same report, ranks 21, while Saudi Arabia ranks 40, and Oman ranks 76. This ranking shows how far Kuwait is from its neighbouring countries and this motivates us to study the factors impacting organisational performance,

and the most profitable and suitable context would appear to be the sector that Kuwait relies on heavily: oil and gas.

As human capital is increasingly related to competitive success, the future analysis must be able to examine the relationship between human capital at the person level and capabilities at the organisation level. (performance). This is among the first researches to examine the direct relationship between the factors of knowledge, skills, and attitude and the different types of performances. Furthermore, it has investigated the moderation effect of power distance between the knowledge, skills, and attitude and the organisational performance. Hence, it contributes to the body of current literature.

This study sought to extend the knowledge in the area of human capital and organisational performance in Kuwait. By examining the effect of the valuable and intangibles resources to the performance of the organisations in Kuwait, this study added valuable knowledge in both the commercial and academic sectors. The primary contribution of this study is the comprehensive analysis of human capital and organisational performance based on empirical data. This study contributes both to human capital and to literature on performance. Moreover, this study added to the understanding on the importance of the moderating impact of power distance in the private organisations, specifically, oil and gas sector in Kuwait.

Additionally, it is important for the private oil and gas industry to hire and retain workers with strong skills, a high level of education and the ability to develop and apply new ideas.

Kuwaiti private oil and gas sector should always do their best to get the positive attitude of its employees which by default will be articulated on the organisational performance. Finally, private oil and gas sector top management should emphasize all types of performance since they are closely interrelated and mutually dependent and therefore should be concurrently produced. Top management can benefit from considerable improvements in both infrastructure and administrative procedures with a view to delivering new or current services. Furthermore, power distance should be reviewed amongst the employees of private oil and gas sector to improve the attitude of its employees.

Finally, limitations and future research also discussed in this chapter. The findings have been promising despite numerous restrictions to the study, as it has managed to shed some lights on a different viewpoint.

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APPENDICES

APPENDIX A: Questionnaire (English)

Questionnaire about: Critical evaluation of the impact of human capital on organizational performance within the private oil and gas industry in Kuwait.

COVER LETTER

Dear Respondent,

I am inviting you to participate in a research study to evaluate the impact of human capital on organisational performance within the private oil and gas industry in Kuwait. The results of this survey will be useful for exploring the correlation between human capital, organisational performance and working culture. The findings of this study will be used for academic purposes and to propose recommendations for the private oil and gas companies to enhance staff performance through better understanding of the working culture factors and financial and non-financial performance.

Given your portfolio; you have experienced the work in this sector for a period of time. I believe you will add a lot to this research by providing your experience and perspectives.

Filling out this survey will not compromise your privacy or subject you to any known risks. No identifiers are included in the questionnaires. The information in the study will be kept strictly confidential and data will be stored securely.

Please do not hesitate to ask for the final results of this study, as all participants have the right to ask for the final report.

I would greatly appreciate your completion of the survey. The survey should take you about 10 minutes to complete. Due to the fact that a small number of people are being surveyed, your response is very important and effort!

Thank you in advance for your time and effort!
Sincerely,

AbdulWahab Esmael Baroun

**Salford Business School
University of Salford
Greater Manchester
United Kingdom**

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***1. I understand that my taking part is voluntary; I can withdraw from the study at any time and I do not have to give any reasons for why I no longer want to take part.**

• Yes • No

SECTION A: Demographic questions

2: What is your gender?	Male	
	Female	

3: How old are you?	20 - 29	
	30 - 39	
	40 - 49	
	50 or above	

4: Are you Kuwaiti?	Yes <input type="checkbox"/>
	No <input type="checkbox"/>

5: Years of experience	5 or below	
	6 - 10	
	11 - 15	
	16 - 20	
	20 or above	

6: Level of education	Primary School	
	Secondary School	
	High School	
	Additional Training (Diploma)	
	Undergraduate University degree	
	Postgraduate University degree	

7: Do you have any staff reporting to you? If Yes, how many?	Yes <input type="checkbox"/>
	No <input type="checkbox"/>

SECTION B: Knowledge

This questionnaire measures knowledge which falls within the following category: learning, technology use, brainstorming and applying new knowledge. Please Answer the questions found on this answer sheet. Please tick whichever applies. **If an item is irrelevant, or if you are unsure or unaware of the answer, leave the answer blank. Please Answer this questionnaire anonymously.**

Question Title

8. How frequently each statement fits you as an employee?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		X	X	X	X	X
8.1	Employee can learn what is necessary for new task					
8.2	Employee can refer to best practices and apply them to the task					
8.3	Employee can use the Internet to obtain knowledge to the task					
8.4	Employee obtain useful information from brainstorming meetings without spending too much time					
8.5	Employee search information for tasks from various knowledge sources administered by the organisation					
8.6	Employee understand computer programs needed to perform the tasks and use them well					
8.7	Employee is ready to accept new knowledge and apply it to his tasks when necessary					

SECTION C: Skills

This questionnaire measures skills, ability to change decisions, respect of others opinions, identifying problems readily, contribution of solutions willingly, recognition of conflict, and qualifications to do good job. Please answer all items on this answer sheet. Please tick whichever applies. **If an item is irrelevant, or if you are unsure or unaware of the answer, leave the answer blank.**

9. How frequently each statement fits you as an employee?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		X	X	X	X	X
9.1	Employee is able to change decisions based upon new information					
9.2	Employee respects the thoughts and opinions of others in the team					
9.3	Employee can identify potential problems readily					
9.4	Employee willingly contribute solutions to resolve problems					
9.5	Employee recognize conflict					
9.6	Employee is effective in doing his work					
9.7	Employee is qualified to do the job well					

SECTION D: Attitude

This questionnaire measures attitude, which contains seven sections that are related to Attitude within the working culture. Please answer all items on this answer sheet. Please tick whichever applies. **If an item is irrelevant, or if you are unsure or unaware of the answer, leave the answer blank.**

10. How frequently each statement fits you as an employee?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		X	X	X	X	X
10.1	My co-workers appreciate my work contributions					
10.2	I receive recognitions from my supervisor when i do a good job					
10.3	My supervisor communicates the importance of valuing diversity					
10.4	My supervisor encourages my career growth and development					
10.5	My pay is fair for the work I do					
10.6	My job description accurately describes my duties					
10.7	I get the professional development i need to succeed at my job					

SECTION E: Organisational Culture

This questionnaire measures organisational culture effect on employee, this is related to Power distance and the relationship between managers and employees. Please answer all items on this answer sheet. Please tick whichever applies. **If an item is irrelevant, or if you are unsure or unaware of the answer, leave the answer blank.**

11. To what extent do you agree or disagree with the following statements?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		X	X	X	X	X
11.1	Managers should make most decisions without consulting subordinates					
11.2	Manager should not ask subordinates for advice, because they might appear less powerful					
11.3	Decision-making power should stay with top management in the Organisation and not delegate to lower level employees					

SECTION F: Organisational Performance (Financial Performance)

This questionnaire measures Organisational performance in the lens of the employee. Which is around, Financial Performance, Internal Processes, Customer/Stakeholder and Learning and Growth. Please answer all items on this answer sheet. Please tick whichever applies. **If an item is irrelevant, or if you are unsure or unaware of the answer, leave the answer blank.**

12. To what extent do you agree or disagree with the following statements?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		X	X	X	X	X
12.1	Represents the financial side in one of the most important priorities of the performance of senior management.					
12.2	Company's budget is enough to accomplish its strategy					
12.3	No problem in financing the work of the company and various programs.					
12.4	Funding limits the department's ability to provide more services, higher quality					
12.5	The financial performance of his role in public satisfaction and achieve the strategic objectives of the company					
12.6	The company was trying to secure international funding for programs company subparagraph (proficiency, enhance productivity, competitiveness)					
12.7	To assess the financial side of our programs have a role in future funding and reflected on					

	the performance of the company.					
12.8	The company is working to assess the impact of fiscal spending in different areas.					

SECTION G: Organisational Performance (Internal Processes)

This questionnaire measures Organisational performance in the lens of the employee. Which is around, Financial Performance, Internal Processes, Customer/Stakeholder and Learning and Growth. Please answer all items on this answer sheet. Please tick whichever applies. **If an item is irrelevant, or if you are unsure or unaware of the answer, leave the answer blank**

13. To what extent do you agree or disagree with the following statements?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		X	X	X	X	X
13.1	The internal processes of planning, organizing, directing and controlling had directly impacted the performance of the strategy					
13.2	The internal operations focuses on transforming internal goals into reality					
13.3	Satisfactory performance of the company is due to top managements decisions and their applications					
13.4	The internal operating processes focus on the quality of the services provided to the public					
13.5	The internal operating processes focuses in human resources and capacity development					
13.6	Internal operations focuses on business leadership and modern methods					
13.7	Internal operating processes established					

	the organisational structure and describes the company's functions					
13.8	Internal operations develop channels of communication to facilitate the transfer of information					
13.9	Internal operating processes are integrated with the other aspects of institutional performance					
13.10	Robust system of controlling financial operations is in place; cash flow actively managed; financial manual exists; duties are clearly segregated					
13.11	Decentralization (de-concentration) is achieved to some degree, key managerial and financial functions have been transferred to the district level					
13.12	Company departments are relatively independent in planning and executing of the plans					
13.13	Organisational culture - the way the staff and organisation as a whole works and thinks - is being changed.					

SECTION H: Organisational Performance (Customer/Stakeholder)

This questionnaire measures Organisational performance in the lens of the employee. Which is around, Financial Performance, Internal Processes, Customer/Stakeholder and Learning and Growth. Please answer all items on this answer sheet. Please tick whichever applies. **If an item is irrelevant, or if you are unsure or unaware of the answer, leave the answer blank.**

14. To what extent do you agree or disagree with the following statements?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		X	X	X	X	X
14.1	The company's population (Customer/Stakeholder) diverse economically and socially					
14.2	The population's (Customer/Stakeholder) judgments on organisational performance is various due to their different backgrounds and views					
14.3	My company is concerned with the (Customer/Stakeholder)'s opinions on its organisational performance, and considers it a priority					
14.4	My company is focused on fulfilling both quality and speed required by the (Customer/Stakeholder)'s					
14.5	The company has a reputation in its performance of its businesses and maintains a positive relationship with its (Customer/Stakeholder)'s					

14.6	The company owns social cooperate responsibility and environmental programs that satisfies the (Customer/Stakeholder)'s					
14.7	The Company provides a customer services center that offers it's services in positive manner					
14.8	The company offers its audience a guide book that explains it's projects and programs					

SECTION I: Organisational Performance (Learning and Growth)

This questionnaire measures Organisational performance in the lens of the employee. Which is around, Financial Performance, Internal Processes, Customer/Stakeholder and Learning and Growth. Please answer all items on this answer sheet. Please tick whichever applies. **If an item is irrelevant, or if you are unsure or unaware of the answer, leave the answer blank.**

15. To what extent do you agree or disagree with the following statements?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		X	X	X	X	X
15.1	The Company seeks to analyse what is new in the business world and adapt it to its work					
15.2	The Learning and growth aspect focuses on the company's ability to climatize with the changing circumstances					
15.3	The company develops its means and methods in providing services					
15.4	The company is trying to adapt new technology to ease the uses of its services					
15.5	The company depends on fundamental scientific researches to solve accruing business issues					
15.6	The company focusses on Human resources management and development of its performance					
15.7	The growth aspect of the company concentrates on the motivation of its individuals and their evaluation					
15.8	The company is keen on applying plans and projects to develop its businesses and to simplify its procedures					
15.9	The company is keen on its comparative references and outstanding performance measurements					
15.10	The Company focusses on what is needed to develop its ability around (Internal processes) which is considered to be a building block towards the financial measurement and (Customer/Stakeholder)'s reviews					

Thank you for taking part in this research
You have now completed all parts of the questionnaire

APPENDIX B: Questionnaire (ARABIC)

استبيان حول: التقييم النقدي لتأثير رأس المال البشري على الأداء التنظيمي في صناعة النفط والغاز في الشركات النفطية الخاصة في دولة الكويت.

عزيزي المستجيب

أدعوك للمشاركة في دراسة بحثية لتقييم تأثير الرأس المال البشري بشكل نقدي على الأداء التنظيمي في صناعة النفط والغاز في الشركات النفطية الخاصة في دولة الكويت. أمل أن تكون نتائج الاستبيان مفيدة لاستكشاف العلاقة بين رأس المال البشري والأداء التنظيمي وثقافة العمل. سيتم استخدام نتائج هذه الدراسة للأغراض الأكاديمية واقتراح بعض التوصيات لشركات النفط والغاز الخاصة لتعزيز أداء الموظفين من خلال فهم أفضل للعوامل الثقافية والأداء المالي وغير المالي.

بالنظر إلى ملفك الشخصي: فأنا لديك خبرة في العمل في هذا القطاع لفترة من الزمن. أعتقد أنك ستضيف الكثير إلى هذا البحث من خلال توفير خبرتك ووجهات نظرك.

إن ملء هذا الاستبيان لن يؤثر على خصوصيتك أو يعرضك لأي مخاطر. لن يتم ذكر أي بيانات للهوية في الاستبيانات. سيتم الاحتفاظ بالمعلومات الواردة في الدراسة بسرية تامة وسيتم تخزين البيانات بشكل آمن.

لا تتردد في طلب النتائج النهائية لهذه الدراسة، حيث يحق لجميع المشاركين أن يطلبوا ذلك. سأكون ممتناً للغاية عند استكمالك لهذا الاستبيان. يجب أن يأخذك الاستبيان حوالي ١٠ دقائق لإكماله. نظراً لأن عدداً صغيراً نسبياً من الناس سيخضعون للاستبيان، فإن إجابتك مهمة جداً.

شكراً لكم على وقتكم وجهدكم!
وتفضوا بقبول فائق الاحترام،

باحث الدكتوراه/ عبدالوهاب إسماعيل بارون

كلية سالفور للأعمال

جامعة سالفورد - المملكة المتحدة

a.e.b.e.baroun@edu.salford.ac.uk

١. أنا أفهم أن مشاركتي في هذا الاستبيان تطوعية ؛ و يمكنني الانسحاب هذا الاستبيان في أي وقت ، وليس من الضروري أن أقدم أسباباً لعدم رغبتني في المشاركة.

نعم
لا

القسم أ: الأسئلة الديموغرافية (يرجى وضع علامة "X" على الاختيار المناسب)

	نكر	٢. ماهو جنسك؟
	أنثى	

	29-20	٣. ماهو عمرك؟
	39-30	
	49-40	
	50 أو اكثر	

	نعم	٤. هل انت كويتي الجنسية؟
	لا	

	5 أو أقل	٥. عدد سنوات الخبرة
	10-6	
	15-11	

	20-16	
	20 أو أكثر	

	الشهادة الابتدائية	٦. المستوى التعليمي
	الشهادة المتوسطة	
	الشهادة الثانوية	
	تدريب إضافي (دبلوم)	
	درجة جامعية	
	دراسات عليا	

<input type="checkbox"/>	نعم	٧. هل لديك أي موظفين يقدمون تقارير اليك؟
<input type="checkbox"/>	لا	إذا كانت الإجابة نعم، كم عددهم؟

القسم ب: المعرفة، التعليم، استخدام التكنولوجيا، العصف الذهني، وتطبيق معرفة جديدة

يهدف هذا الاستبيان لقياس المعرفة والتي تحتوي على العناصر التالية: المعرفة، استخدام التكنولوجيا، العصف الذهني، وتطبيق معرفة جديدة. يرجى الإجابة على جميع الأسئلة في الاستبيان.
إذا كان أي عنصر ليس له صلة، أو إذا كنت غير متأكد أو لا تعرف الإجابة، اترك مكان الإجابة فارغ. يرجى الإجابة على هذا الاستبيان بدون ذكر اسمك

أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة	كموظف، إلى أي مدى تناسبك العبارات التالية؟
X	X	X	X	X	
					٨.١ يمكن للموظف تعلم ما هو ضروري لمهمة جديدة
					٨.٢ يمكن للموظف الرجوع إلى أفضل الممارسات وتطبيقها على المهمة
					٨.٣ يمكن للموظف استخدام الإنترنت للحصول على المعرفة لهذه المهمة
					٨.٤ يحصل الموظف على معلومات مفيدة من اجتماعات العصف الذهني دون قضاء الكثير من الوقت
					٨.٥ يبحث الموظف عن معلومات حول المهام من مصادر المعرفة المختلفة التي تديرها المنظمة
					٨.٦ يفهم الموظف برامج الكمبيوتر اللازمة لأداء المهام واستخدامها بشكل جيد
					٨.٧ الموظف مستعد لقبول معرفة جديدة وتطبيقها على مهامه عند الضرورة

القسم ج: المهارات

يهدف هذا الاستبيان لقياس المهارات والقدرة على اتخاذ القرارات، واحترام آراء الآخرين، وتحديد المشكلات بسهولة، المساهمة في الحلول بشكل طوعي، التعرف على مشكلات العمل، ومؤهلات القيام بعمل جيد. يرجى الإجابة على جميع العناصر في ورقة الإجابة هذه. يرجى تحديد إجابتك من خلال وضع دائرة على الرقم المناسب.

كموظف، إلى أي مدى تناسبك العبارات التالية؟		لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
		X	X	X	X	X
٩.١	الموظف قادر على تغيير القرارات بناء على معلومات جديدة					
٩.٢	الموظف يحترم أفكار وآراء الآخرين في الفريق					
٩.٣	يمكن للموظف تحديد المشاكل المحتملة بسهولة					
٩.٤	يساهم الموظف بشكل طوعي في حل المشاكل					
٩.٥	يمكن للموظف التعرف على مشكلات العمل					
٩.٦	الموظف فعال في أداء عمله					
٩.٧	الموظف مؤهل للقيام بالوظيفة بشكل جيد					

القسم د. السلوك

يهدف هذا الاستبيان لقياس السلوك، الذي يحتوي على سبعة عناصر: القدرة على تغيير القرارات، واحترام آراء الآخرين، وتحديد المشاكل بسهولة، والمساهمة في الحلول بشكل طوعي، التعرف على مشكلات العمل، ومؤهلات القيام بعمل جيد. يرجى الإجابة على جميع العناصر في ورقة الإجابة هذه. يرجى تحديد إجابتك من خلال وضع دائرة على الرقم المناسب.

كموظف، إلى أي مدى تناسبك العبارات التالية؟		لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
		X	X	X	X	X
١٠.١	زملائي في العمل يقدرون مساهماتي في العمل					
١٠.٢	أتلقي شكر وتقدير من المشرف الخاص بي عندما أقوم بعمل جيد					
١٠.٣	يقوم المشرف الخاص بي بإيصال أهمية تقييم التنوع					
١٠.٤	يشجعني المشرف علي النمو والتطوير الوظيفي					
١٠.٥	راتبي يتناسب بشكل عادل مع العمل الذي أقوم به					
١٠.٦	الوظف الوظيفي لعملي يصف واجباتي بدقة					
١٠.٧	أحصل على التطوير المهني الذي أحتاجه للنجاح في عملي					

القسم هـ : الثقافة التنظيمية

يهدف هذا الاستبيان إلى قياس تأثير الثقافة التنظيمية على الموظف، وهذا مرتبط بمقدار السلطة. يرجى الإجابة على جميع العناصر في ورقة الإجابة هذه. يرجى تحديد إجابتك من خلال وضع دائرة على الرقم المناسب.

كموظف، إلى أي مدى تناسبك العبارات التالية؟						
أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة		
X	X	X	X	X		
					يجب على المديرين اتخاذ معظم القرارات دون استشارة المرؤوسين	١١.١
					لا ينبغي للمدير أن يطلب من المرؤوسين النصيحة، لأنهم قد يبدو أقل سلطة	١١.٢
					يجب أن تبقى سلطة صنع القرار مع الإدارة العليا للمنظمة ولا يتم تفويضها لموظفي المستوى الأدنى	١١.٣

القسم و: الأداء التنظيمي (الأداء المالي)

يهدف هذا الاستبيان لقياس الأداء التنظيمي من وجهة نظر الموظف. وهو حول، الأداء المالي، العمليات الداخلية، العميل/أصحاب المصلحة والتعلم والتطور. يرجى الإجابة على جميع العناصر في ورقة الإجابة هذه. يرجى تحديد إجابتك من خلال وضع دائرة على الرقم المناسب

كموظف، إلى أي مدى تناسبك العبارات التالية؟		لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
		X	X	X	X	X
١٢.١	الجانب المالي واحد من أهم أولويات أداء الإدارة العليا.					
١٢.٢	ميزانية الشركة تكفي لتحقيق استراتيجيتها					
١٢.٣	لا يوجد مشاكل في تمويل مشاريع الشركة والبرامج المختلفة.					
١٢.٤	قيود التمويل تحد من قدرة الشركة على تقديم خدمات أكثر و بجودة اعلى					
١٢.٥	الأداء المالي له دوره في الرضا العام للعملاء و الجمهور وتحقيق الأهداف الاستراتيجية للشركة					
١٢.٦	تحاول الشركة الحصول على تمويل و دعم خارجي او دولي لبرامج الشركة الفرعية مثل (الكفاءة، وتعزيز الإنتاجية، والقدرة التنافسية)					
١٢.٧	تقييم الجانب المالي لبرامجنا له دور في التمويل المستقبلي وينعكس على أداء الشركة.					
١٢.٨	تعمل الشركة على تقييم اثر إنفاقها المالي في المجالات المختلفة.					

القسم ز: الأداء التنظيمي (العمليات الداخلية)

يهدف هذا الاستبيان لقياس الأداء التنظيمي من وجهة نظر الموظف. وهو حول، الأداء المالي، العمليات الداخلية، العميل/أصحاب المصلحة والتعلم والتطور. يرجى الإجابة على جميع العناصر في ورقة الإجابة هذه. يرجى تحديد إجابتك من خلال وضع دائرة على الرقم المناسب

أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة	كموظف، إلى أي مدى تناسبك العبارات التالية؟
X	X	X	X	X	
					١٣.١ العمليات الداخلية للتخطيط والتنظيم والتوجيه والسيطرة قد أثرت بشكل مباشر على أداء الاستراتيجية
					١٣.٢ تركز العمليات الداخلية على تحويل الأهداف الداخلية إلى واقع ملموس
					١٣.٣ الأداء المرضي للشركة يرجع إلى قرارات الإدارة العليا وتطبيقاتها
					١٣.٤ تركز عمليات التشغيل الداخلية على جودة الخدمات المقدمة للعميل
					١٣.٥ تركز عمليات التشغيل الداخلية على الموارد البشرية وتنمية القدرات
					١٣.٦ تركز العمليات الداخلية على قيادة الأعمال والأساليب الحديثة
					١٣.٧ عمليات التشغيل الداخلية تشكل الهيكل التنظيمي وتصف وظائف الشركة
					١٣.٨ العمليات الداخلية تطوير قنوات الاتصال لتسهيل نقل المعلومات
					١٣.٩ يتم دمج عمليات التشغيل الداخلية مع الجوانب الأخرى للأداء المؤسسي
					١٣.١٠ يوجد نظام قوي لمراقبة العمليات المالية، التدفقات النقدية تدار بنشاط، يوجد دليل مالي، يتم فصل الواجبات بوضوح
					١٣.١١ يتم تحقيق اللامركزية (إلغاء التركيز) إلى حد ما، وقد تم نقل المهام الإدارية والمالية الرئيسية إلى مستوى الأقسام
					١٣.١٢ إدارات الشركة مستقلة نسبيا في تخطيط وتنفيذ الخطط
					١٣.١٣ يتم تغيير الثقافة التنظيمية - الطريقة التي يعمل بها الموظفون والمنظمة ككل.

القسم ح: الأداء التنظيمي (العميل / أصحاب المصلحة)

يهدف هذا الاستبيان لقياس الأداء التنظيمي من وجهة نظر الموظف. وهو حول، الأداء المالي، العمليات الداخلية، العميل/أصحاب المصلحة والتعلم والتطور. يرجى الإجابة على جميع العناصر في ورقة الإجابة هذه. يرجى تحديد إجابتك من خلال وضع دائرة على الرقم المناسب

أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة	كموظف، إلى أي مدى تناسبك العبارات التالية؟
X	X	X	X	X	
					١٤.١ تهتم الشركة برأي صاحب المصلحة حول كيفية أداء أعمالها وتعتبر أن هذا ذات أولوية بالنسبة لهم
					١٤.٢ تركز الشركة على تحقيق الجودة والسرعة المطلوبة من قبل أصحاب المصلحة
					١٤.٣ سمعة الشركة في أداء أعمالها والحفاظ على علاقة إيجابية مع أصحاب المصلحة

القسم ط: الأداء التنظيمي (التعلم والتطور)

يهدف هذا الاستبيان لقياس الأداء التنظيمي من وجهة نظر الموظف. وهو حول، الأداء المالي، العمليات الداخلية، العميل/أصحاب المصلحة والتعلم والتطور. يرجى الإجابة على جميع العناصر في ورقة الإجابة هذه. يرجى تحديد إجابتك من خلال وضع دائرة على الرقم المناسب

أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة	كموظف، إلى أي مدى تناسبك العبارات التالية؟
X	X	X	X	X	
					١٥.١ تسعى الشركة لمعرفة ما هو جديد في عالم الأعمال وتطبيقه على عملهم
					١٥.٢ تركز الشركة إلى جانب النمو والتعليم أيضاً على قدرة الإدارة على التكيف مع الظروف المتغيرة
					١٥.٣ تحدثت الشركة عن وسائل وأساليب تقديم الخدمات
					١٥.٤ تحاول الشركة تسهيل استخدام التكنولوجيا الجديدة للاستفادة من خدماتها
					١٥.٥ تقوم الشركة على أسس البحث العلمي لحل المشكلات التي تواجهها
					١٥.٦ تركز الشركة على تنمية الموارد البشرية والأداء
					١٥.٧ جانب التطور يشمل على تحفيز الأفراد لتقييم أدائهم
					١٥.٨ تهتم الشركة بوضع خطط ومشاريع لتطوير أعمالها وتسهيل الإجراءات
					١٥.٩ تهتم الشركة بالمراجع المقارنة لقياس الأداء المتميز
					١٥.١٠ تركز الشركة على ما يجب عليك فعله لتحسين قدراتهم المتعلقة بإجراءات التشغيل والتي تعتبر المحرك الأساسي للجانب المالي.

**شكراً لك على المشاركة في هذا البحث
لقد أكملت الآن جميع أجزاء الاستبيان**

Appendix C: Pilot Study Results Descriptive Analysis & Reliability Analysis RESULTS

HUMAN RESOURCES (HR) - KNOWLEDGE (KN)

KN1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	3	7.3	7.3	12.2
	3 Neutral	1	2.4	2.4	14.6
	4 Agree	22	53.7	53.7	68.3
	5 Strongly agree	13	31.7	31.7	100.0
	Total	41	100.0	100.0	

KN2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	2	4.9	4.9	9.8
	3 Neutral	6	14.6	14.6	24.4
	4 Agree	21	51.2	51.2	75.6
	5 Strongly agree	10	24.4	24.4	100.0
	Total	41	100.0	100.0	

KN3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	1	2.4	2.4	2.4
	2 Disagree	3	7.3	7.3	9.8
	3 Neutral	12	29.3	29.3	39.0
	4 Agree	15	36.6	36.6	75.6
	5 Strongly agree	10	24.4	24.4	100.0
	Total	41	100.0	100.0	

KN4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	3	7.3	7.3	7.3
	2 Disagree	2	4.9	4.9	12.2
	3 Neutral	10	24.4	24.4	36.6
	4 Agree	17	41.5	41.5	78.0
	5 Strongly agree	9	22.0	22.0	100.0
	Total	41	100.0	100.0	

KN5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	4	9.8	9.8	14.6
	3 Neutral	12	29.3	29.3	43.9
	4 Agree	17	41.5	41.5	85.4
	5 Strongly agree	6	14.6	14.6	100.0
	Total	41	100.0	100.0	

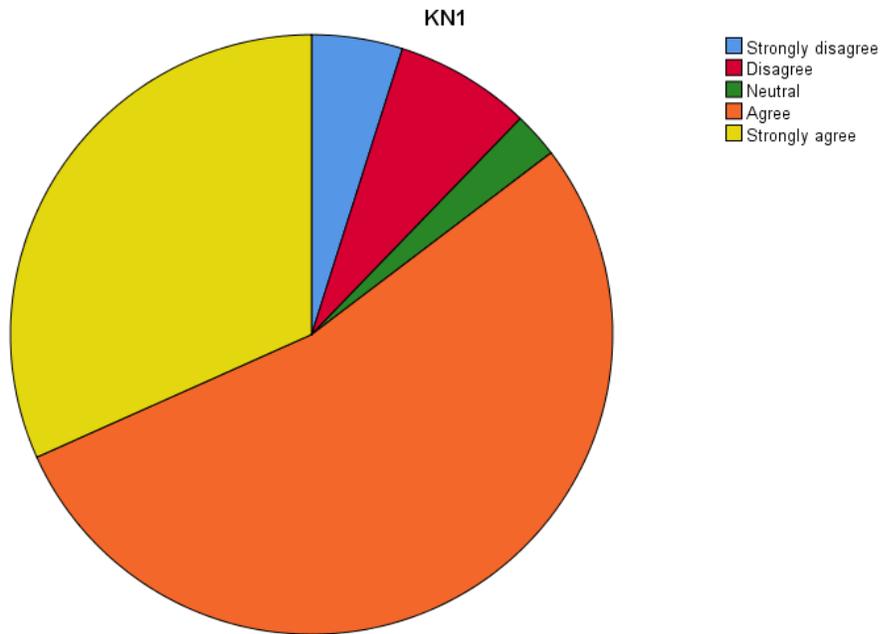
KN6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	2	4.9	4.9	9.8
	3 Neutral	5	12.2	12.2	22.0
	4 Agree	17	41.5	41.5	63.4
	5 Strongly agree	15	36.6	36.6	100.0
	Total	41	100.0	100.0	

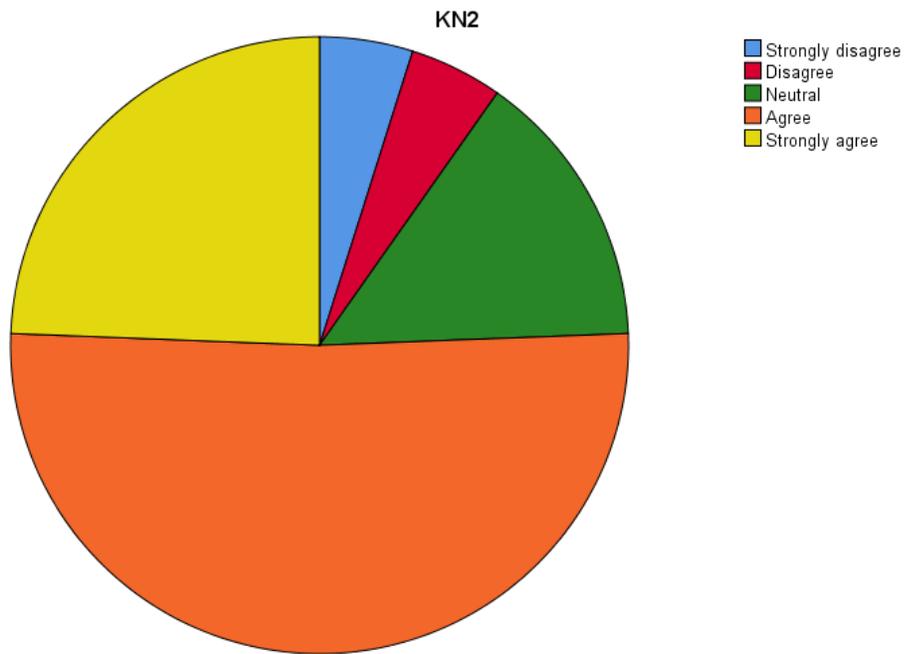
KN7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	2	4.9	4.9	9.8
	3 Neutral	3	7.3	7.3	17.1
	4 Agree	15	36.6	36.6	53.7
	5 Strongly agree	19	46.3	46.3	100.0
	Total	41	100.0	100.0	

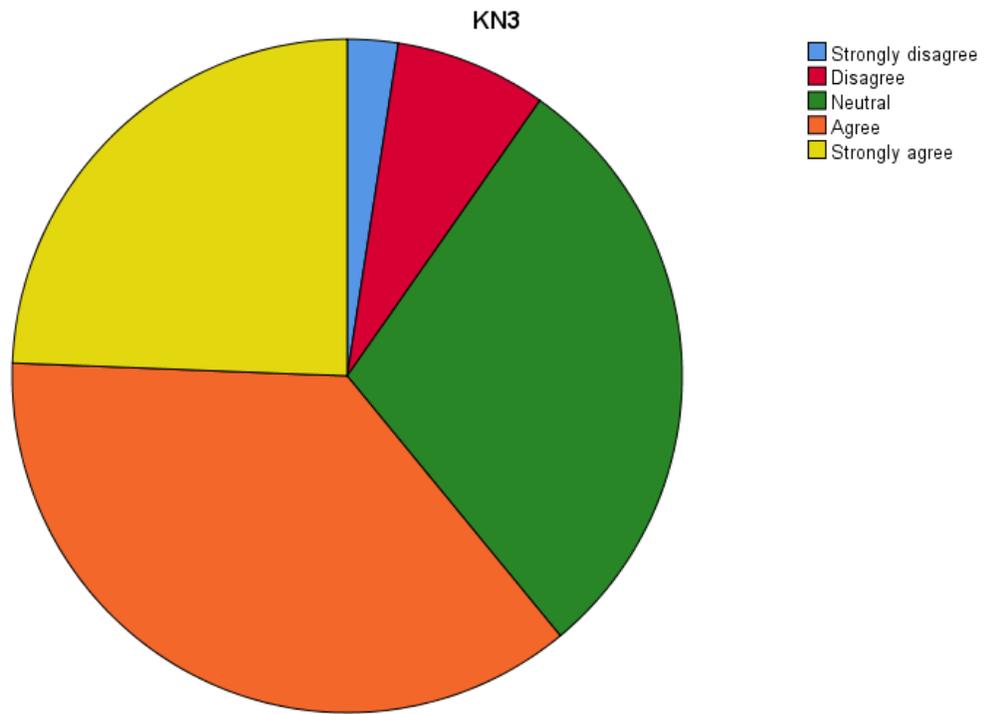
Employee can learn what is necessary for new task



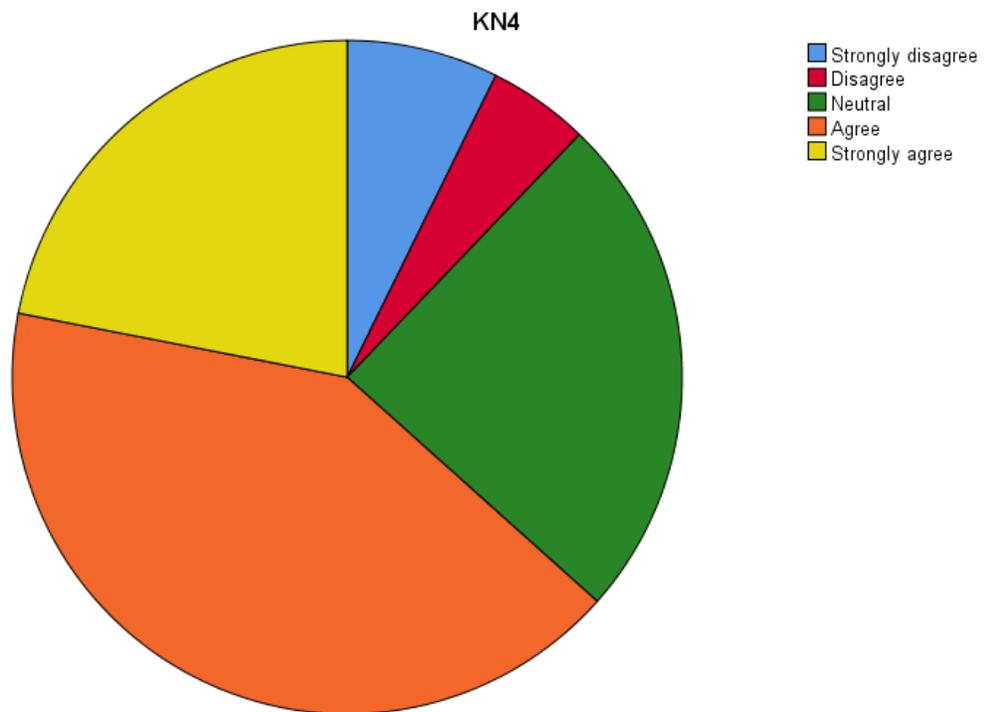
Employee can refer to best practices and apply them to the task



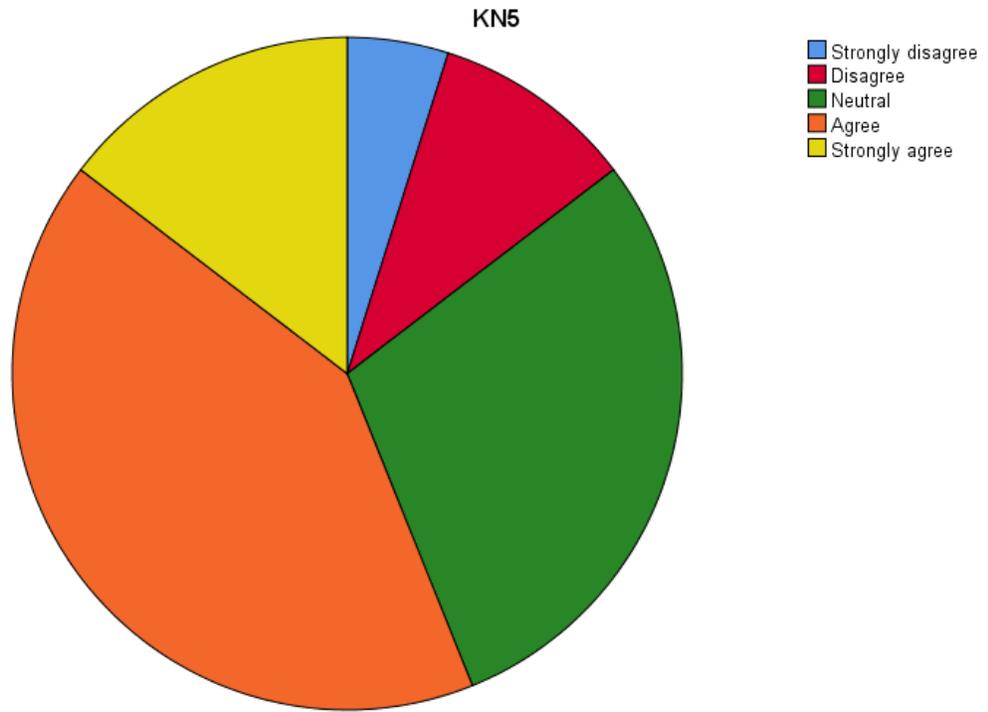
Employee can use the Internet to obtain knowledge to the task



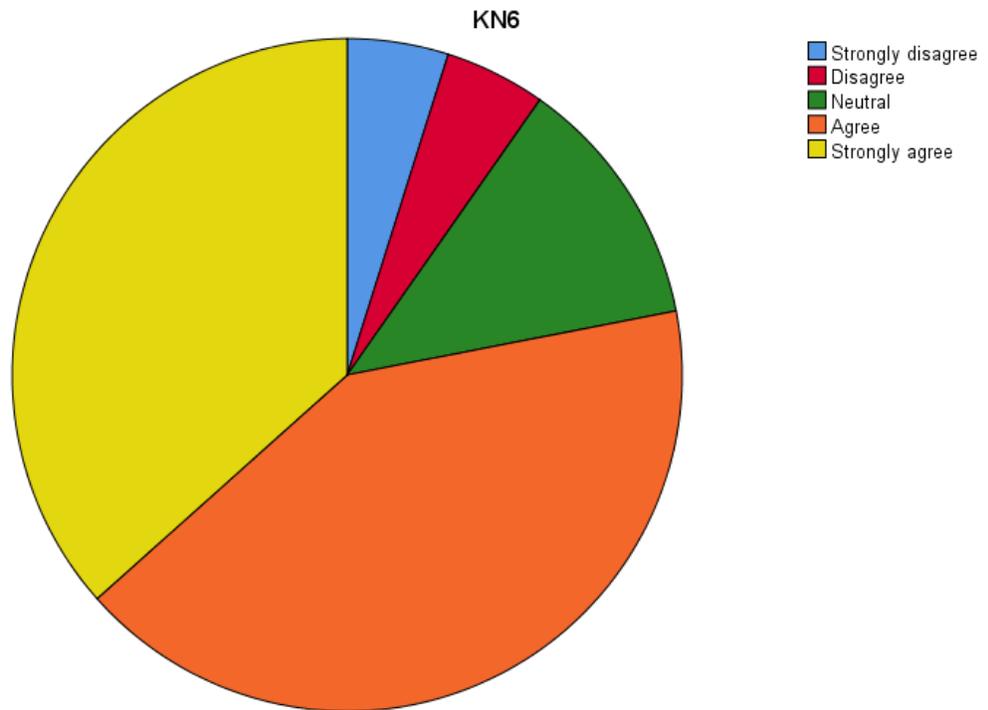
Employee obtain useful information from brainstorming meetings without spending too much time



Employee search information for tasks from various knowledge sources administered by the organisation

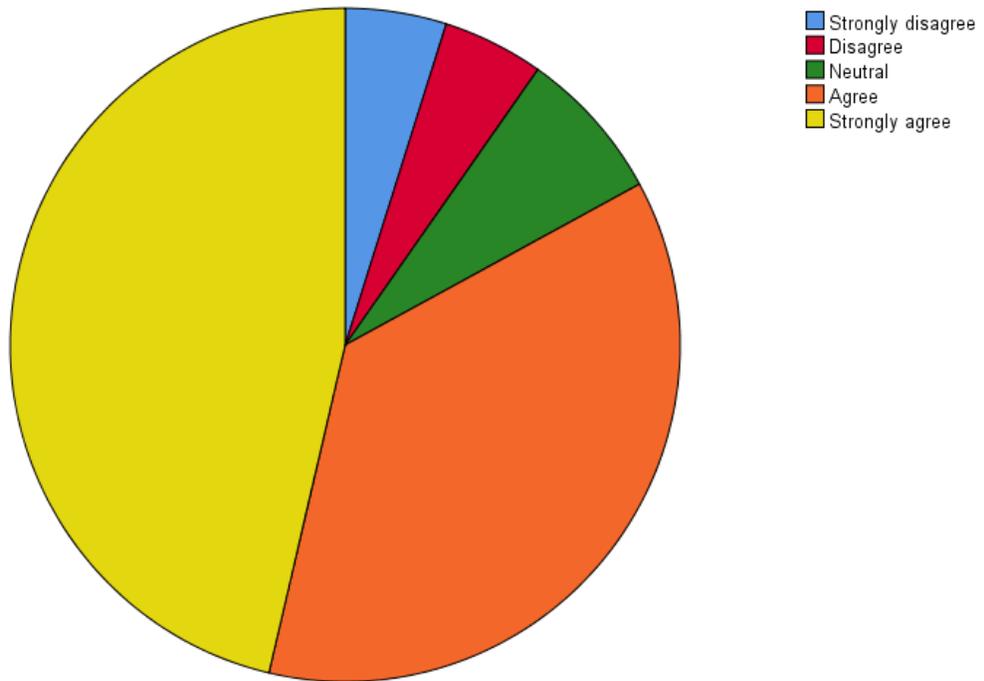


Employee understand computer programs needed to perform the tasks and use them well



Employee is ready to accept new knowledge and apply it to his tasks when necessary

KN7



HUMAN RESOURCES (HR) - SKILLS (SK)

SK1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	3	7.3	7.3	7.3
	2 Disagree	1	2.4	2.4	9.8
	3 Neutral	2	4.9	4.9	14.6
	4 Agree	28	68.3	68.3	82.9
	5 Strongly agree	7	17.1	17.1	100.0
	Total	41	100.0	100.0	

SK2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	3	7.3	7.3	12.2
	3 Neutral	8	19.5	19.5	31.7
	4 Agree	14	34.1	34.1	65.9
	5 Strongly agree	14	34.1	34.1	100.0
	Total	41	100.0	100.0	

SK3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	1	2.4	2.4	2.4
	2 Disagree	3	7.3	7.3	9.8
	3 Neutral	15	36.6	36.6	46.3
	4 Agree	13	31.7	31.7	78.0
	5 Strongly agree	9	22.0	22.0	100.0
	Total	41	100.0	100.0	

SK4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	3	7.3	7.3	7.3
	2 Disagree	1	2.4	2.4	9.8
	3 Neutral	8	19.5	19.5	29.3
	4 Agree	12	29.3	29.3	58.5
	5 Strongly agree	17	41.5	41.5	100.0
	Total	41	100.0	100.0	

SK5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	1	2.4	2.4	2.4
	2 Disagree	3	7.3	7.3	9.8
	3 Neutral	12	29.3	29.3	39.0
	4 Agree	13	31.7	31.7	70.7
	5 Strongly agree	12	29.3	29.3	100.0
	Total	41	100.0	100.0	

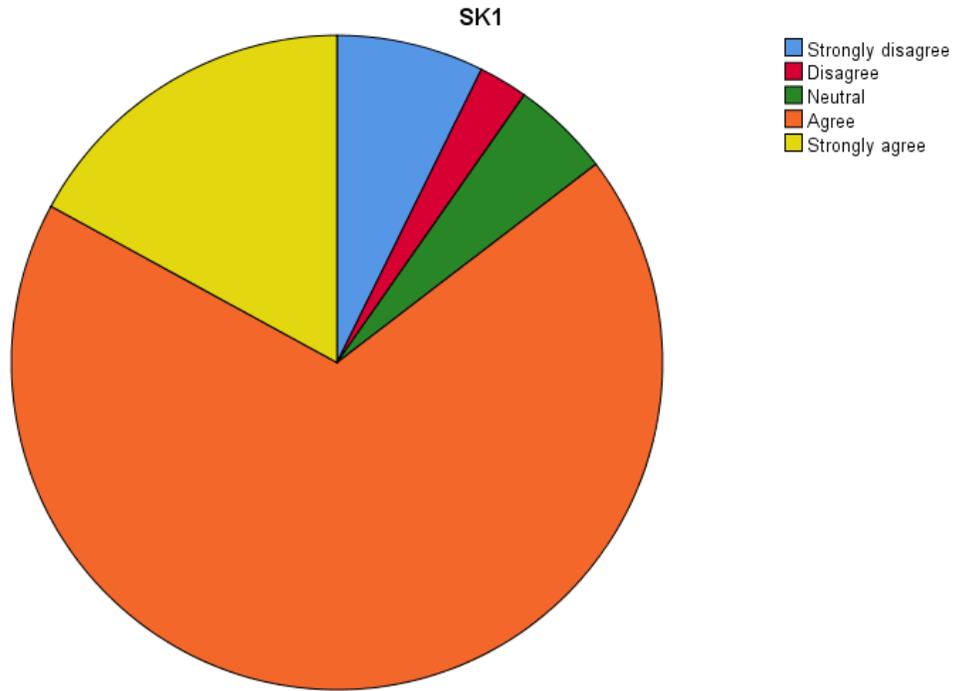
SK6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	1	2.4	2.4	2.4
	2 Disagree	3	7.3	7.3	9.8
	3 Neutral	10	24.4	24.4	34.1
	4 Agree	14	34.1	34.1	68.3
	5 Strongly agree	13	31.7	31.7	100.0
	Total	41	100.0	100.0	

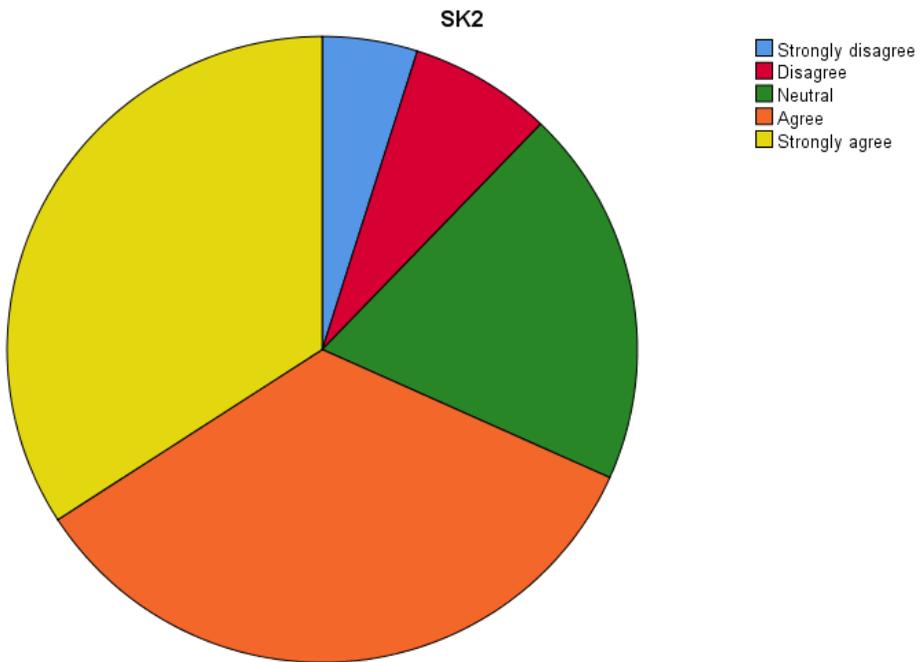
SK7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	3	7.3	7.3	7.3
	2 Disagree	1	2.4	2.4	9.8
	3 Neutral	7	17.1	17.1	26.8
	4 Agree	13	31.7	31.7	58.5
	5 Strongly agree	17	41.5	41.5	100.0
	Total	41	100.0	100.0	

Employee is able to change decisions based upon new information

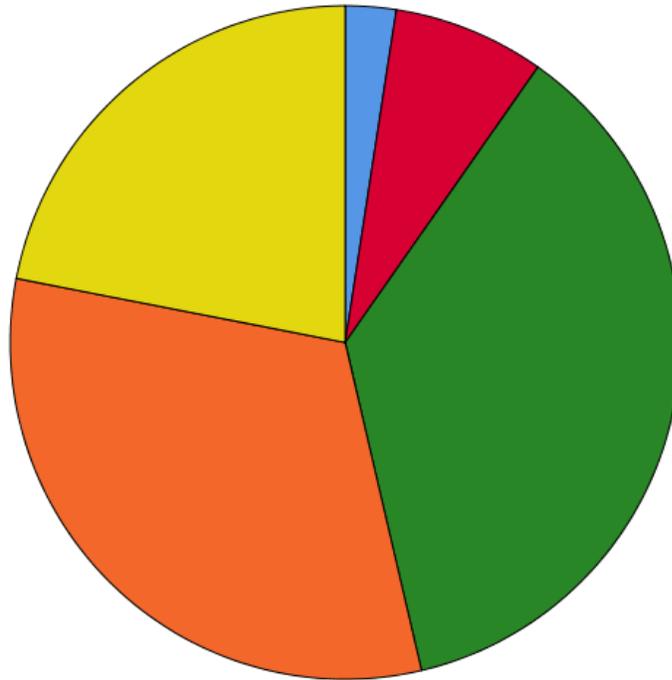


Employee respects the thoughts and opinions of others in the team



Employee can identify potential problems readily

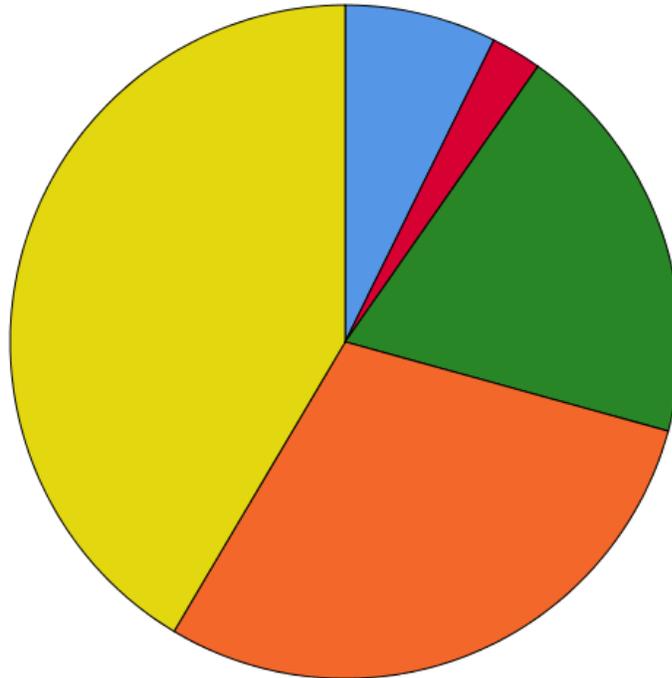
SK3



- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

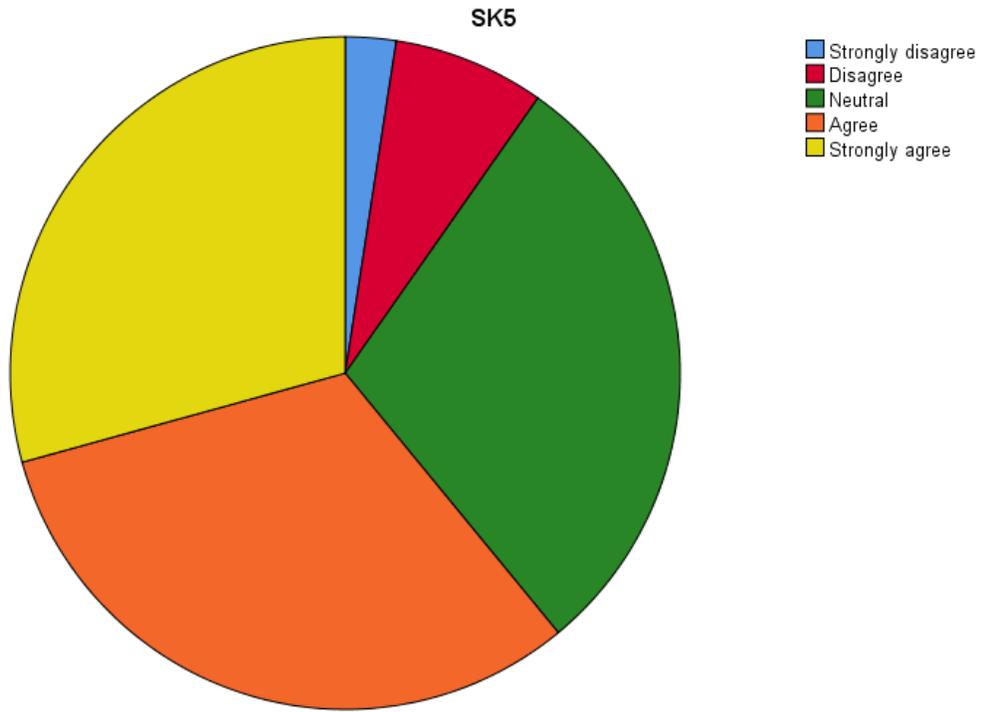
Employee willingly contribute solutions to resolve problems

SK4

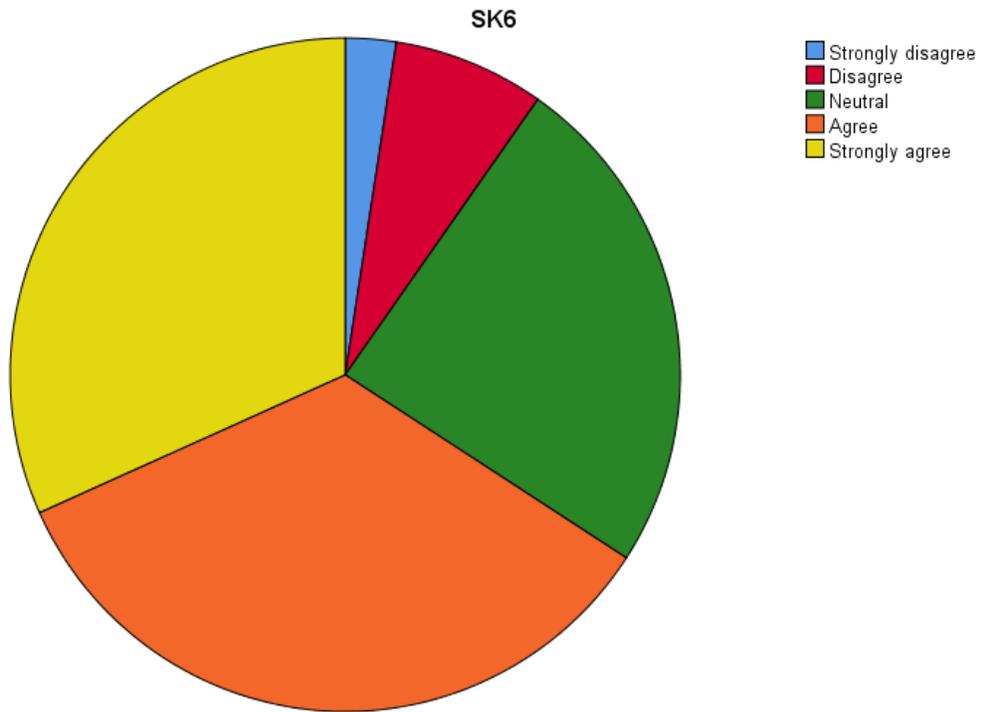


- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

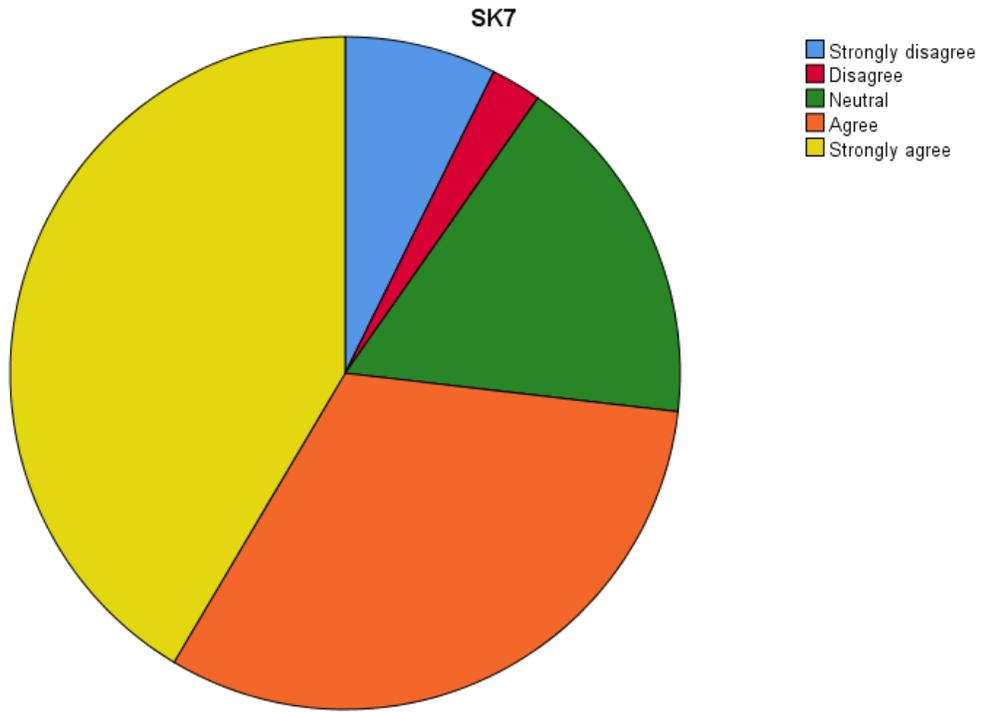
Employee recognize conflict



Employee is effective in doing his work



Employee is qualified to do the job well



HUMAN RESOURCES (HR) - ATTITUDE (ATT)

ATT1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 Disagree	6	14.6	14.6	14.6
	3 Neutral	8	19.5	19.5	34.1
	4 Agree	21	51.2	51.2	85.4
	5 Strongly agree	6	14.6	14.6	100.0
	Total	41	100.0	100.0	

ATT2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	4	9.8	9.8	9.8
	3 Neutral	7	17.1	17.1	26.8
	4 Agree	21	51.2	51.2	78.0
	5 Strongly agree	9	22.0	22.0	100.0
	Total	41	100.0	100.0	

ATT3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	2	4.9	4.9	9.8
	3 Neutral	19	46.3	46.3	56.1
	4 Agree	15	36.6	36.6	92.7
	5 Strongly agree	3	7.3	7.3	100.0
	Total	41	100.0	100.0	

ATT4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	2	4.9	4.9	9.8
	3 Neutral	16	39.0	39.0	48.8
	4 Agree	14	34.1	34.1	82.9
	5 Strongly agree	7	17.1	17.1	100.0
	Total	41	100.0	100.0	

ATT5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	3	7.3	7.3	7.3
	2 Disagree	6	14.6	14.6	22.0
	3 Neutral	17	41.5	41.5	63.4
	4 Agree	10	24.4	24.4	87.8
	5 Strongly agree	5	12.2	12.2	100.0
	Total	41	100.0	100.0	

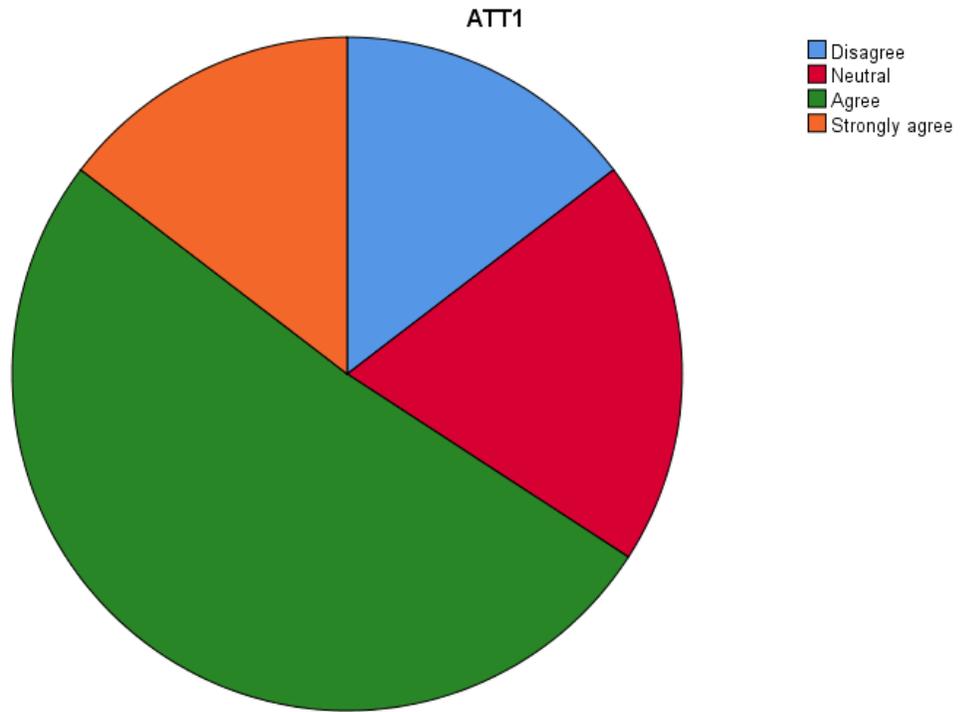
ATT6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	3	7.3	7.3	12.2
	3 Neutral	12	29.3	29.3	41.5
	4 Agree	14	34.1	34.1	75.6
	5 Strongly agree	10	24.4	24.4	100.0
	Total	41	100.0	100.0	

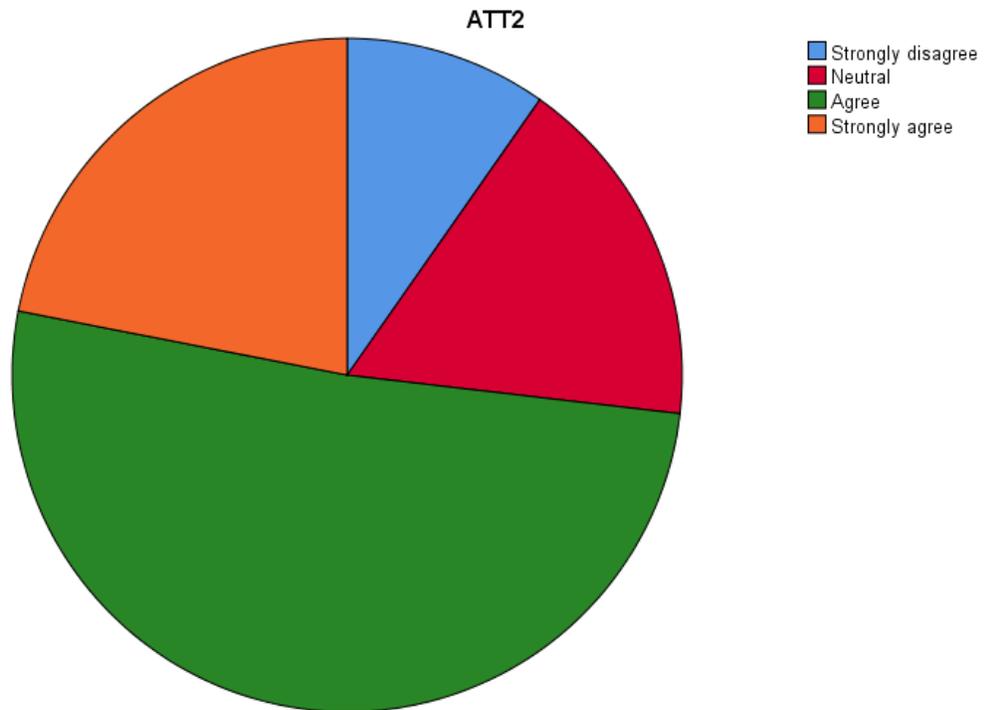
ATT7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	4	9.8	9.8	14.6
	3 Neutral	7	17.1	17.1	31.7
	4 Agree	19	46.3	46.3	78.0
	5 Strongly agree	9	22.0	22.0	100.0
	Total	41	100.0	100.0	

My co-workers appreciate my work contributions

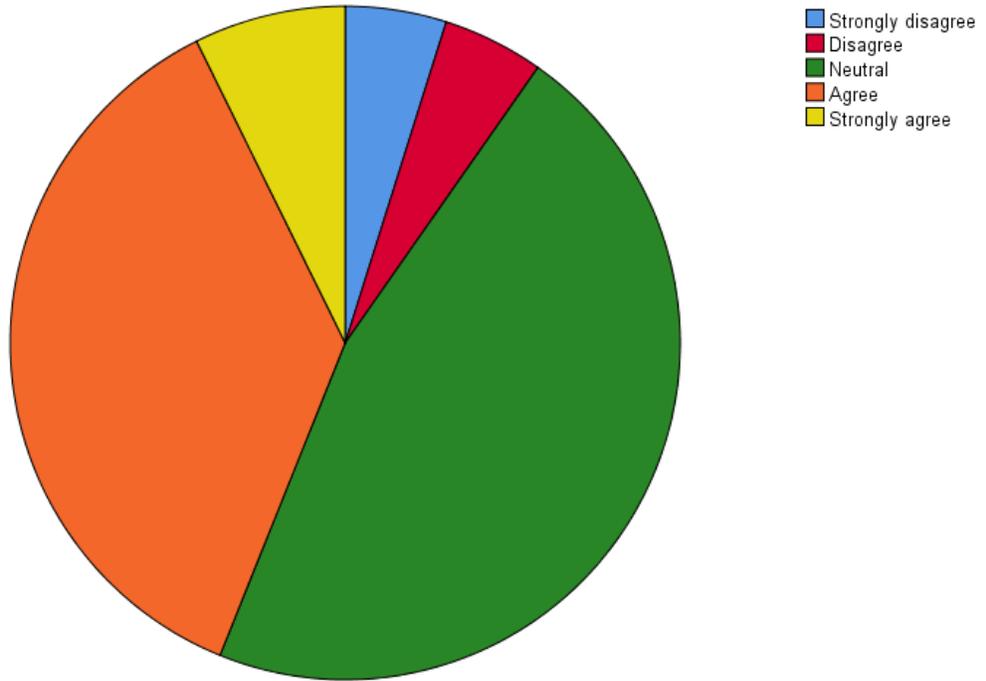


I receive recognitions from my supervisor when i do a good job



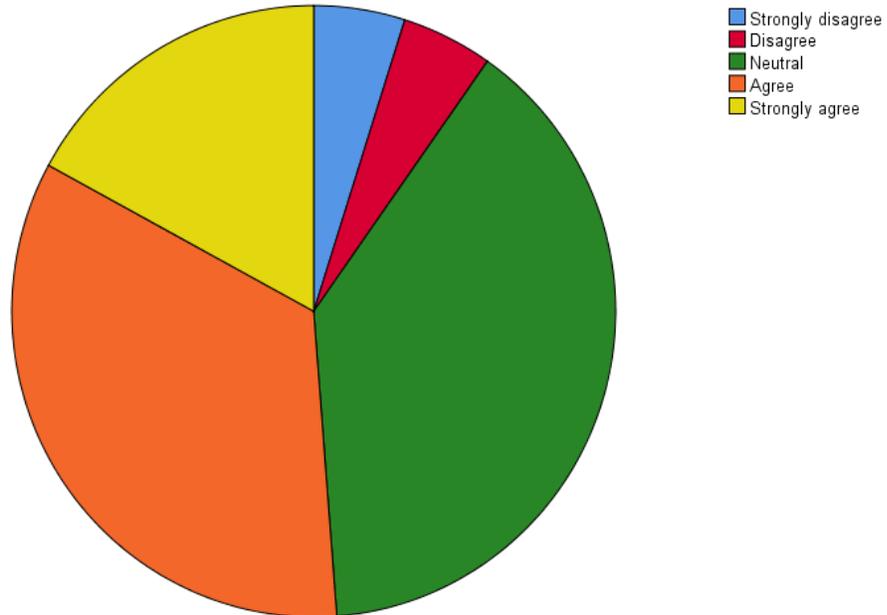
My supervisor communicates the importance of valuing diversity

ATT3

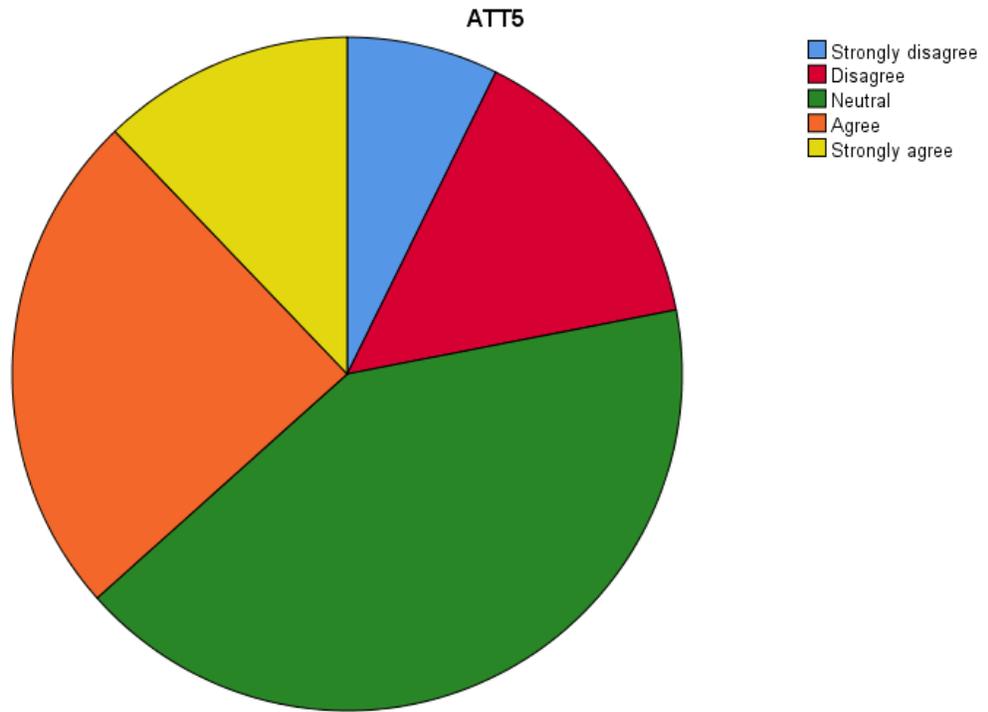


My supervisor encourages my career growth and development

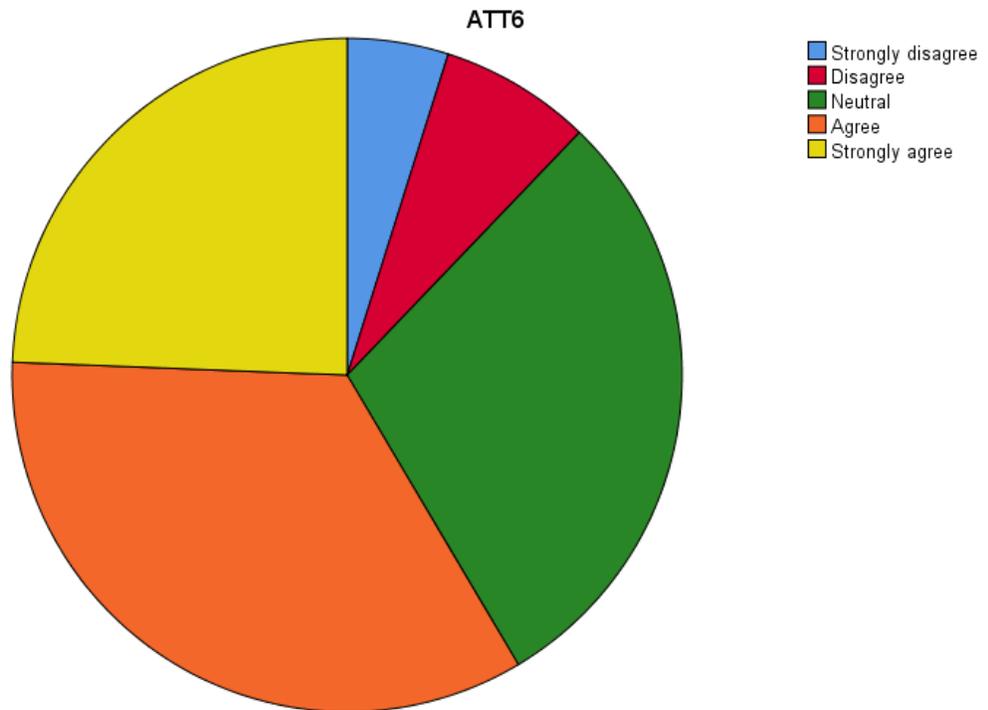
ATT4



My pay is fair for the work I do

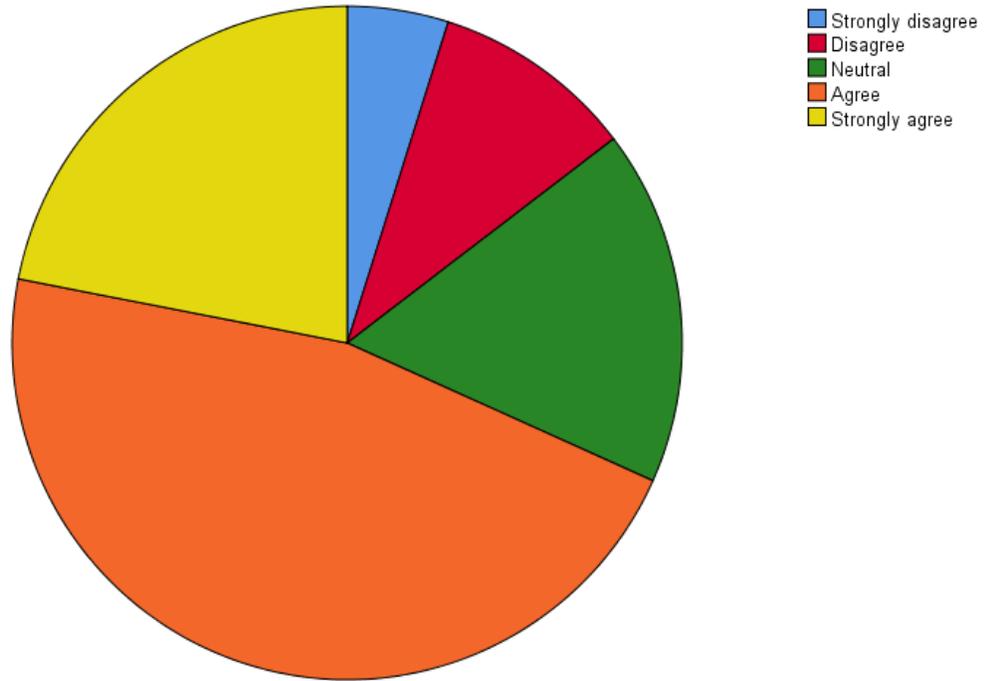


My job description accurately describes my duties



I get the professional development i need to succeed at my job

ATT7



ORGANISATIONAL CULTURE (OC) - POWER DISTANCE (PD)

PD1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	18	43.9	43.9	43.9
	2 Disagree	8	19.5	19.5	63.4
	3 Neutral	7	17.1	17.1	80.5
	4 Agree	5	12.2	12.2	92.7
	5 Strongly agree	3	7.3	7.3	100.0
	Total	41	100.0	100.0	

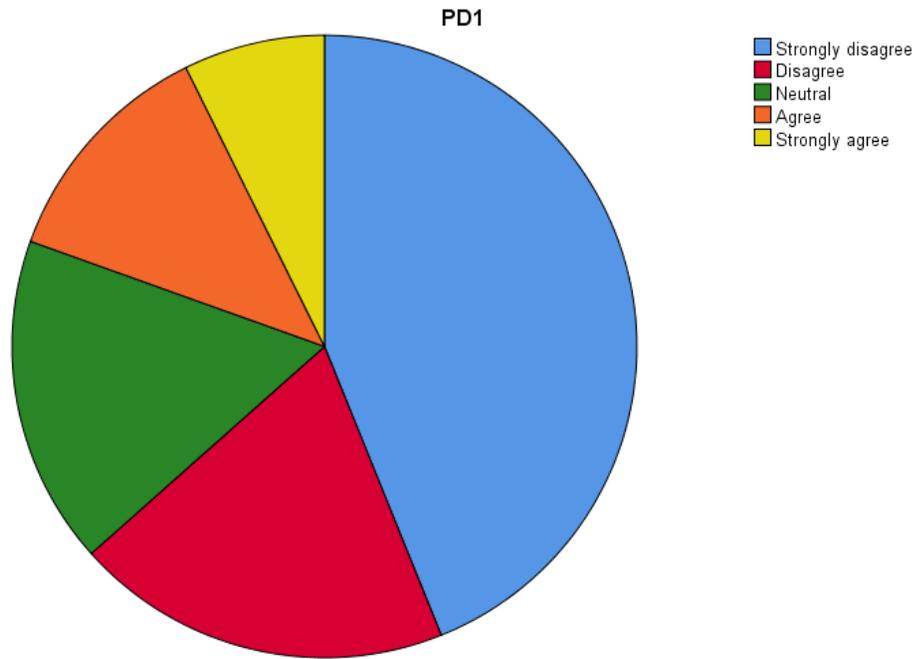
PD2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	16	39.0	39.0	39.0
	2 Disagree	8	19.5	19.5	58.5
	3 Neutral	11	26.8	26.8	85.4
	4 Agree	6	14.6	14.6	100.0
	Total	41	100.0	100.0	

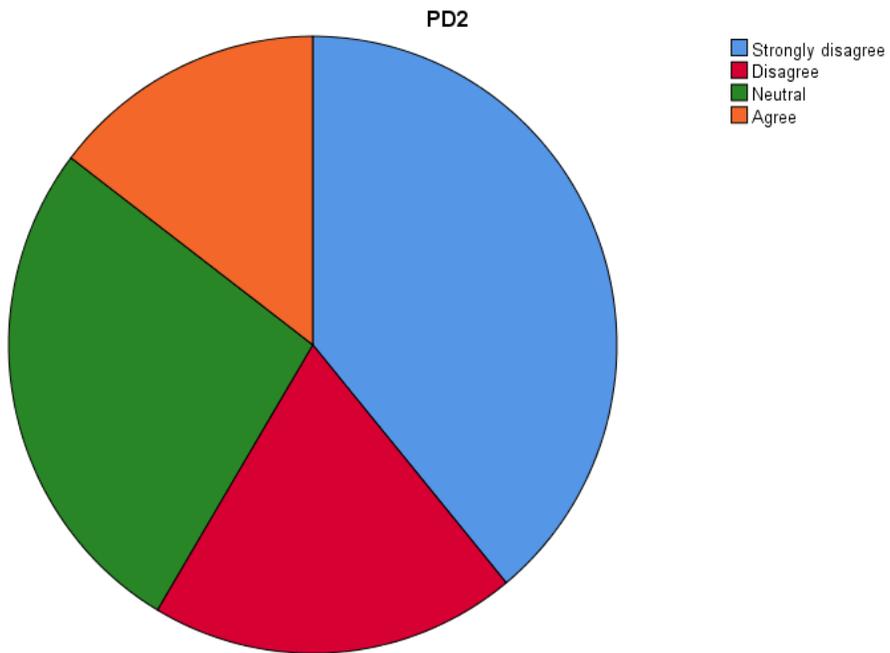
PD3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	16	39.0	39.0	39.0
	2 Disagree	14	34.1	34.1	73.2
	3 Neutral	3	7.3	7.3	80.5
	4 Agree	6	14.6	14.6	95.1
	5 Strongly agree	2	4.9	4.9	100.0
	Total	41	100.0	100.0	

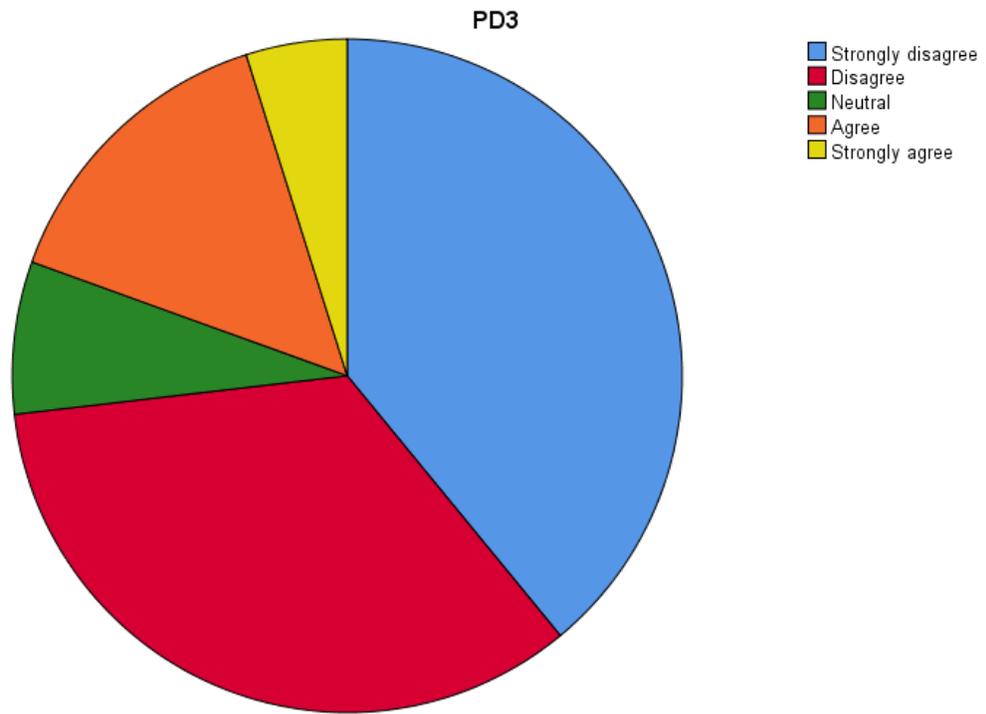
Managers should make most decisions without consulting subordinates



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 delegate to lower level employees



ORGANISATIONAL PERFORMANCE (OP) - FINANCIAL PERFORMANCE (FP)

FP1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 Disagree	5	12.2	12.2	12.2
	3 Neutral	7	17.1	17.1	29.3
	4 Agree	26	63.4	63.4	92.7
	5 Strongly agree	3	7.3	7.3	100.0
	Total	41	100.0	100.0	

FP2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	4	9.8	9.8	9.8
	2 Disagree	5	12.2	12.2	22.0
	3 Neutral	9	22.0	22.0	43.9
	4 Agree	20	48.8	48.8	92.7
	5 Strongly agree	3	7.3	7.3	100.0
	Total	41	100.0	100.0	

FP3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	1	2.4	2.4	2.4
	2 Disagree	8	19.5	19.5	22.0
	3 Neutral	17	41.5	41.5	63.4
	4 Agree	10	24.4	24.4	87.8
	5 Strongly agree	5	12.2	12.2	100.0
	Total	41	100.0	100.0	

FP4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	3	7.3	7.3	7.3
	2 Disagree	3	7.3	7.3	14.6
	3 Neutral	15	36.6	36.6	51.2
	4 Agree	15	36.6	36.6	87.8
	5 Strongly agree	5	12.2	12.2	100.0
	Total	41	100.0	100.0	

FP5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	4	9.8	9.8	9.8
	2 Disagree	3	7.3	7.3	17.1
	3 Neutral	14	34.1	34.1	51.2
	4 Agree	17	41.5	41.5	92.7
	5 Strongly agree	3	7.3	7.3	100.0
	Total	41	100.0	100.0	

FP6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	4	9.8	9.8	9.8
	2 Disagree	3	7.3	7.3	17.1
	3 Neutral	16	39.0	39.0	56.1
	4 Agree	15	36.6	36.6	92.7
	5 Strongly agree	3	7.3	7.3	100.0
	Total	41	100.0	100.0	

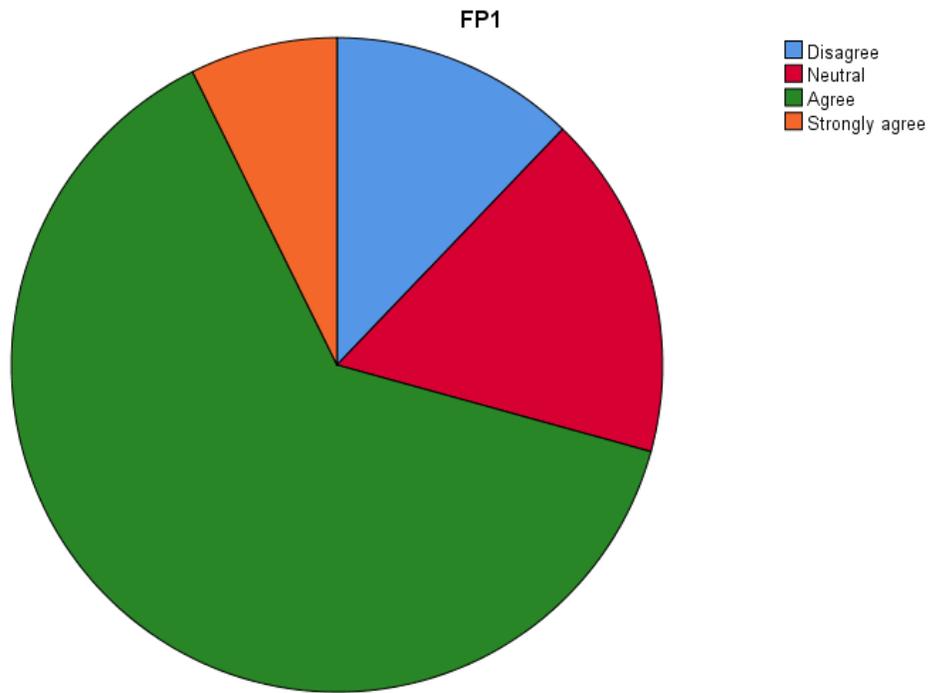
FP7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	1	2.4	2.4	2.4
	2 Disagree	6	14.6	14.6	17.1
	3 Neutral	15	36.6	36.6	53.7
	4 Agree	15	36.6	36.6	90.2
	5 Strongly agree	4	9.8	9.8	100.0
	Total	41	100.0	100.0	

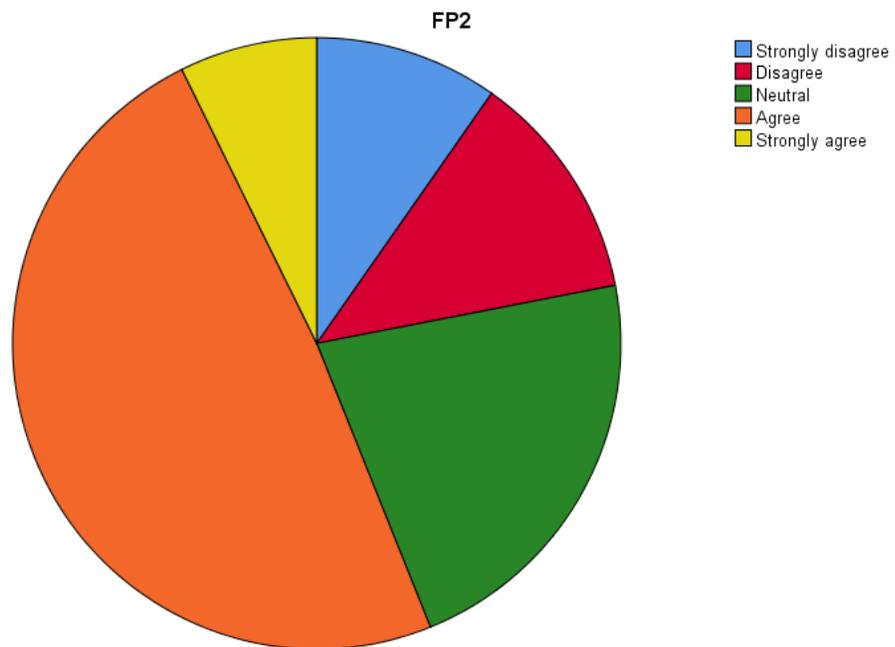
FP8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	3	7.3	7.3	7.3
	2 Disagree	2	4.9	4.9	12.2
	3 Neutral	12	29.3	29.3	41.5
	4 Agree	17	41.5	41.5	82.9
	5 Strongly agree	7	17.1	17.1	100.0
	Total	41	100.0	100.0	

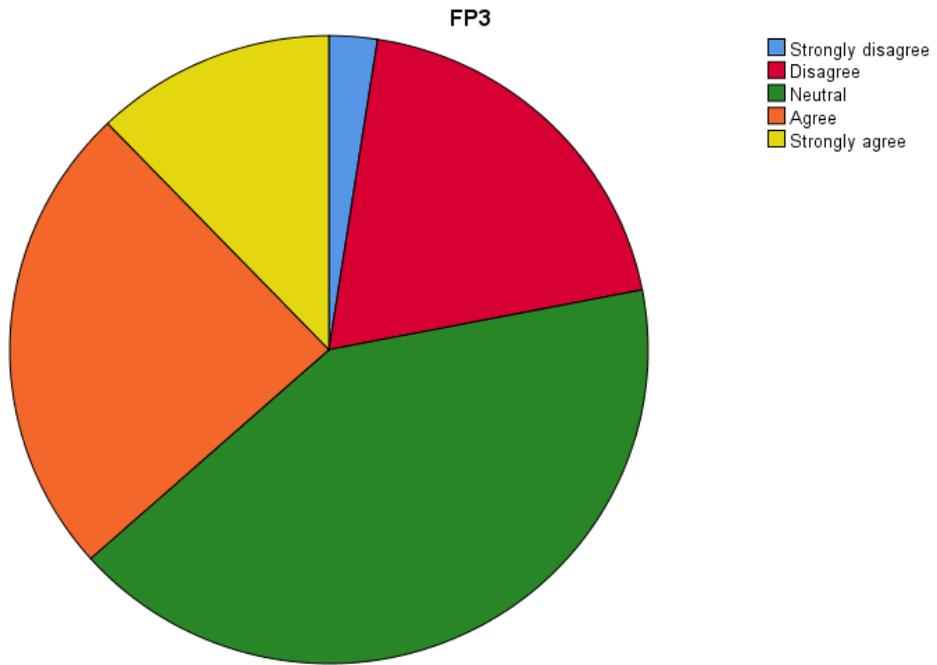
Represents the financial side in one of the most important priorities of the performance of senior management.



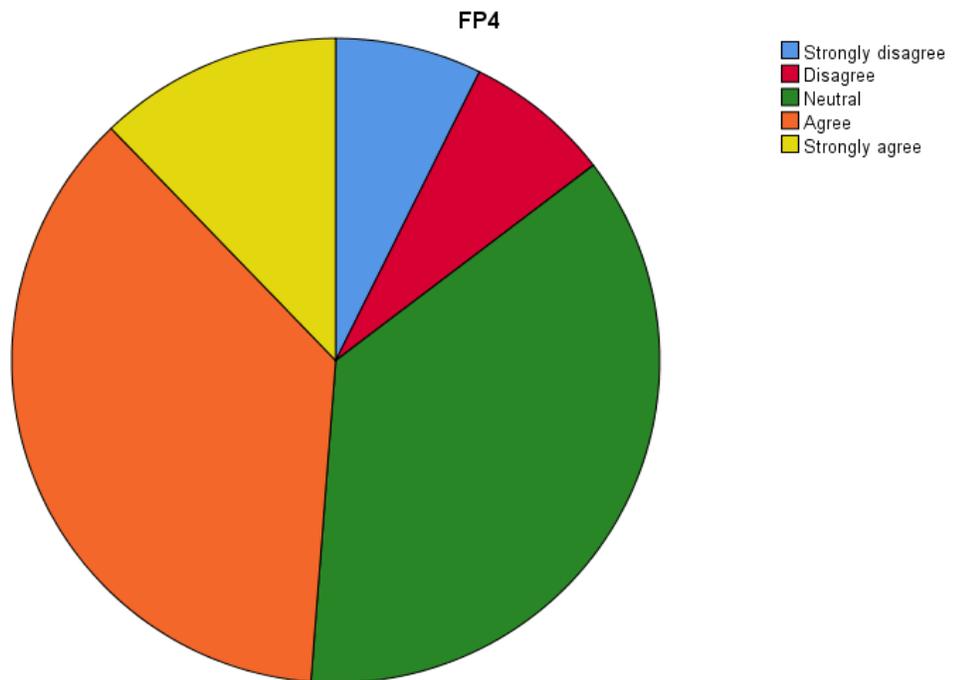
Company's budget is enough to accomplish its strategy



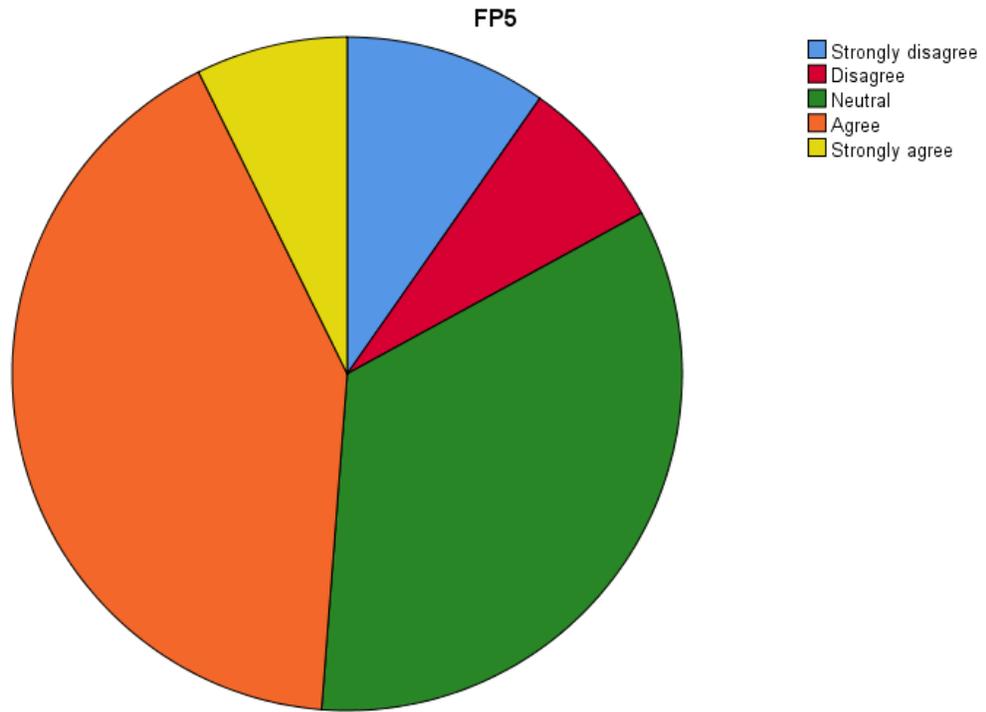
No problem in financing the work of the company and various programs.



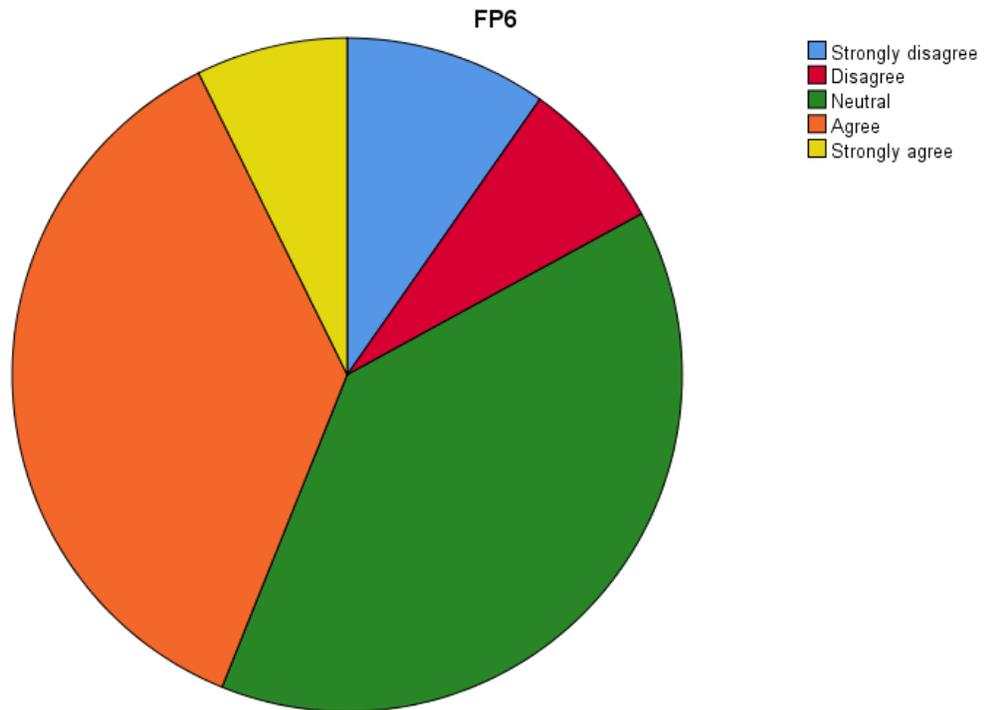
Funding limits the department's ability to provide more services, higher quality



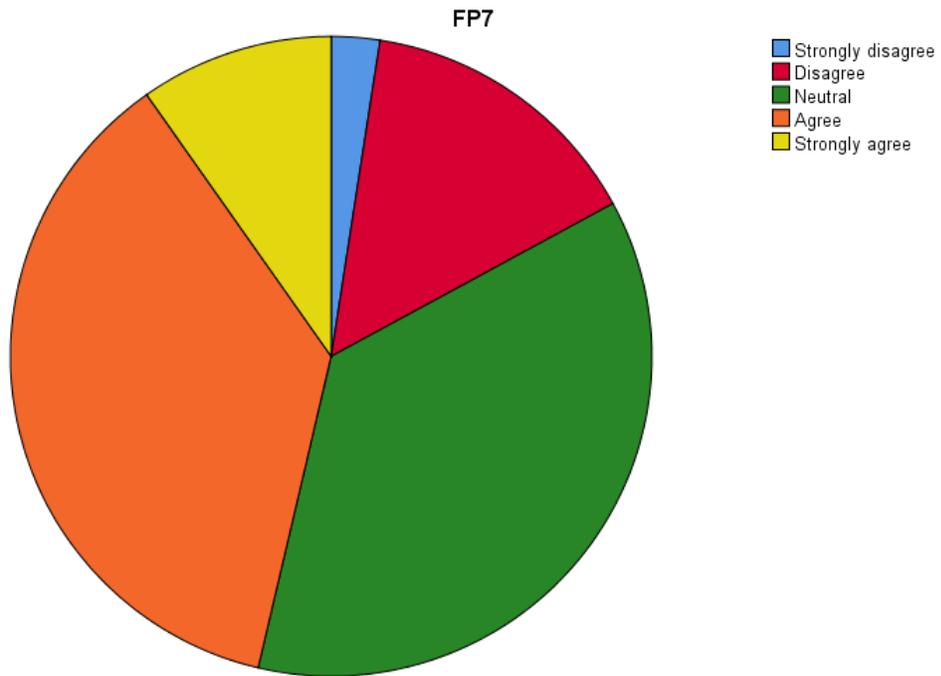
The financial performance of his role in public satisfaction and achieve the strategic objectives of the company



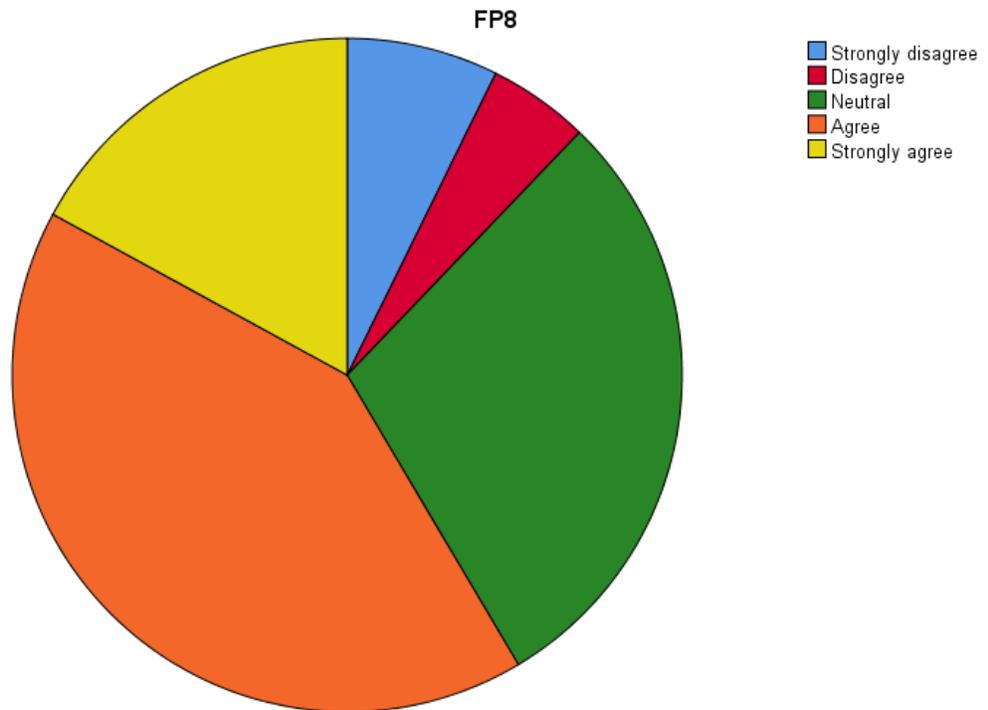
The company was trying to secure international funding for programs company subparagraph (proficiency, enhance productivity, competitiveness)



To assess the financial side of our programs, have a role in future funding and reflected on the performance of the company.



The company is working to assess the impact of fiscal spending in different areas.



ORGANISATIONAL PERFORMANCE (OP) - INTERNAL PROCESSES (IP)

IP1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	3	7.3	7.3	12.2
	3 Neutral	6	14.6	14.6	26.8
	4 Agree	24	58.5	58.5	85.4
	5 Strongly agree	6	14.6	14.6	100.0
	Total	41	100.0	100.0	

IP2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	3	7.3	7.3	12.2
	3 Neutral	9	22.0	22.0	34.1
	4 Agree	23	56.1	56.1	90.2
	5 Strongly agree	4	9.8	9.8	100.0
	Total	41	100.0	100.0	

IP3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	5	12.2	12.2	17.1
	3 Neutral	12	29.3	29.3	46.3
	4 Agree	20	48.8	48.8	95.1
	5 Strongly agree	2	4.9	4.9	100.0
	Total	41	100.0	100.0	

IP4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	3	7.3	7.3	7.3
	2 Disagree	7	17.1	17.1	24.4
	3 Neutral	10	24.4	24.4	48.8
	4 Agree	16	39.0	39.0	87.8
	5 Strongly agree	5	12.2	12.2	100.0
	Total	41	100.0	100.0	

IP5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	1	2.4	2.4	2.4
	2 Disagree	5	12.2	12.2	14.6
	3 Neutral	12	29.3	29.3	43.9
	4 Agree	19	46.3	46.3	90.2
	5 Strongly agree	4	9.8	9.8	100.0
	Total	41	100.0	100.0	

IP6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	6	14.6	14.6	14.6
	2 Disagree	6	14.6	14.6	29.3
	3 Neutral	11	26.8	26.8	56.1
	4 Agree	14	34.1	34.1	90.2
	5 Strongly agree	4	9.8	9.8	100.0
	Total	41	100.0	100.0	

IP7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 Disagree	7	17.1	17.1	17.1
	3 Neutral	11	26.8	26.8	43.9
	4 Agree	20	48.8	48.8	92.7
	5 Strongly agree	3	7.3	7.3	100.0
	Total	41	100.0	100.0	

IP8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	5	12.2	12.2	17.1
	3 Neutral	9	22.0	22.0	39.0
	4 Agree	13	31.7	31.7	70.7
	5 Strongly agree	12	29.3	29.3	100.0
	Total	41	100.0	100.0	

IP9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	5	12.2	12.2	17.1
	3 Neutral	10	24.4	24.4	41.5
	4 Agree	22	53.7	53.7	95.1
	5 Strongly agree	2	4.9	4.9	100.0
	Total	41	100.0	100.0	

IP10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	4	9.8	9.8	9.8
	2 Disagree	5	12.2	12.2	22.0
	3 Neutral	12	29.3	29.3	51.2
	4 Agree	15	36.6	36.6	87.8
	5 Strongly agree	5	12.2	12.2	100.0
	Total	41	100.0	100.0	

IP11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	5	12.2	12.2	17.1
	3 Neutral	12	29.3	29.3	46.3
	4 Agree	16	39.0	39.0	85.4
	5 Strongly agree	6	14.6	14.6	100.0
	Total	41	100.0	100.0	

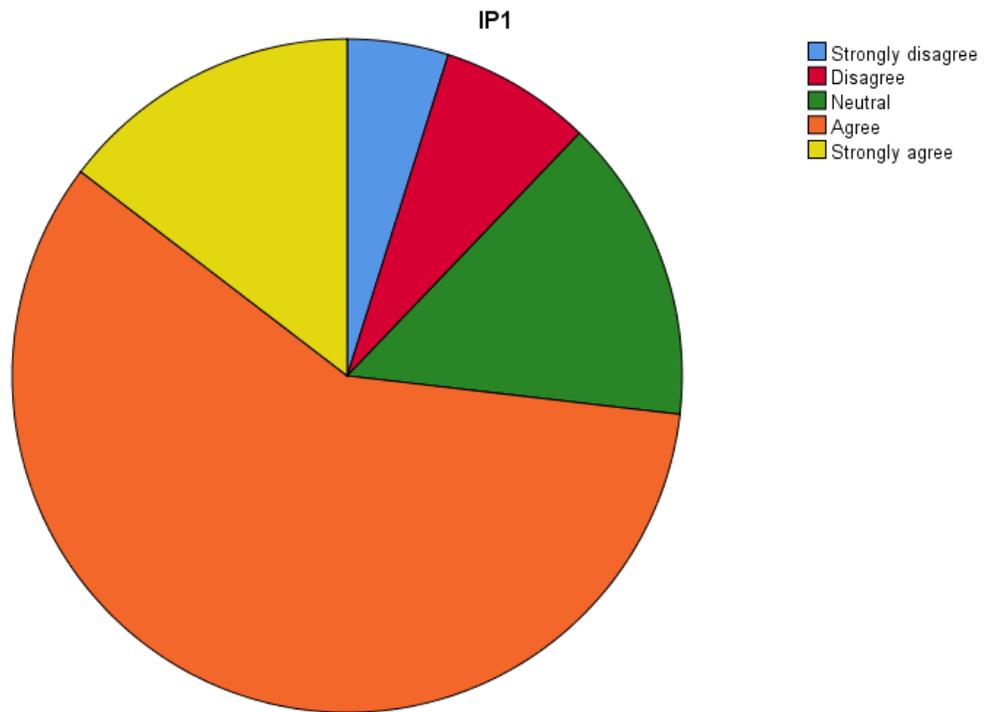
IP12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	2	4.9	4.9	9.8
	3 Neutral	15	36.6	36.6	46.3
	4 Agree	19	46.3	46.3	92.7
	5 Strongly agree	3	7.3	7.3	100.0
	Total	41	100.0	100.0	

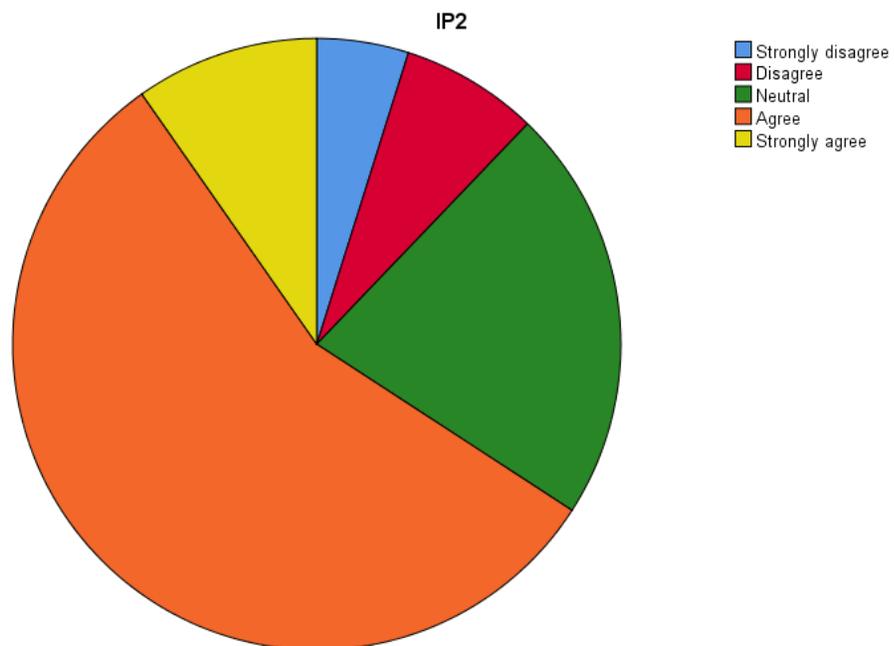
IP13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	1	2.4	2.4	2.4
	2 Disagree	4	9.8	9.8	12.2
	3 Neutral	12	29.3	29.3	41.5
	4 Agree	20	48.8	48.8	90.2
	5 Strongly agree	4	9.8	9.8	100.0
	Total	41	100.0	100.0	

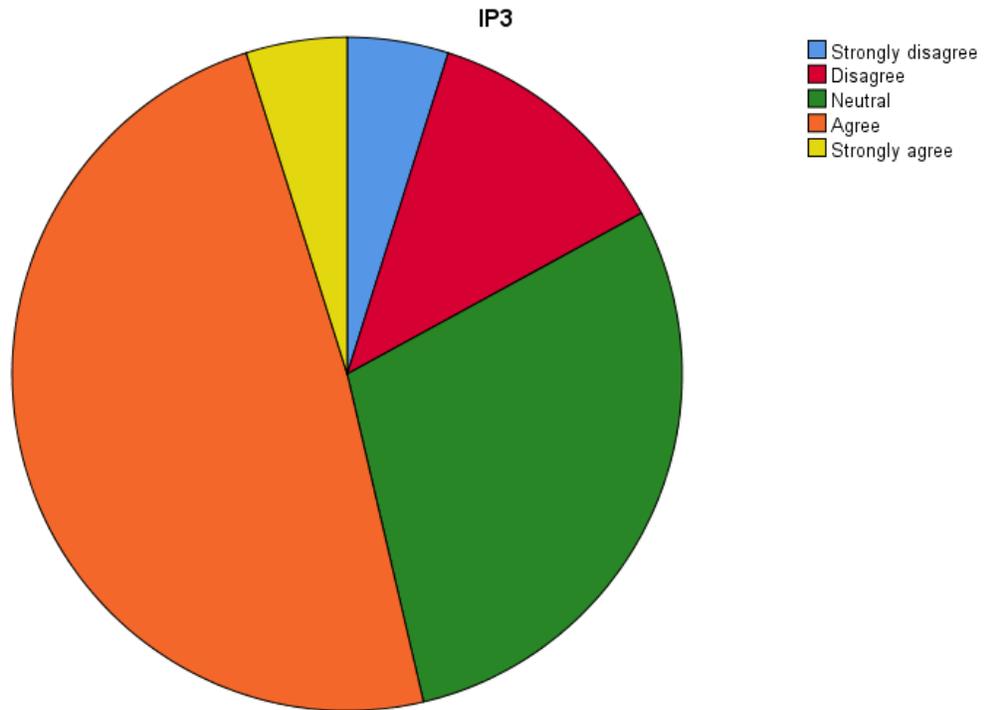
The internal processes of planning, organizing, directing and controlling had directly impacted the performance of the strategy



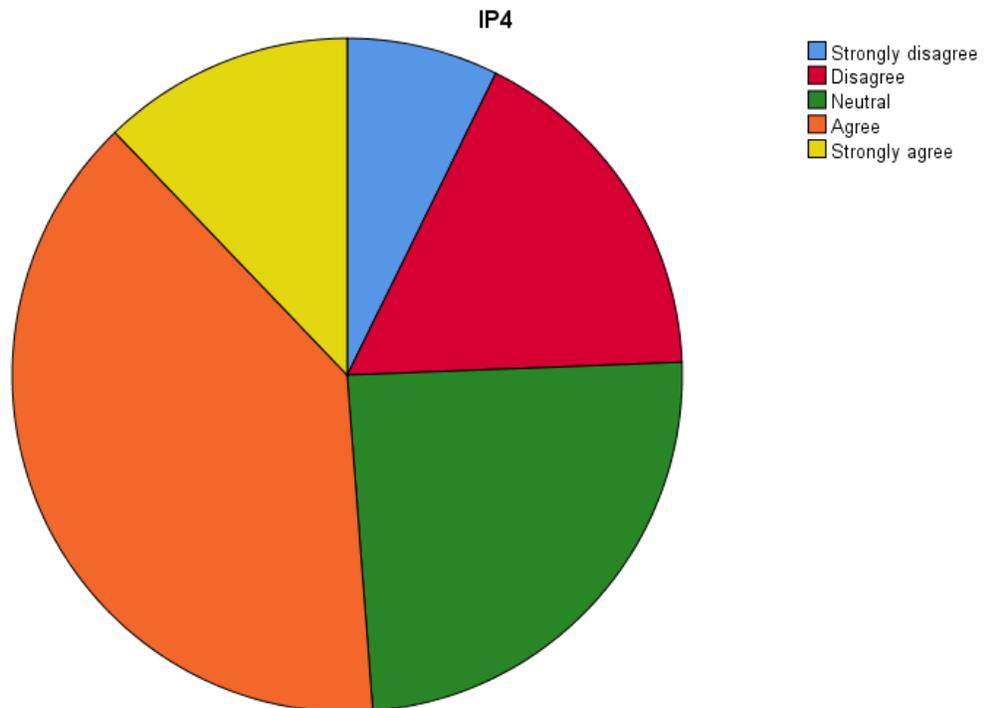
The internal operations focuses on transforming internal goals into reality



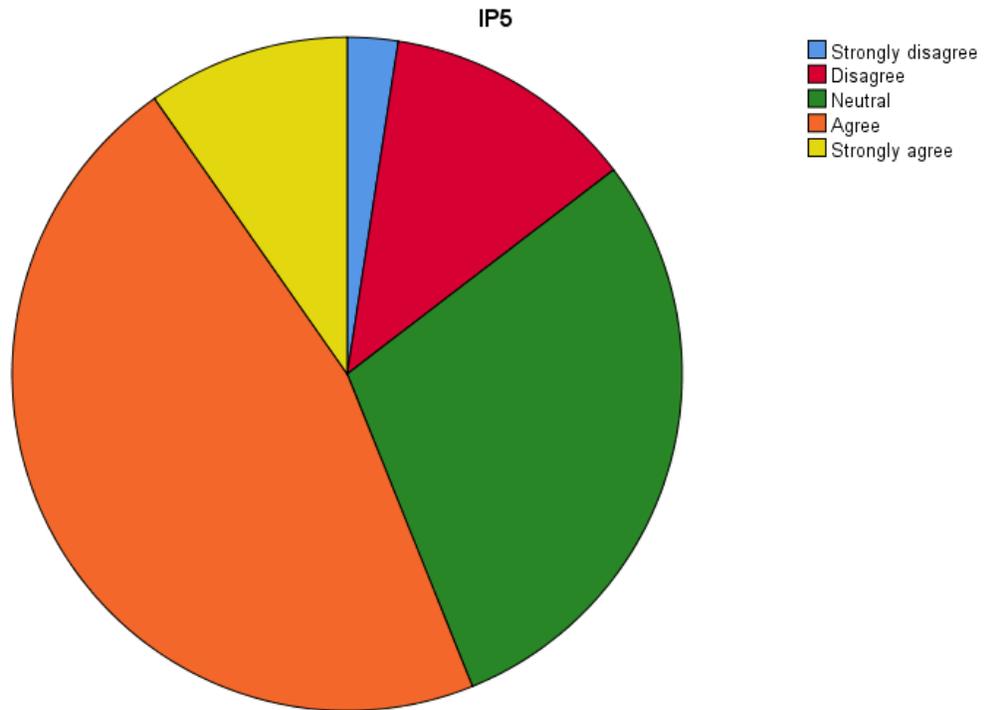
Satisfactory performance of the company is due to top managements decisions and their applications



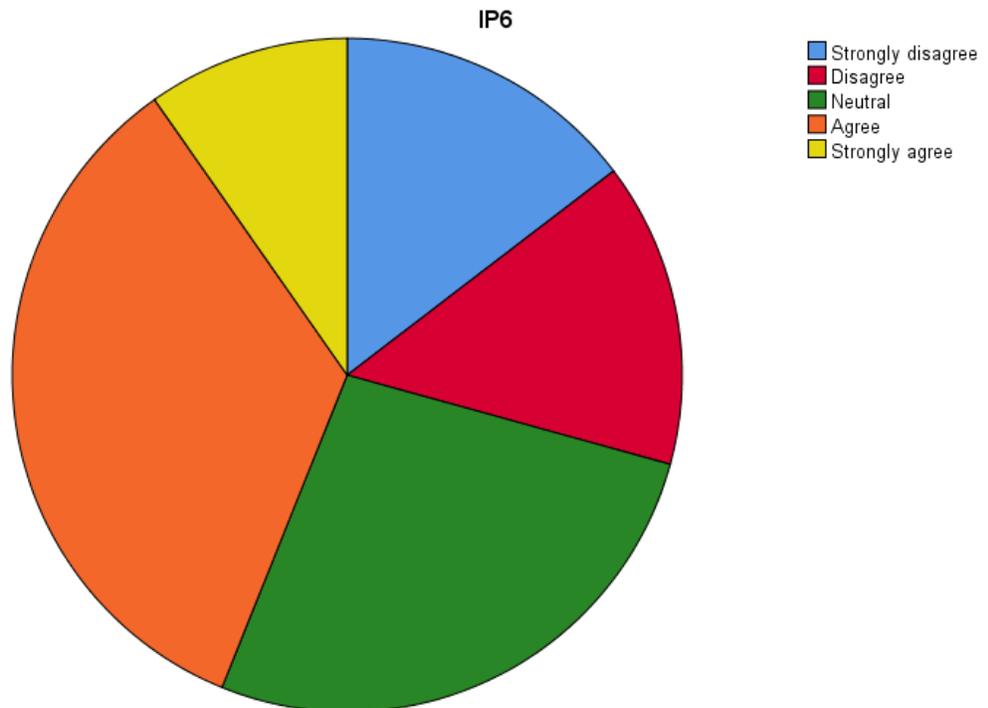
The internal operating processes focus on the quality of the services provided to the public



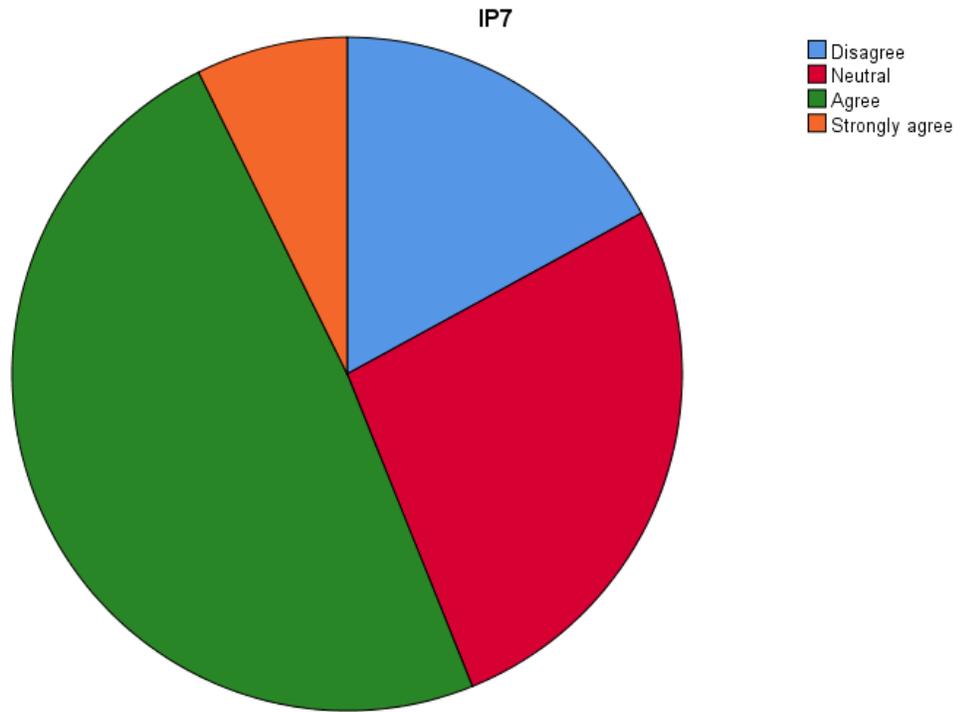
The internal operating processes focuses in human resources and capacity development



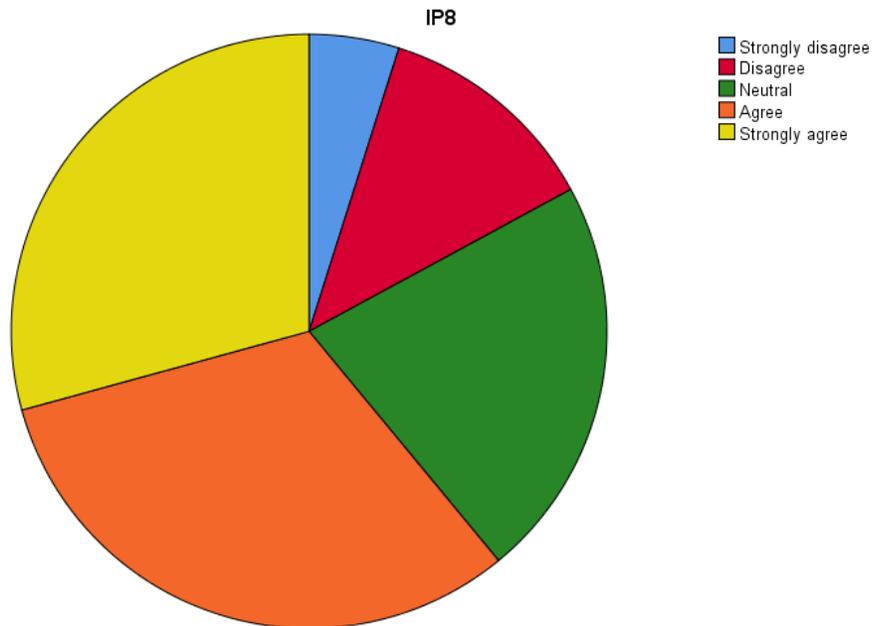
Internal operations focuses on business leadership and modern methods



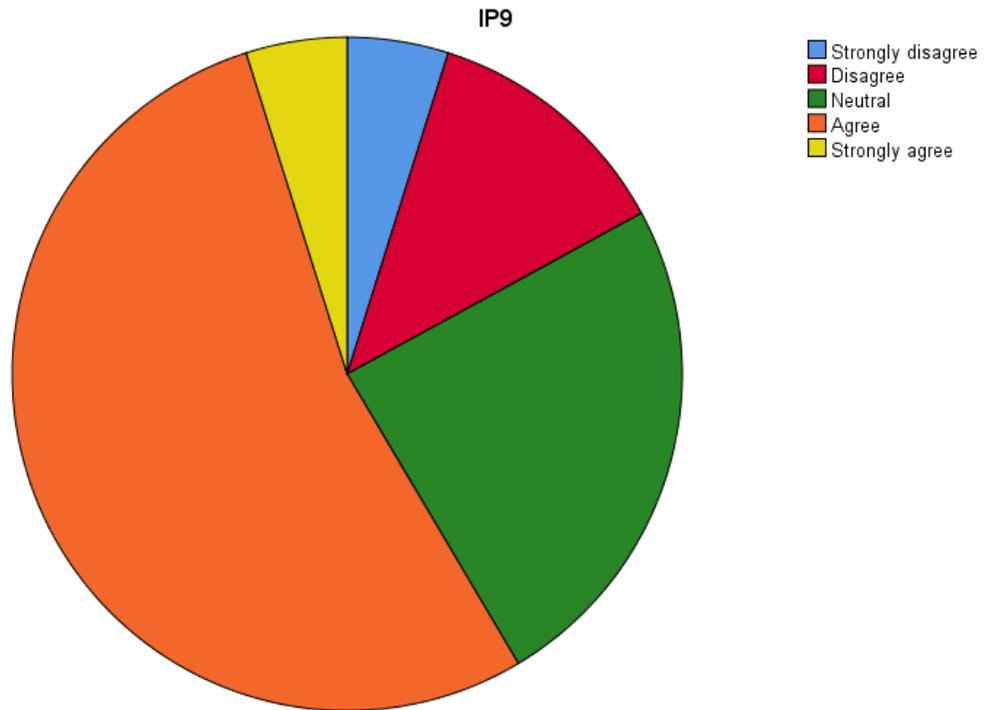
Internal operating processes established the organisational structure and describes the company's functions



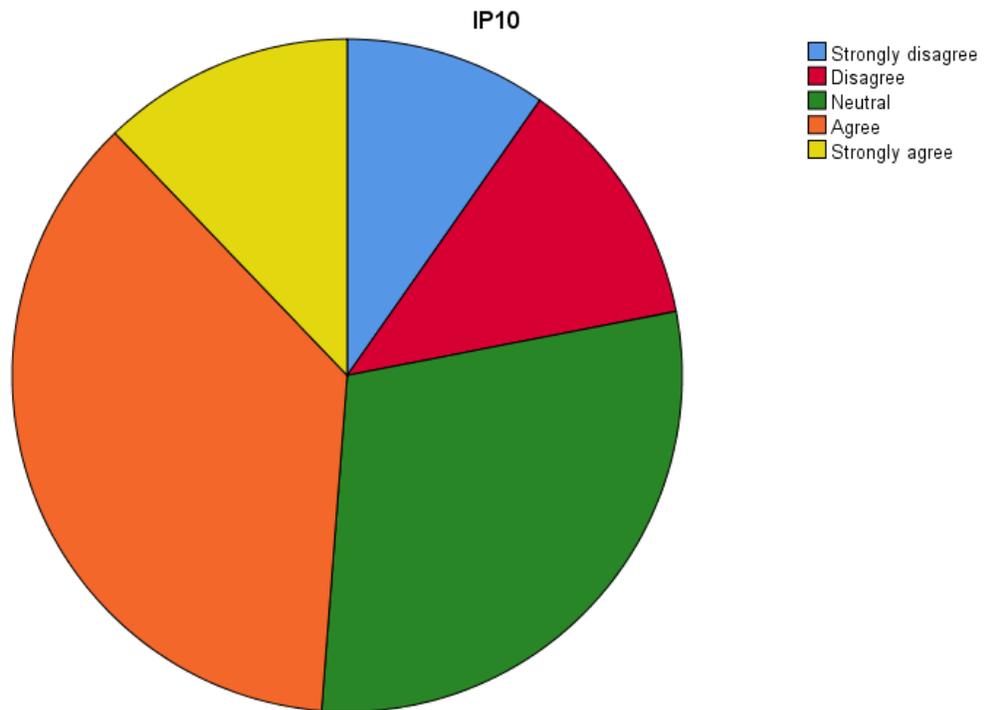
Internal operations develop channels of communication to facilitate the transfer of information



Internal operating processes are integrated with the other aspects of institutional performance

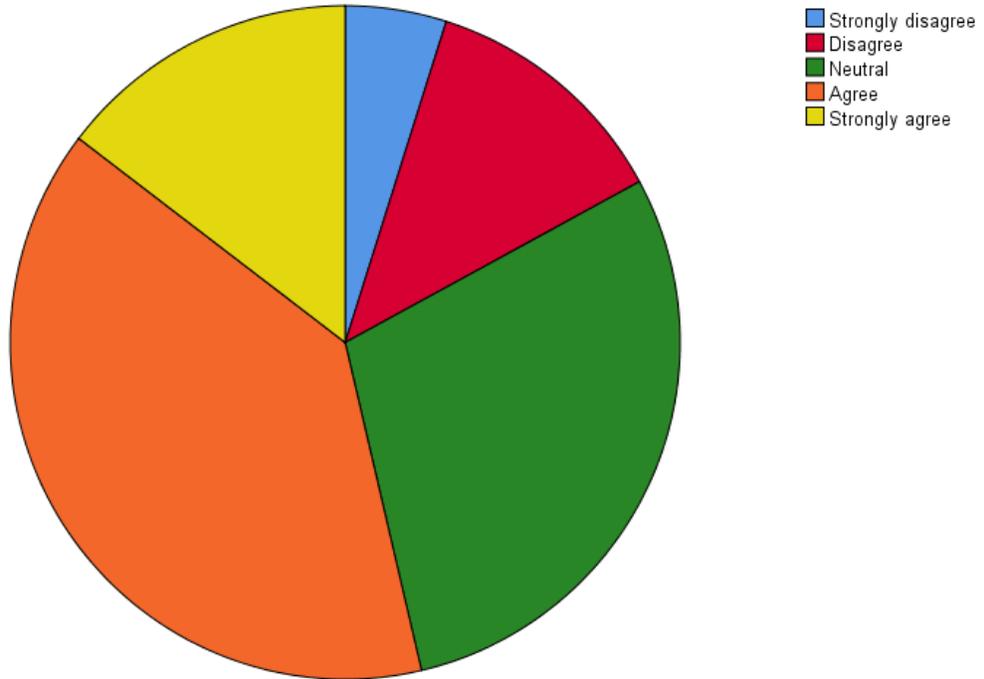


Robust system of controlling financial operations is in place; cash flow actively managed; financial manual duties are clearly segregated



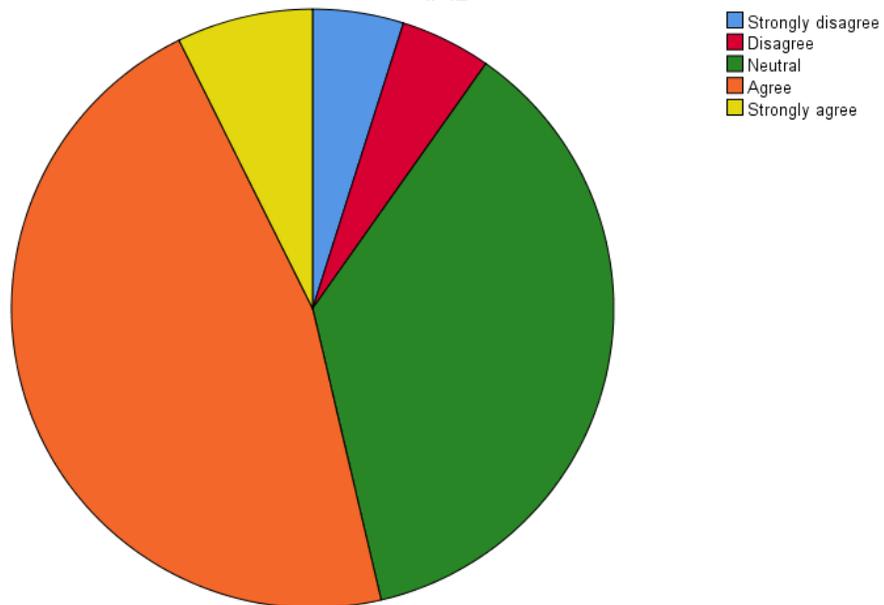
Decentralization (de-concentration) is achieved to some degree, key managerial and financial functions have been transferred to the district level

IP11

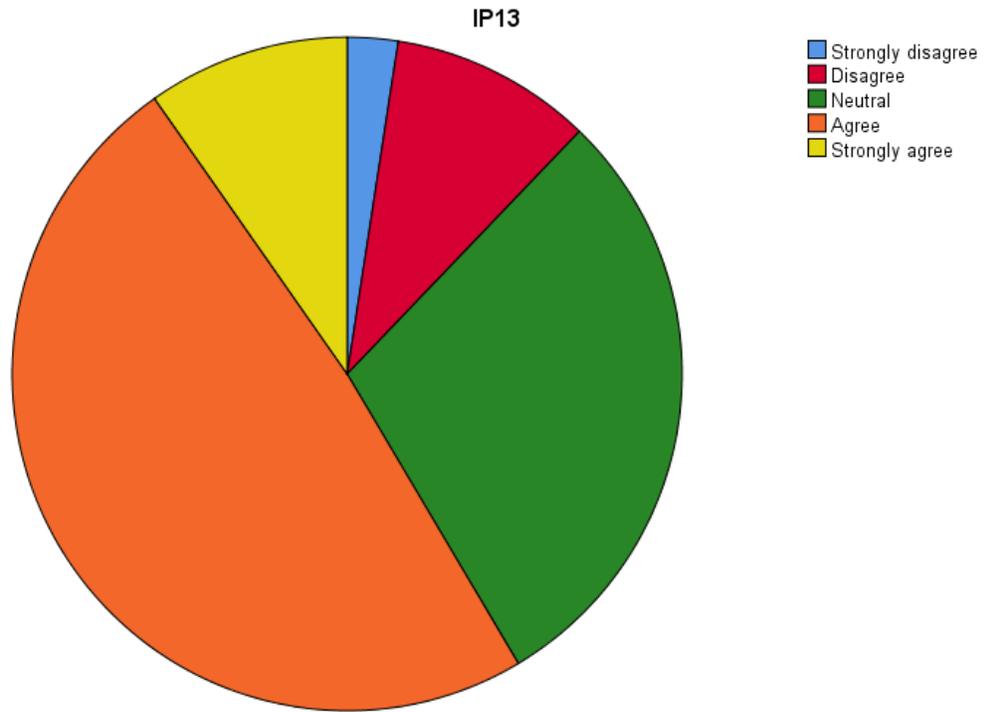


Company departments are relatively independent in planning and executing of the plans

IP12



Organisational culture - the way the staff and organisation as a whole works and thinks - is being changed



**ORGANISATIONAL PERFORMANCE (OP) - CUSTOMER/STAKEHOLDER
(CU)**

CU1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	4	9.8	9.8	9.8
	2 Disagree	3	7.3	7.3	17.1
	3 Neutral	6	14.6	14.6	31.7
	4 Agree	25	61.0	61.0	92.7
	5 Strongly agree	3	7.3	7.3	100.0
	Total	41	100.0	100.0	

CU2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 Disagree	6	14.6	14.6	14.6
	3 Neutral	13	31.7	31.7	46.3
	4 Agree	19	46.3	46.3	92.7
	5 Strongly agree	3	7.3	7.3	100.0
	Total	41	100.0	100.0	

CU3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	3	7.3	7.3	7.3
	2 Disagree	8	19.5	19.5	26.8
	3 Neutral	14	34.1	34.1	61.0
	4 Agree	11	26.8	26.8	87.8
	5 Strongly agree	5	12.2	12.2	100.0
	Total	41	100.0	100.0	

CU4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	1	2.4	2.4	2.4
	2 Disagree	4	9.8	9.8	12.2
	3 Neutral	17	41.5	41.5	53.7
	4 Agree	17	41.5	41.5	95.1
	5 Strongly agree	2	4.9	4.9	100.0
	Total	41	100.0	100.0	

CU5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	5	12.2	12.2	17.1
	3 Neutral	11	26.8	26.8	43.9
	4 Agree	18	43.9	43.9	87.8
	5 Strongly agree	5	12.2	12.2	100.0
	Total	41	100.0	100.0	

CU6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	4	9.8	9.8	14.6
	3 Neutral	14	34.1	34.1	48.8
	4 Agree	16	39.0	39.0	87.8
	5 Strongly agree	5	12.2	12.2	100.0
	Total	41	100.0	100.0	

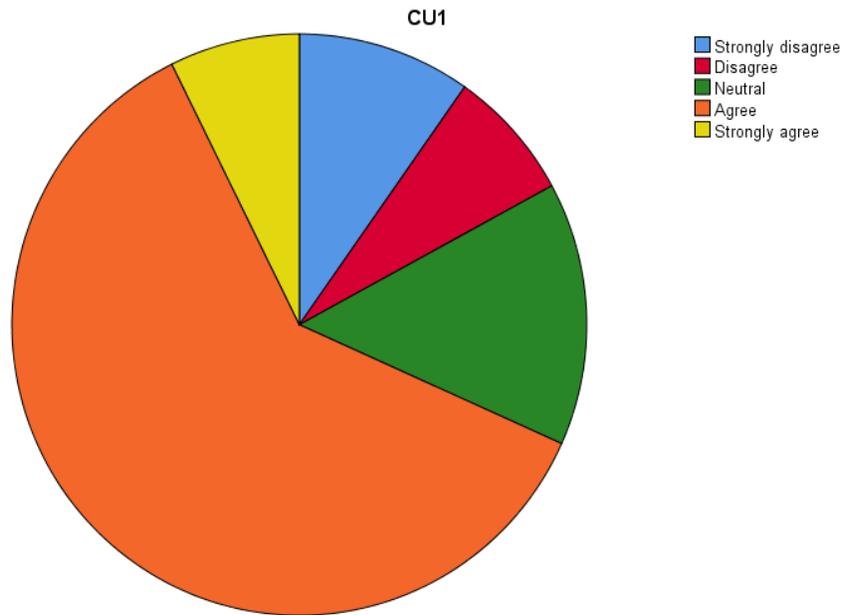
CU7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	5	12.2	12.2	12.2
	2 Disagree	4	9.8	9.8	22.0
	3 Neutral	11	26.8	26.8	48.8
	4 Agree	18	43.9	43.9	92.7
	5 Strongly agree	3	7.3	7.3	100.0
	Total	41	100.0	100.0	

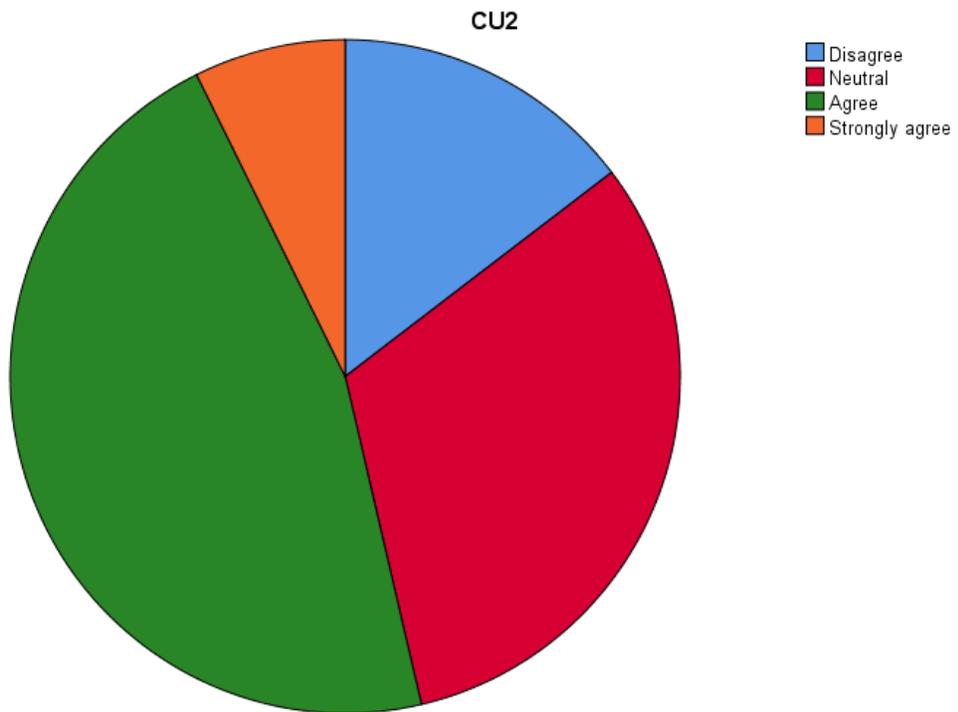
CU8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	4	9.8	9.8	9.8
	2 Disagree	6	14.6	14.6	24.4
	3 Neutral	13	31.7	31.7	56.1
	4 Agree	16	39.0	39.0	95.1
	5 Strongly agree	2	4.9	4.9	100.0
	Total	41	100.0	100.0	

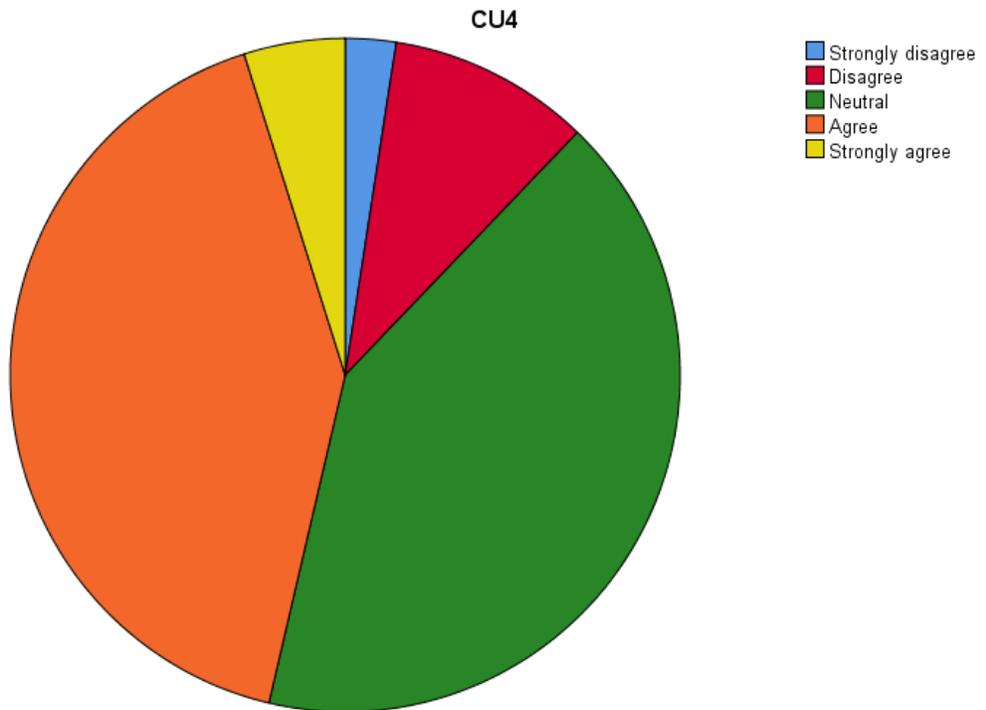
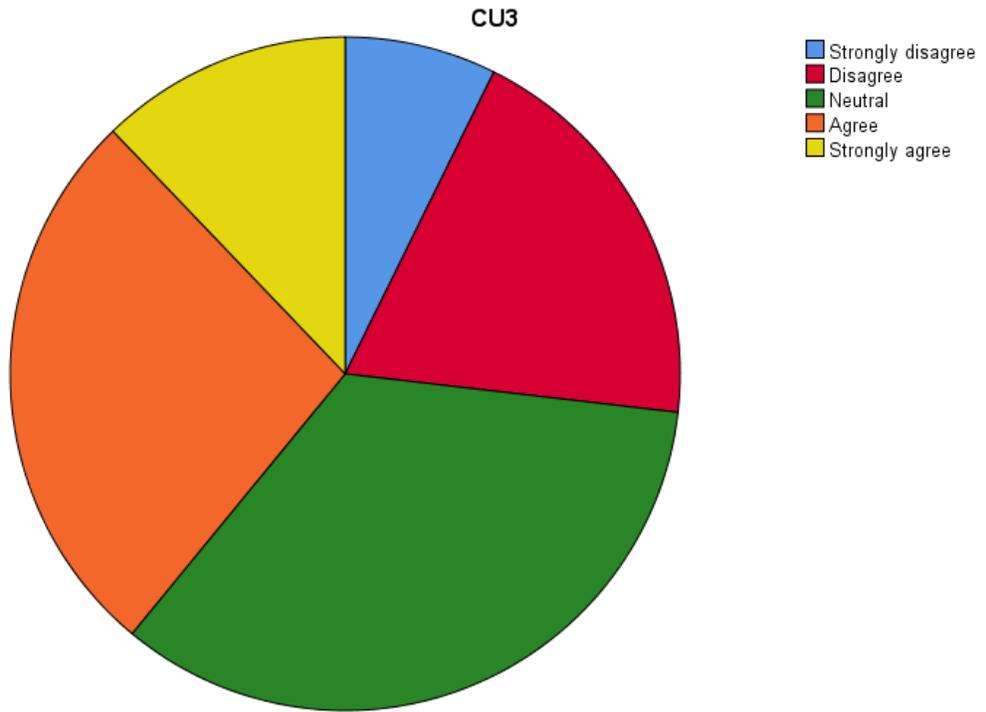
The company concerned with the stakeholder's opinion of how the performance of its work and considers it priority to them.

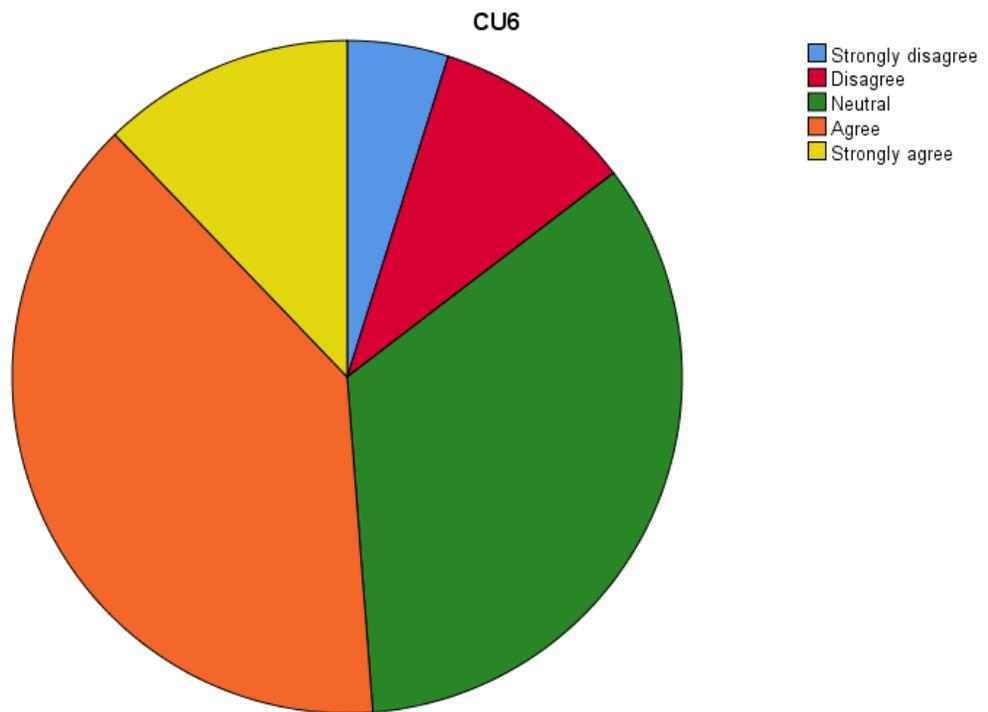
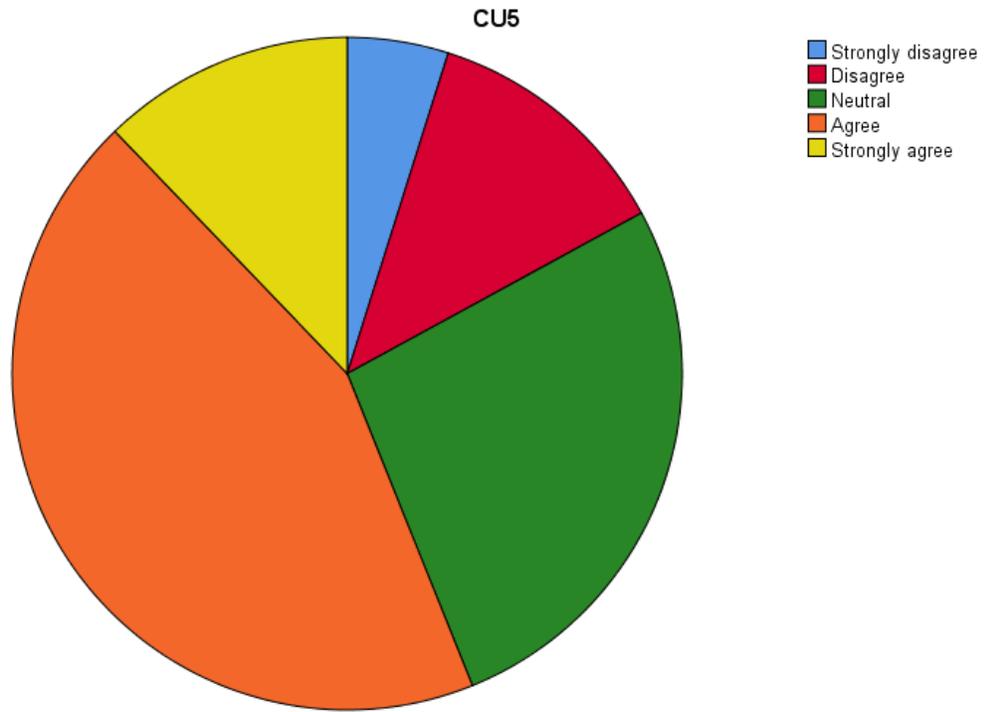


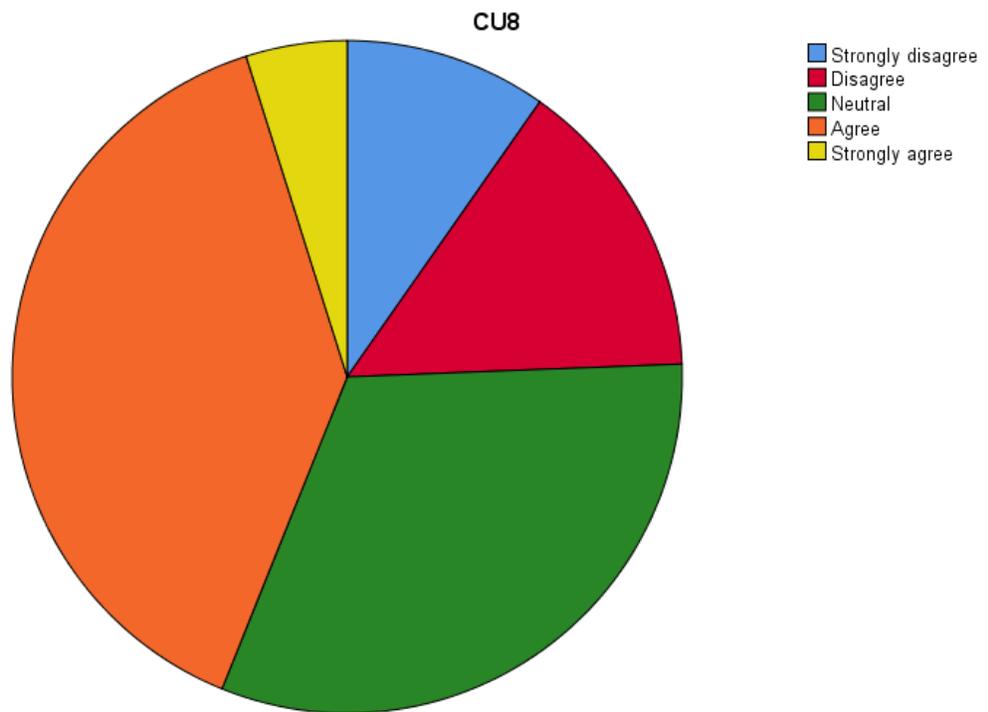
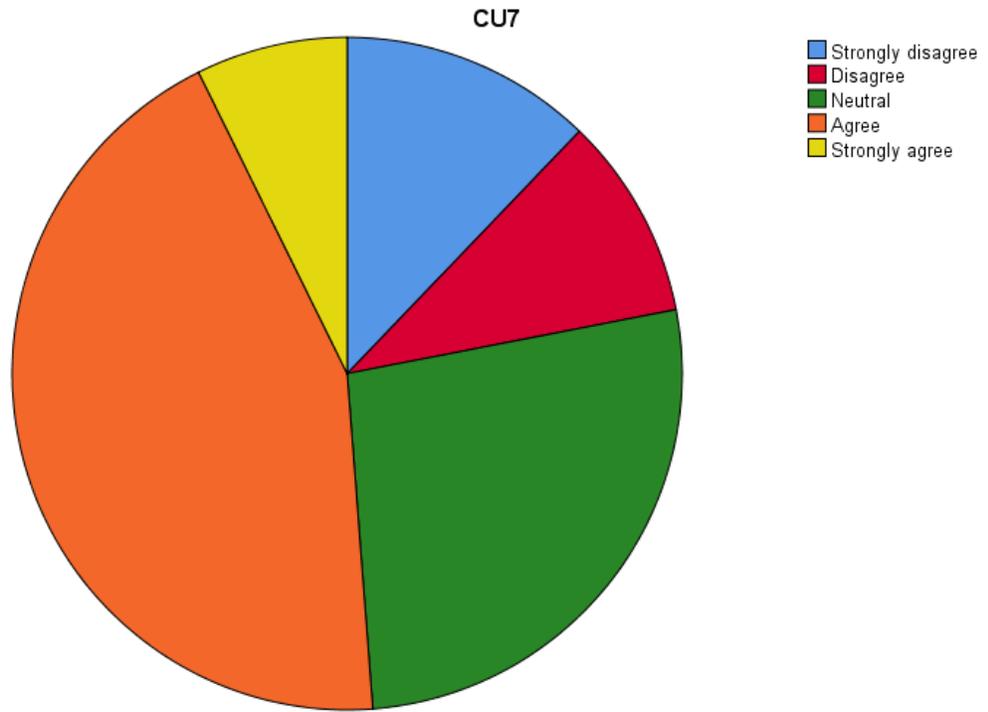
Company focused on fulfilling quality and speed required by the stakeholders.



Company's reputation in the performance of its business and maintain a positive relationship with the stakeholders.







ORGANISATIONAL PERFORMANCE (OP) - LEARNING AND GROWTH (LG)

LG1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	1	2.4	2.4	2.4
	2 Disagree	4	9.8	9.8	12.2
	3 Neutral	14	34.1	34.1	46.3
	4 Agree	20	48.8	48.8	95.1
	5 Strongly agree	2	4.9	4.9	100.0
	Total	41	100.0	100.0	

LG2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	3	7.3	7.3	7.3
	2 Disagree	3	7.3	7.3	14.6
	3 Neutral	9	22.0	22.0	36.6
	4 Agree	24	58.5	58.5	95.1
	5 Strongly agree	2	4.9	4.9	100.0
	Total	41	100.0	100.0	

LG3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 Disagree	5	12.2	12.2	12.2
	3 Neutral	14	34.1	34.1	46.3
	4 Agree	19	46.3	46.3	92.7
	5 Strongly agree	3	7.3	7.3	100.0
	Total	41	100.0	100.0	

LG4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	3	7.3	7.3	7.3
	2 Disagree	3	7.3	7.3	14.6
	3 Neutral	18	43.9	43.9	58.5
	4 Agree	11	26.8	26.8	85.4
	5 Strongly agree	6	14.6	14.6	100.0
	Total	41	100.0	100.0	

LG5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	6	14.6	14.6	14.6
	2 Disagree	13	31.7	31.7	46.3
	3 Neutral	8	19.5	19.5	65.9
	4 Agree	12	29.3	29.3	95.1
	5 Strongly agree	2	4.9	4.9	100.0
	Total	41	100.0	100.0	

LG6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	3	7.3	7.3	7.3
	2 Disagree	5	12.2	12.2	19.5
	3 Neutral	10	24.4	24.4	43.9
	4 Agree	15	36.6	36.6	80.5
	5 Strongly agree	8	19.5	19.5	100.0
	Total	41	100.0	100.0	

LG7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	2	4.9	4.9	4.9
	2 Disagree	7	17.1	17.1	22.0
	3 Neutral	12	29.3	29.3	51.2
	4 Agree	18	43.9	43.9	95.1
	5 Strongly agree	2	4.9	4.9	100.0
	Total	41	100.0	100.0	

LG8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	4	9.8	9.8	9.8
	2 Disagree	5	12.2	12.2	22.0
	3 Neutral	11	26.8	26.8	48.8
	4 Agree	17	41.5	41.5	90.2
	5 Strongly agree	4	9.8	9.8	100.0
	Total	41	100.0	100.0	

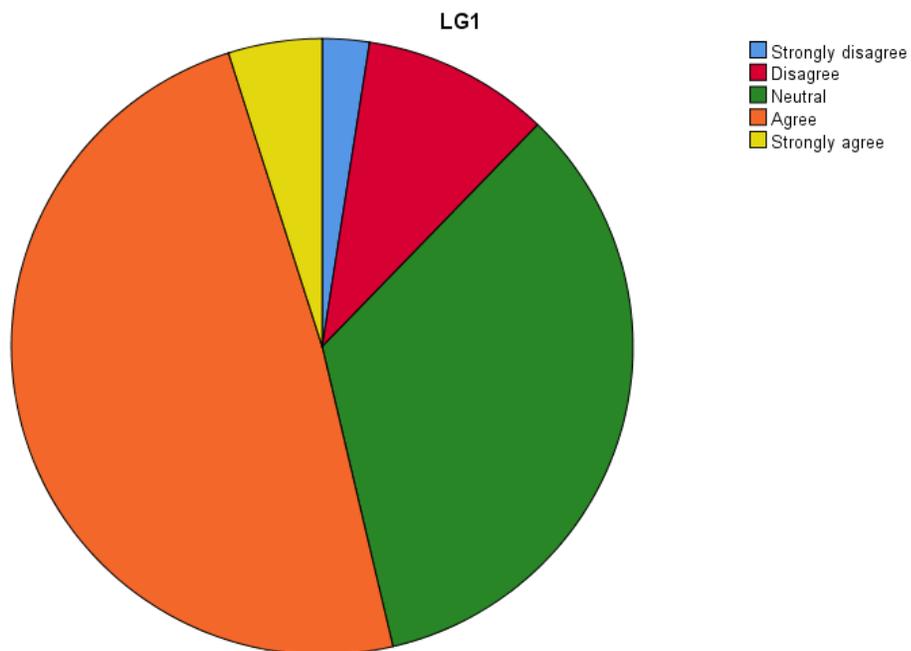
LG9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	1	2.4	2.4	2.4
	2 Disagree	3	7.3	7.3	9.8
	3 Neutral	15	36.6	36.6	46.3
	4 Agree	17	41.5	41.5	87.8
	5 Strongly agree	5	12.2	12.2	100.0
	Total	41	100.0	100.0	

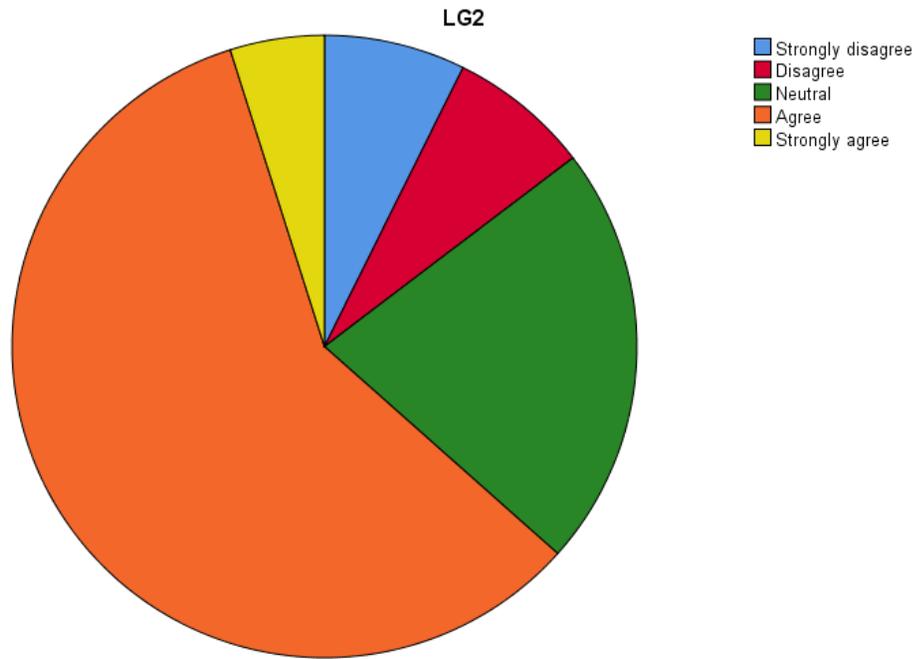
LG10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly disagree	1	2.4	2.4	2.4
	2 Disagree	3	7.3	7.3	9.8
	3 Neutral	18	43.9	43.9	53.7
	4 Agree	14	34.1	34.1	87.8
	5 Strongly agree	5	12.2	12.2	100.0
	Total	41	100.0	100.0	

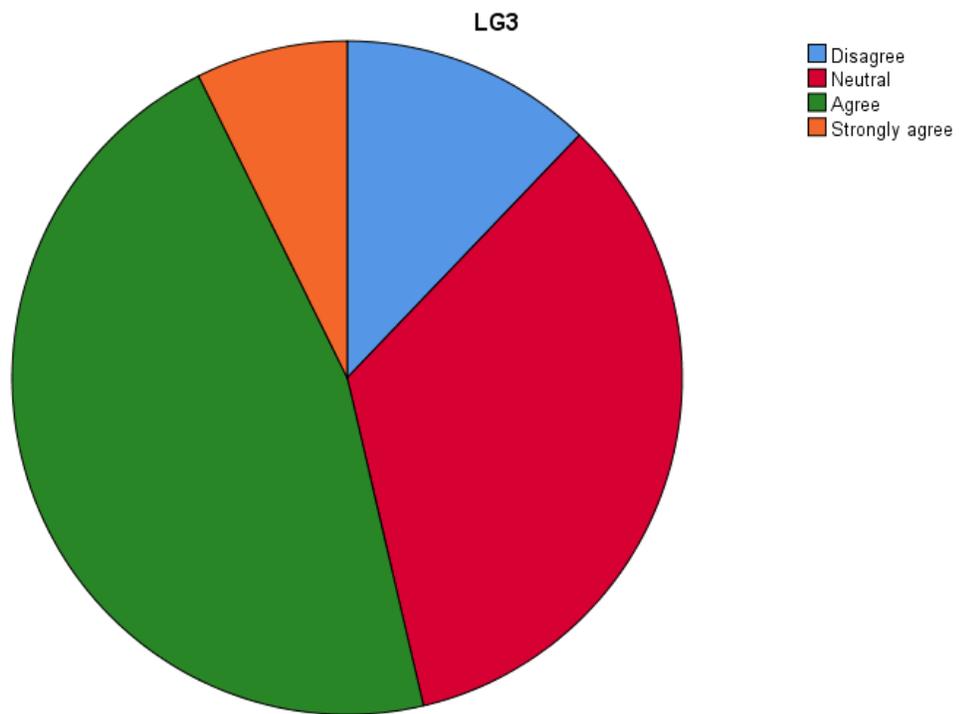
Company seeks to see what is new in the business world and apply it to their work



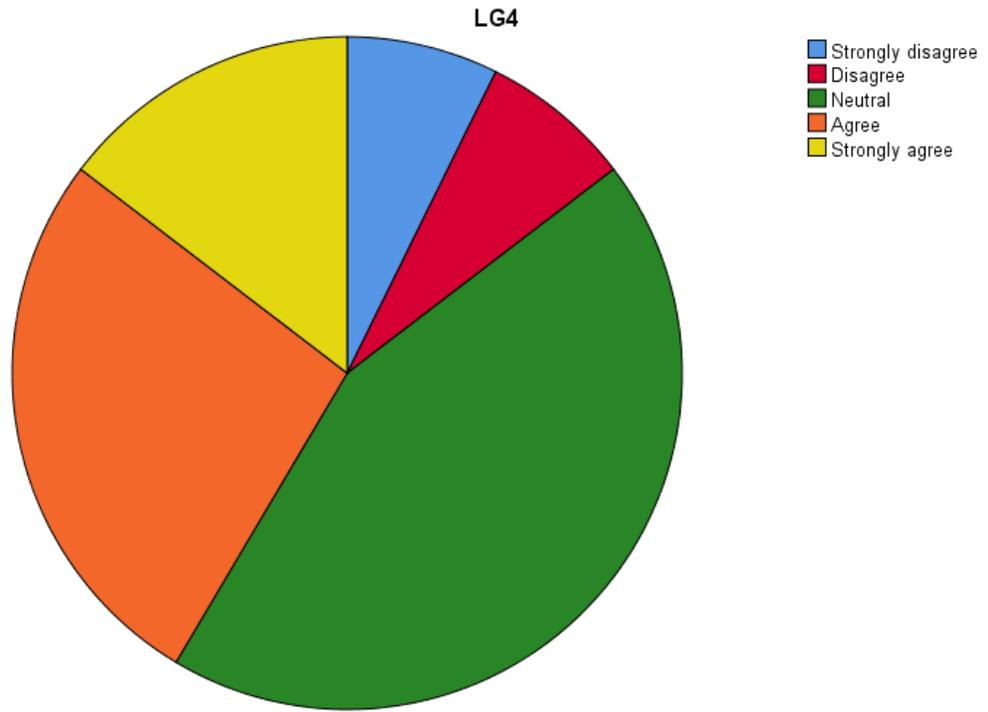
Besides growth and education focuses on the department's ability to adapt to changing circumstances



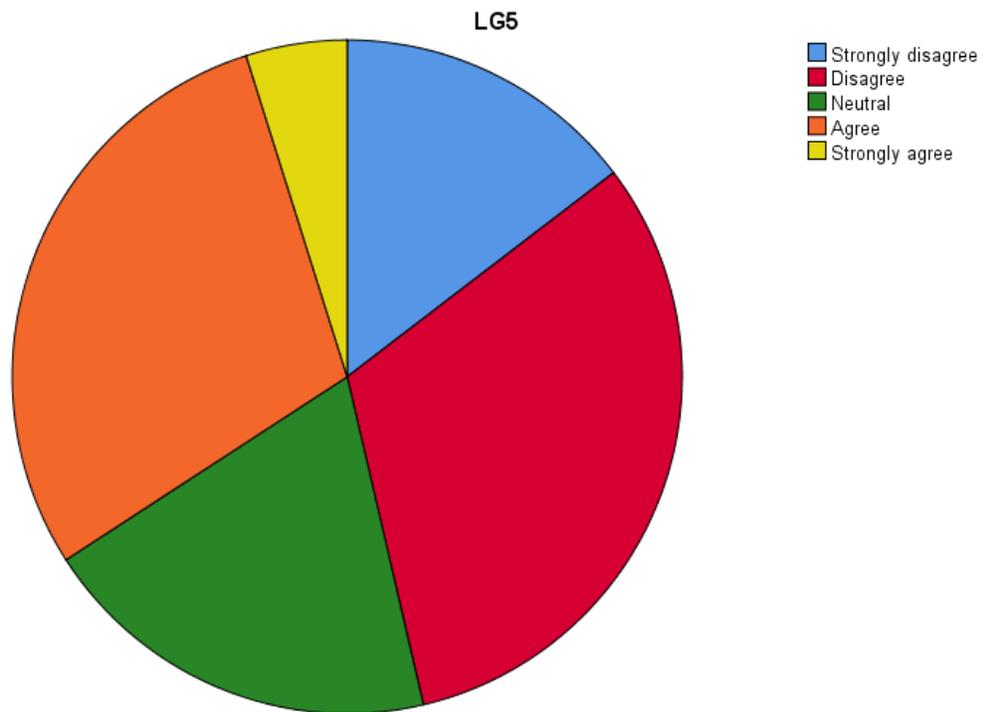
The company spoke of means and methods to provide services



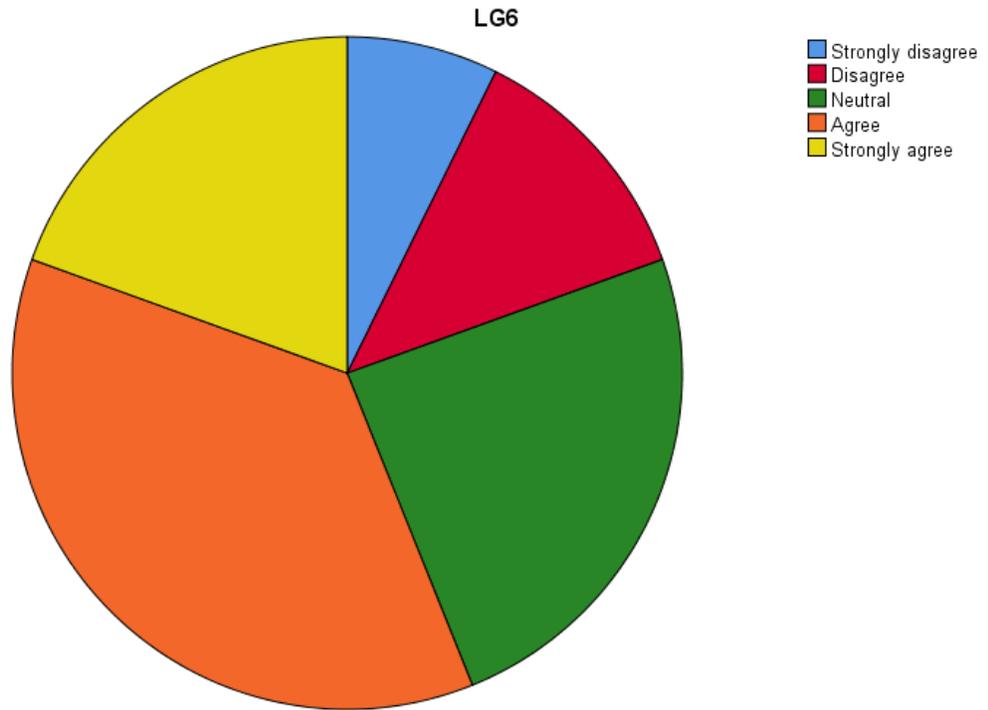
The company is trying to facilitate the use of new technology to take advantage of its services



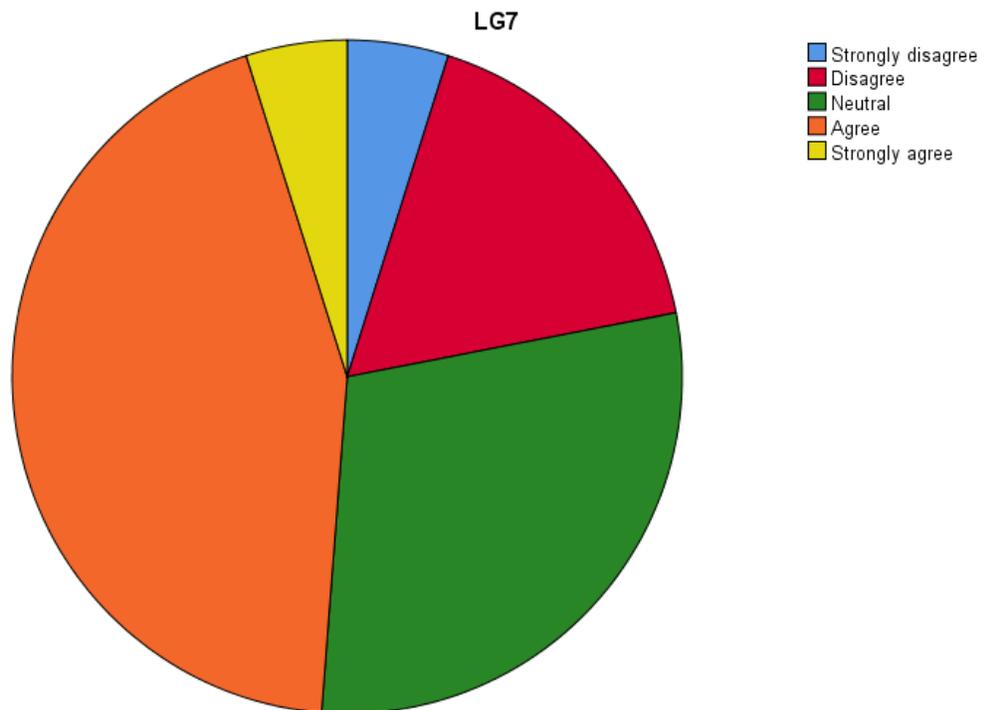
The company-based foundations of scientific research to solve problems faced by



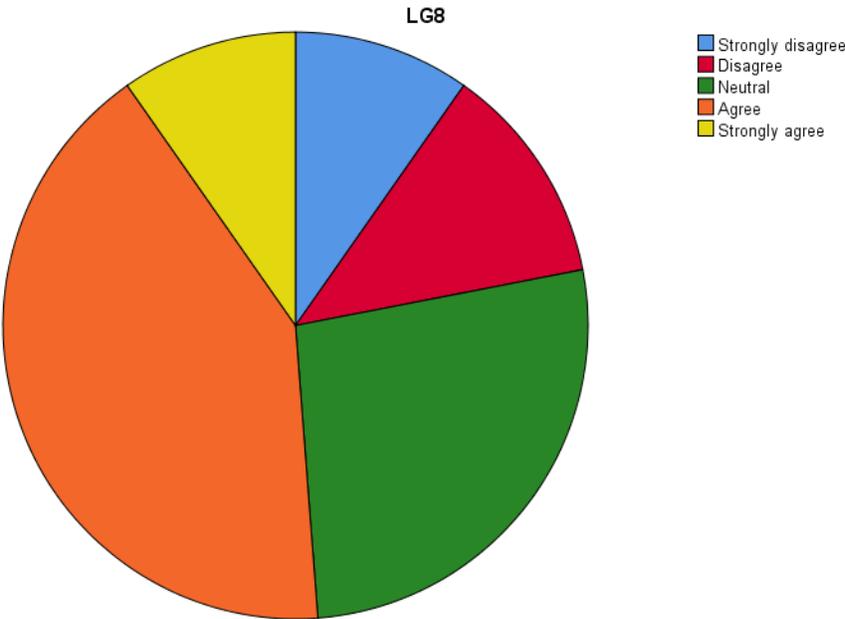
The company focuses on human resource development and performance



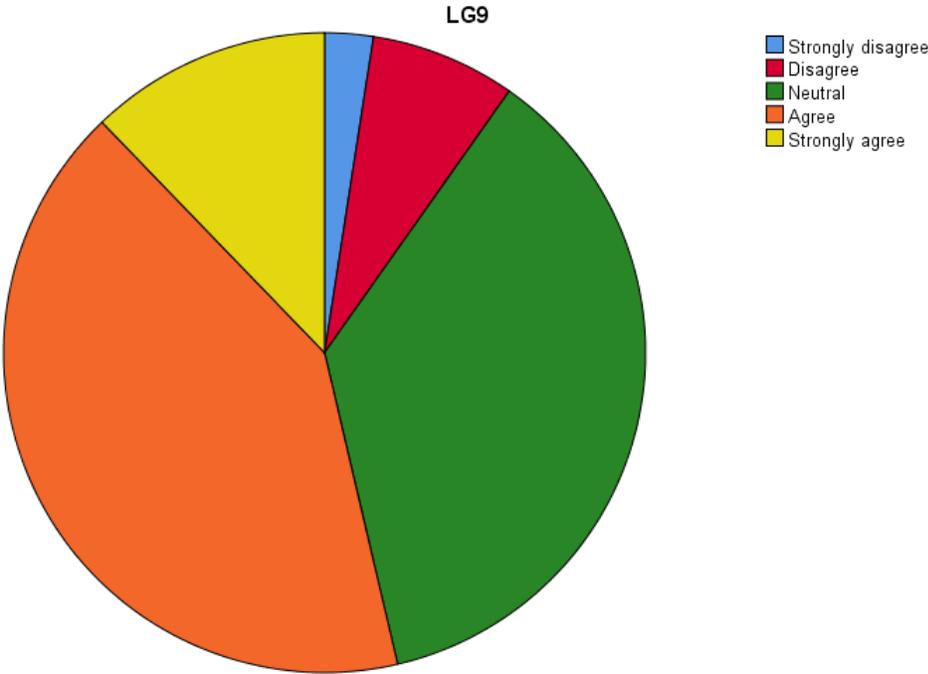
Includes the growth side and motivate individuals to assess their performance.



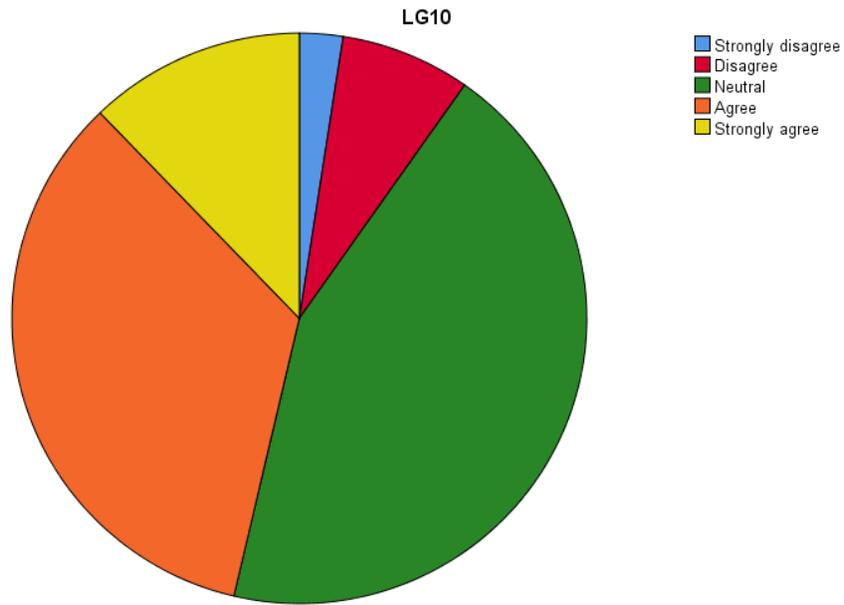
The company interested in developing plans and projects for the development of its business and streamline procedures



The company concerned with comparative references outstanding performance measurement



The company focuses on what you should do to improve their capabilities relating to operating procedure which is the engine of the financial side and by the public



Pilot Reliability Analysis RESULTS

HUMAN RESOURCES (HR) - KNOWLEDGE (KN)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.929	.929	7

Inter-Item Correlation Matrix

	KN1	KN2	KN3	KN4	KN5	KN6	KN7
KN1	1.000	.846	.667	.602	.673	.778	.769
KN2	.846	1.000	.626	.644	.602	.828	.770
KN3	.667	.626	1.000	.456	.380	.652	.590
KN4	.602	.644	.456	1.000	.552	.609	.624
KN5	.673	.602	.380	.552	1.000	.590	.626
KN6	.778	.828	.652	.609	.590	1.000	.795
KN7	.769	.770	.590	.624	.626	.795	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.843	3.512	4.146	.634	1.181	.050	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
KN1	22.90	27.340	.871	.797	.908
KN2	23.05	27.698	.868	.800	.909
KN3	23.17	29.845	.653	.508	.929
KN4	23.24	28.689	.679	.480	.928
KN5	23.39	29.494	.667	.519	.928
KN6	22.90	27.290	.852	.764	.910
KN7	22.76	27.339	.835	.713	.912

HUMAN RESOURCES (HR) - SKILLS (SK)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.897	.897	7

Inter-Item Correlation Matrix

	SK1	SK2	SK3	SK4	SK5	SK6	SK7
SK1	1.000	.674	.656	.678	.626	.612	.730
SK2	.674	1.000	.329	.668	.612	.514	.620
SK3	.656	.329	1.000	.474	.357	.407	.571
SK4	.678	.668	.474	1.000	.501	.666	.540
SK5	.626	.612	.357	.501	1.000	.225	.715
SK6	.612	.514	.407	.666	.225	1.000	.490
SK7	.730	.620	.571	.540	.715	.490	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.843	3.634	3.976	.341	1.094	.013	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SK1	23.05	25.798	.858	.753	.865
SK2	23.05	25.798	.724	.615	.879
SK3	23.27	28.351	.572	.516	.896
SK4	22.95	25.148	.746	.644	.877
SK5	23.12	27.410	.636	.658	.889
SK6	23.05	27.698	.605	.593	.893
SK7	22.93	24.920	.777	.700	.873

HUMAN RESOURCES (HR) - ATTITUDE (ATT)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.883	.881	7

Inter-Item Correlation Matrix

	ATT1	ATT2	ATT3	ATT4	ATT5	ATT6	ATT7
ATT1	1.000	.433	.344	.561	.095	.283	.354
ATT2	.433	1.000	.624	.658	.499	.694	.793
ATT3	.344	.624	1.000	.336	.577	.548	.585
ATT4	.561	.658	.336	1.000	.271	.632	.658
ATT5	.095	.499	.577	.271	1.000	.549	.588
ATT6	.283	.694	.548	.632	.549	1.000	.702
ATT7	.354	.793	.585	.658	.588	.702	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.554	3.195	3.756	.561	1.176	.042	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ATT1	21.22	25.576	.424	.398	.893
ATT2	21.12	20.710	.825	.718	.845
ATT3	21.51	23.856	.653	.538	.869
ATT4	21.34	22.830	.676	.658	.866
ATT5	21.68	23.422	.549	.489	.882
ATT6	21.22	21.526	.754	.627	.855
ATT7	21.17	20.995	.825	.728	.845

ORGANISATIONAL CULTURE (OC) - POWER DISTANCE (PD)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.882	.880	3

Inter-Item Correlation Matrix

	PD1	PD2	PD3
PD1	1.000	.652	.890
PD2	.652	1.000	.586
PD3	.890	.586	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.163	2.122	2.195	.073	1.034	.001	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PD1	4.29	4.362	.872	.818	.737
PD2	4.32	6.172	.638	.426	.940
PD3	4.37	4.938	.826	.792	.782

ORGANISATIONAL PERFORMANCE (OP) - FINANCIAL PERFORMANCE (FP)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.901	.904	8

Inter-Item Correlation Matrix

	FP1	FP2	FP3	FP4	FP5	FP6	FP7	FP8
FP1	1.000	.725	.488	.616	.719	.556	.505	.700
FP2	.725	1.000	.519	.690	.626	.668	.462	.605
FP3	.488	.519	1.000	.387	.288	.543	.623	.477
FP4	.616	.690	.387	1.000	.460	.506	.435	.401
FP5	.719	.626	.288	.460	1.000	.320	.292	.646
FP6	.556	.668	.543	.506	.320	1.000	.721	.567
FP7	.505	.462	.623	.435	.292	.721	1.000	.558
FP8	.700	.605	.477	.401	.646	.567	.558	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum Minimum	Variance	N of Items
Item Means	3.384	3.244	3.659	.415	1.128	.023	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
FP1	23.41	30.849	.810	.716	.881
FP2	23.76	27.989	.804	.745	.877
FP3	23.83	30.995	.599	.471	.896
FP4	23.68	30.222	.635	.536	.893
FP5	23.78	30.476	.604	.635	.896
FP6	23.83	29.445	.714	.689	.886
FP7	23.71	30.862	.656	.645	.891
FP8	23.51	29.056	.727	.630	.885

ORGANISATIONAL PERFORMANCE (OP) - INTERNAL PROCESSES (IP)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.916	.920	13

Inter-Item Correlation Matrix

	IP1	IP2	IP3	IP4	IP5	IP6	IP7	IP8	IP9	IP10	IP11	IP12	IP13
IP1 0	1.00	.673	.660	.425	.354	.296	.134	.635	.671	.323	.426	.527	.666
IP2 0	.673	1.00	.622	.360	.493	.381	.361	.441	.530	.460	.499	.614	.591
IP3 0	.660	.622	1.00	.194	.450	.425	.307	.448	.470	.338	.228	.504	.501
IP4 0	.425	.360	.194	1.00	.255	.504	.152	.400	.482	.313	.611	.419	.371
IP5	.354	.493	.450	.255	1.000	.377	.614	.423	.590	.664	.456	.624	.701
IP6 0	.296	.381	.425	.504	.377	1.00	.286	.232	.375	.372	.334	.574	.453
IP7 0	.134	.361	.307	.152	.614	.286	1.00	.271	.489	.488	.279	.423	.475
IP8 0	.635	.441	.448	.400	.423	.232	.271	1.00	.707	.332	.386	.381	.642
IP9 0	.671	.530	.470	.482	.590	.375	.489	.707	1.00	.645	.530	.562	.761
IP10 0	.323	.460	.338	.313	.664	.372	.488	.332	.645	1.000	.611	.546	.670
IP11 1	.426	.499	.228	.611	.456	.334	.279	.386	.530	.611	1.000	.535	.658
IP12 2	.527	.614	.504	.419	.624	.574	.423	.381	.562	.546	.535	1.000	.739
IP13 3	.666	.591	.501	.371	.701	.453	.475	.642	.761	.670	.658	.739	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.452	3.098	3.707	.610	1.197	.027	13

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
IP1	41.17	74.695	.672	.813	.909
IP2	41.29	74.712	.699	.636	.908
IP3	41.51	76.456	.590	.630	.912
IP4	41.56	75.502	.525	.655	.915
IP5	41.39	75.094	.693	.662	.908
IP6	41.78	74.476	.527	.541	.916
IP7	41.41	78.849	.483	.513	.916
IP8	41.20	73.511	.606	.635	.912
IP9	41.46	73.105	.805	.789	.904
IP10	41.59	72.799	.662	.676	.909
IP11	41.41	74.199	.649	.702	.910
IP12	41.41	74.549	.756	.683	.906
IP13	41.34	73.130	.855	.862	.903

ORGANISATIONAL PERFORMANCE (OP) - CUSTOMER/STAKEHOLDER (CU)

Reliability Statistics

Cronbach's Alpha	Standardize Items	N of Items
.872	.871	8

Inter-Item Correlation Matrix

CU 1	CU 2	CU 3	CU 4	CU 5	CU 6	CU 7	CU 8

C	1.0	.60	.45	.55	.46	.63	.63	.43
U	00	2	0	2	9	2	7	9
1								
C	.60	1.0	.20	.57	.49	.16	.19	.14
U	2	00	7	6	9	8	3	6
2								
C	.45	.20	1.0	.39	.45	.55	.61	.56
U	0	7	00	0	3	8	8	9
3								
C	.55	.57	.39	1.0	.29	.40	.54	.33
U	2	6	0	00	5	4	0	5
4								
C	.46	.49	.45	.29	1.0	.42	.24	.44
U	9	9	3	5	00	9	4	0
5								
C	.63	.16	.55	.40	.42	1.0	.58	.62
U	2	8	8	4	9	00	5	0
6								
C	.63	.19	.61	.54	.24	.58	1.0	.73
U	7	3	8	0	4	5	00	7
7								
C	.43	.14	.56	.33	.44	.62	.73	1.0
U	9	6	9	5	0	0	7	00
8								

Summary Item Statistics

	Me an	Mini mu m	Max imu m	Ra nge	Maxim um / Minim um	Vari anc e	N of Item s
Item Mea ns	3.3 48	3.1 46	3.48 8	.34 1	1.109	.02 0	8

Item-Total Statistics

	Scale Item Deleted	Mean if Deleted	if Deleted	Scale Item Deleted	Variance if Deleted	Corrected Total Correlation	Item- Multiple Correlation Squared	Cronbach's Alpha if Item Deleted
CU1	23.29			25.612		.745	.768	.843

CU2	23.32	30.122	.439	.681	.874
CU3	23.61	26.244	.646	.512	.854
CU4	23.41	28.899	.593	.567	.861
CU5	23.32	27.972	.538	.519	.866
CU6	23.34	26.780	.684	.648	.850
CU7	23.54	25.405	.715	.803	.846
CU8	23.63	26.488	.664	.699	.852

ORGANISATIONAL PERFORMANCE (OP) - LEARNING AND GROWTH (LG)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.889	.896	10

Inter-Item Correlation Matrix

	LG1	LG2	LG3	LG4	LG5	LG6	LG7	LG8	LG9	LG10
LG1	1.000	.631	.487	.445	.482	.364	.525	.365	.610	.288
LG2	.631	1.000	.592	.590	.309	.631	.653	.579	.650	.576
LG3	.487	.592	1.000	.440	.194	.378	.526	.361	.560	.369
LG4	.445	.590	.440	1.000	.262	.306	.440	.417	.563	.380
LG5	.482	.309	.194	.262	1.000	.282	.577	.259	.447	.218
LG6	.364	.631	.378	.306	.282	1.000	.410	.385	.557	.544
LG7	.525	.653	.526	.440	.577	.410	1.000	.360	.546	.397
LG8	.365	.579	.361	.417	.259	.385	.360	1.000	.659	.606
LG9	.610	.650	.560	.563	.447	.557	.546	.659	1.000	.553
LG10	.288	.576	.369	.380	.218	.544	.397	.606	.553	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum Minimum	Variance	N of Items
Item Means	3.356	2.780	3.537	.756	1.272	.049	10

Item-Total Statistics

	Scale Item Deleted	Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Total Correlation	Item- Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
LG1	30.12		42.360	.645	.568	.878
LG2	30.10		39.140	.818	.774	.865
LG3	30.07		43.170	.590	.463	.882
LG4	30.22		41.076	.579	.429	.882
LG5	30.78		41.876	.451	.482	.893
LG6	30.07		40.120	.585	.523	.883
LG7	30.29		40.612	.687	.623	.874
LG8	30.27		40.201	.606	.570	.881
LG9	30.02		40.074	.812	.711	.867
LG10	30.10		42.190	.610	.509	.880

APPENDIX D: PRIMARY DATA DESCRIPTIVE ANALYSIS & RELIABILITY ANALYSIS RESULTS

Frequencies

		Statistics					
		Gender	Age	Kuwaiti	Experience	Education	Reporting
N	Valid	373	373	373	373	373	373
	Missing	0	0	0	0	0	0

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	305	81.8	81.8	81.8
	Female	68	18.2	18.2	100.0
	Total	373	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 Years old	141	37.8	37.8	37.8
	30-39 Years old	181	48.5	48.5	86.3
	40-49 Years old	42	11.3	11.3	97.6
	> 50 Years old	9	2.4	2.4	100.0
	Total	373	100.0	100.0	

		Kuwaiti			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	373	100.0	100.0	100.0

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 or below	70	18.8	18.8	18.8
	6 - 10 Years of experience	128	34.3	34.3	53.1
	11 - 15 Years of experience	118	31.6	31.6	84.7
	16 - 20 Years of experience	43	11.5	11.5	96.2
	20 or above Years of experience	14	3.8	3.8	100.0
	Total	373	100.0	100.0	

Education

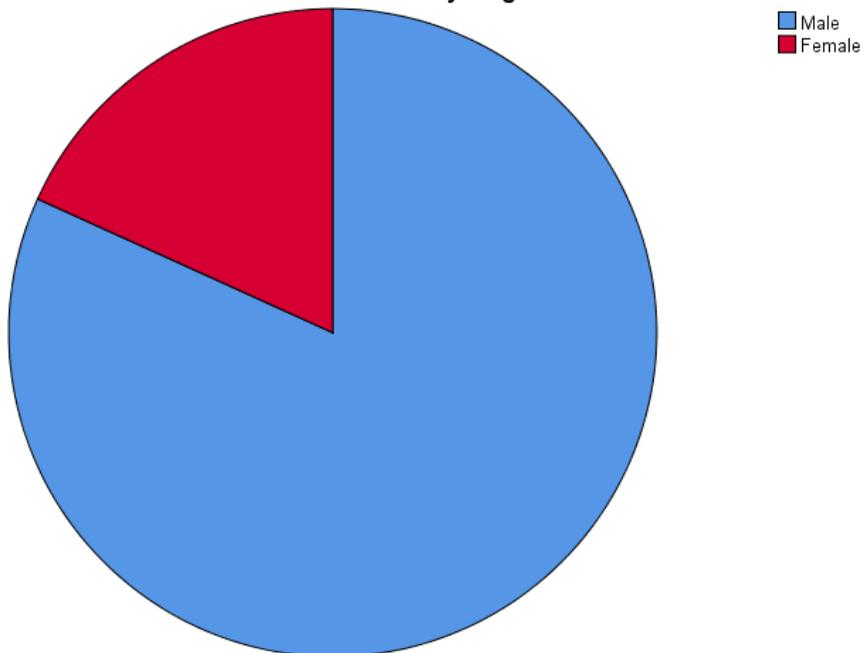
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	73	19.6	19.6	19.6
	Diploma	155	41.6	41.6	61.1
	Undergraduate Degree	121	32.4	32.4	93.6
	Postgraduate Degrees	24	6.4	6.4	100.0
	Total	373	100.0	100.0	

Reporting

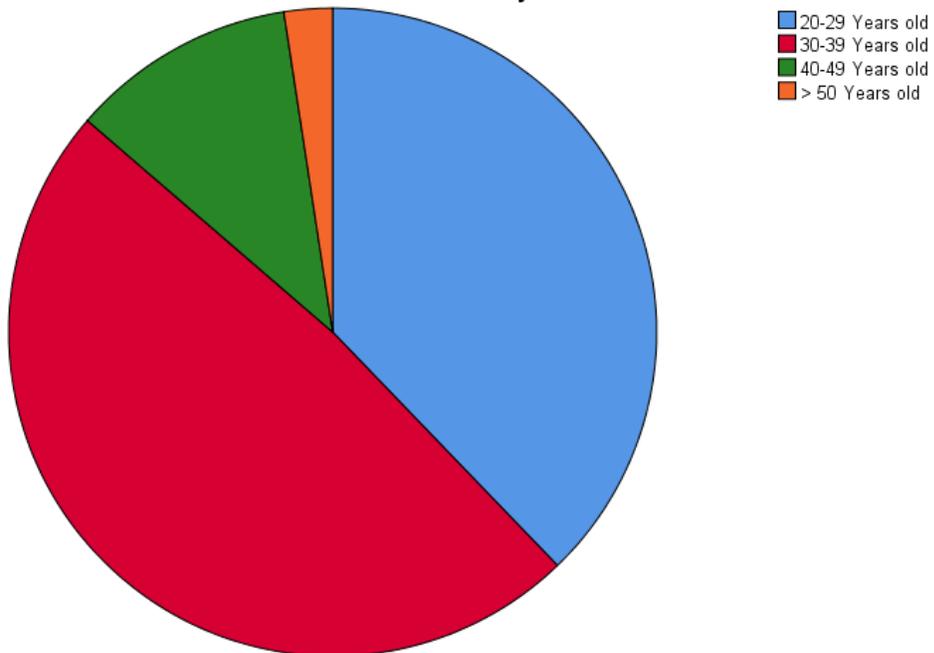
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	126	33.8	33.8	33.8
	NO	247	66.2	66.2	100.0
	Total	373	100.0	100.0	

Pie Chart

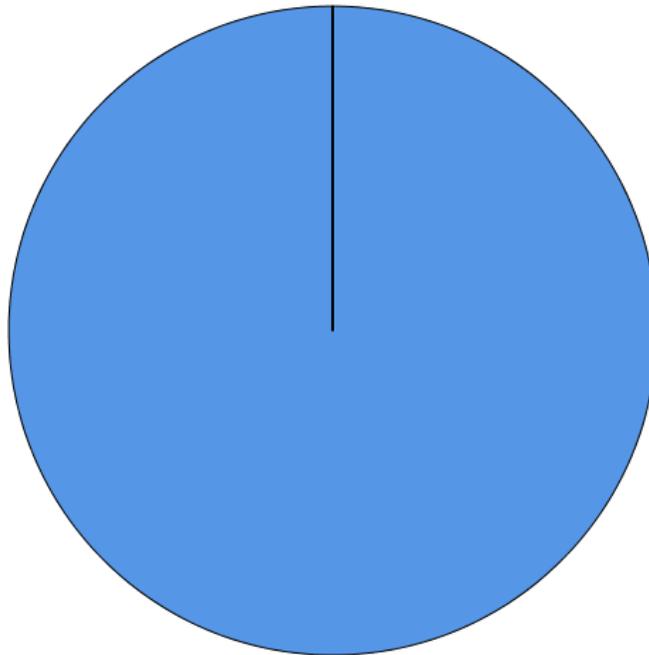
What is your gender?



How Old are you?

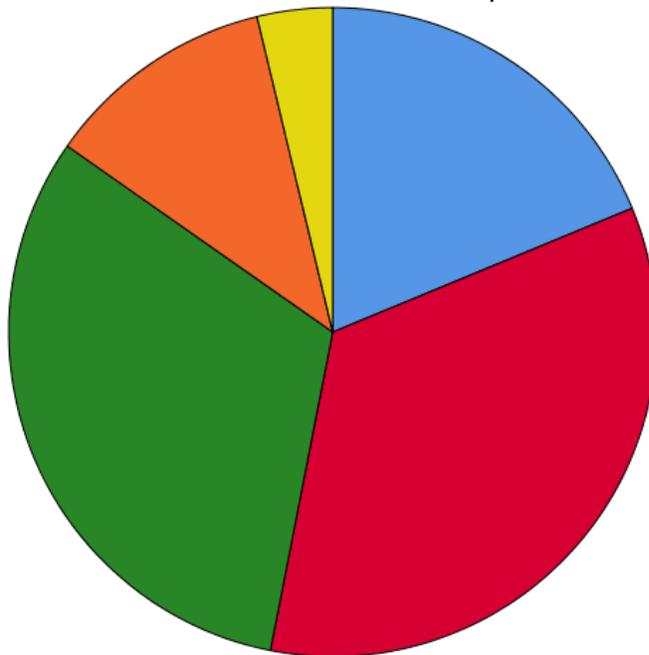


Are You Kuwaiti?

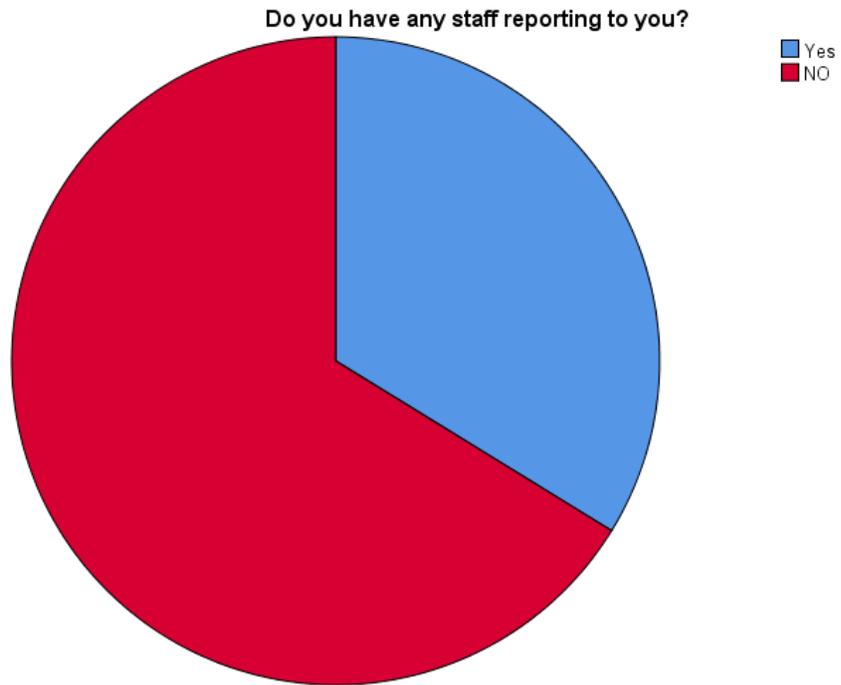
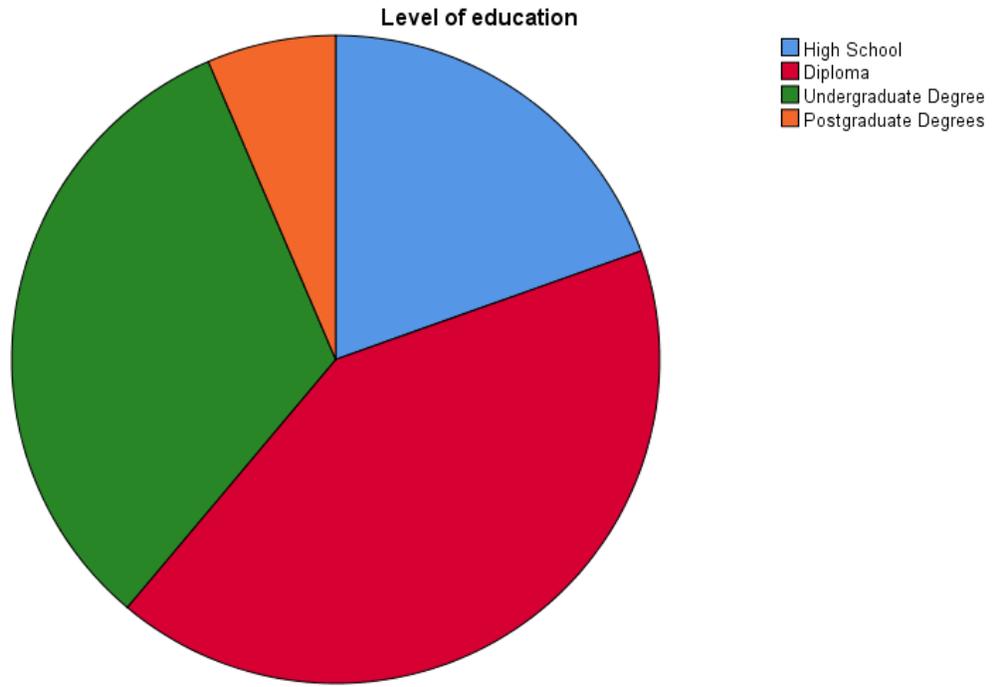


■ Yes

Years of experience



■ 5 or below
■ 6 - 10 Years of experience
■ 11 - 15 Years of experience
■ 16 - 20 Years of experience
■ 20 or above Years of experience



Frequency Table

KN1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.3	.3	.3
	Neutral	3	.8	.8	1.1
	Agree	162	43.4	43.4	44.5
	Strongly agree	207	55.5	55.5	100.0
	Total	373	100.0	100.0	

KN2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.3	.3	.3
	Neutral	5	1.3	1.3	1.6
	Agree	167	44.8	44.8	46.4
	Strongly agree	200	53.6	53.6	100.0
	Total	373	100.0	100.0	

KN3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.3	.3	.3
	Neutral	1	.3	.3	.5
	Agree	131	35.1	35.1	35.7
	Strongly agree	240	64.3	64.3	100.0
	Total	373	100.0	100.0	

KN4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	1.1	1.1	1.1
	Neutral	5	1.3	1.3	2.4
	Agree	136	36.5	36.5	38.9
	Strongly agree	228	61.1	61.1	100.0
	Total	373	100.0	100.0	

KN5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	.5	.5	.5
	Neutral	3	.8	.8	1.3
	Agree	131	35.1	35.1	36.5
	Strongly agree	237	63.5	63.5	100.0
	Total	373	100.0	100.0	

KN6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.3	.3	.3
	Disagree	1	.3	.3	.5
	Neutral	5	1.3	1.3	1.9
	Agree	136	36.5	36.5	38.3
	Strongly agree	230	61.7	61.7	100.0
	Total	373	100.0	100.0	

SK1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.3	.3	.3
	Neutral	6	1.6	1.6	1.9
	Agree	175	46.9	46.9	48.8
	Strongly agree	191	51.2	51.2	100.0
	Total	373	100.0	100.0	

SK2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	1.6	1.6	1.6
	Agree	185	49.6	49.6	51.2
	Strongly agree	182	48.8	48.8	100.0
	Total	373	100.0	100.0	

SK3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	.5	.5	.5
	Neutral	7	1.9	1.9	2.4
	Agree	169	45.3	45.3	47.7
	Strongly agree	195	52.3	52.3	100.0
	Total	373	100.0	100.0	

SK4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	1.6	1.6	1.6
	Agree	143	38.3	38.3	39.9
	Strongly agree	224	60.1	60.1	100.0
	Total	373	100.0	100.0	

SK5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	1.6	1.6	1.6
	Agree	149	39.9	39.9	41.6
	Strongly agree	218	58.4	58.4	100.0
	Total	373	100.0	100.0	

SK6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	7	1.9	1.9	1.9
	Agree	150	40.2	40.2	42.1
	Strongly agree	216	57.9	57.9	100.0
	Total	373	100.0	100.0	

SK7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	4	1.1	1.1	1.1
	Agree	157	42.1	42.1	43.2
	Strongly agree	212	56.8	56.8	100.0
	Total	373	100.0	100.0	

ATT2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	.8	.8	.8
	Disagree	4	1.1	1.1	1.9
	Neutral	15	4.0	4.0	5.9
	Agree	166	44.5	44.5	50.4
	Strongly agree	185	49.6	49.6	100.0
	Total	373	100.0	100.0	

ATT3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.5	.5	.5
	Disagree	1	.3	.3	.8
	Neutral	14	3.8	3.8	4.6
	Agree	169	45.3	45.3	49.9
	Strongly agree	187	50.1	50.1	100.0
	Total	373	100.0	100.0	

ATT4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.5	.5	.5
	Disagree	5	1.3	1.3	1.9
	Neutral	14	3.8	3.8	5.6
	Agree	145	38.9	38.9	44.5
	Strongly agree	207	55.5	55.5	100.0
	Total	373	100.0	100.0	

ATT6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.5	.5	.5
	Disagree	6	1.6	1.6	2.1
	Neutral	15	4.0	4.0	6.2
	Agree	157	42.1	42.1	48.3
	Strongly agree	193	51.7	51.7	100.0
	Total	373	100.0	100.0	

ATT7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	.8	.8	.8
	Disagree	7	1.9	1.9	2.7
	Neutral	12	3.2	3.2	5.9
	Agree	163	43.7	43.7	49.6
	Strongly agree	188	50.4	50.4	100.0
	Total	373	100.0	100.0	

PD1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	242	64.9	64.9	64.9
	Disagree	102	27.3	27.3	92.2
	Neutral	15	4.0	4.0	96.2
	Agree	9	2.4	2.4	98.7
	Strongly agree	5	1.3	1.3	100.0
	Total	373	100.0	100.0	

PD2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	237	63.5	63.5	63.5
	Disagree	118	31.6	31.6	95.2
	Neutral	7	1.9	1.9	97.1
	Agree	9	2.4	2.4	99.5
	Strongly agree	2	.5	.5	100.0
	Total	373	100.0	100.0	

PD3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	229	61.4	61.4	61.4
	Disagree	112	30.0	30.0	91.4
	Neutral	18	4.8	4.8	96.2
	Agree	9	2.4	2.4	98.7
	Strongly agree	5	1.3	1.3	100.0
	Total	373	100.0	100.0	

FP1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	13	3.5	3.5	3.5
	Neutral	13	3.5	3.5	7.0
	Agree	231	61.9	61.9	68.9
	Strongly agree	116	31.1	31.1	100.0
	Total	373	100.0	100.0	

FP2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.5	.5	.5
	Disagree	16	4.3	4.3	4.8
	Neutral	15	4.0	4.0	8.8
	Agree	235	63.0	63.0	71.8
	Strongly agree	105	28.2	28.2	100.0
	Total	373	100.0	100.0	

FP3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.5	.5	.5
	Disagree	17	4.6	4.6	5.1
	Neutral	22	5.9	5.9	11.0
	Agree	206	55.2	55.2	66.2
	Strongly agree	126	33.8	33.8	100.0
	Total	373	100.0	100.0	

FP4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	1.3	1.3	1.3
	Disagree	14	3.8	3.8	5.1
	Neutral	23	6.2	6.2	11.3
	Agree	204	54.7	54.7	66.0
	Strongly agree	127	34.0	34.0	100.0
	Total	373	100.0	100.0	

FP5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	1.3	1.3	1.3
	Disagree	11	2.9	2.9	4.3
	Neutral	29	7.8	7.8	12.1
	Agree	198	53.1	53.1	65.1
	Strongly agree	130	34.9	34.9	100.0
	Total	373	100.0	100.0	

FP7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	1.1	1.1	1.1
	Disagree	10	2.7	2.7	3.8
	Neutral	32	8.6	8.6	12.3
	Agree	229	61.4	61.4	73.7
	Strongly agree	98	26.3	26.3	100.0
	Total	373	100.0	100.0	

FP8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	1.1	1.1	1.1
	Disagree	10	2.7	2.7	3.8
	Neutral	37	9.9	9.9	13.7
	Agree	241	64.6	64.6	78.3
	Strongly agree	81	21.7	21.7	100.0
	Total	373	100.0	100.0	

IP4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.5	.5	.5
	Disagree	8	2.1	2.1	2.7
	Neutral	37	9.9	9.9	12.6
	Agree	226	60.6	60.6	73.2
	Strongly agree	100	26.8	26.8	100.0
	Total	373	100.0	100.0	

IP5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.5	.5	.5
	Disagree	11	2.9	2.9	3.5
	Neutral	37	9.9	9.9	13.4
	Agree	220	59.0	59.0	72.4
	Strongly agree	103	27.6	27.6	100.0
	Total	373	100.0	100.0	

IP7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.3	.3	.3
	Disagree	10	2.7	2.7	2.9
	Neutral	38	10.2	10.2	13.1
	Agree	225	60.3	60.3	73.5
	Strongly agree	99	26.5	26.5	100.0
	Total	373	100.0	100.0	

IP8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.5	.5	.5
	Disagree	10	2.7	2.7	3.2
	Neutral	32	8.6	8.6	11.8
	Agree	225	60.3	60.3	72.1
	Strongly agree	104	27.9	27.9	100.0
	Total	373	100.0	100.0	

IP9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	.8	.8	.8
	Disagree	8	2.1	2.1	2.9
	Neutral	38	10.2	10.2	13.1
	Agree	223	59.8	59.8	72.9
	Strongly agree	101	27.1	27.1	100.0
	Total	373	100.0	100.0	

IP10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	1.1	1.1	1.1
	Disagree	10	2.7	2.7	3.8
	Neutral	31	8.3	8.3	12.1
	Agree	239	64.1	64.1	76.1
	Strongly agree	89	23.9	23.9	100.0
	Total	373	100.0	100.0	

IP11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	.8	.8	.8
	Disagree	9	2.4	2.4	3.2
	Neutral	33	8.8	8.8	12.1
	Agree	235	63.0	63.0	75.1
	Strongly agree	93	24.9	24.9	100.0
	Total	373	100.0	100.0	

IP12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	.8	.8	.8
	Disagree	9	2.4	2.4	3.2
	Neutral	34	9.1	9.1	12.3
	Agree	244	65.4	65.4	77.7
	Strongly agree	83	22.3	22.3	100.0
	Total	373	100.0	100.0	

IP13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.5	.5	.5
	Disagree	8	2.1	2.1	2.7
	Neutral	37	9.9	9.9	12.6
	Agree	251	67.3	67.3	79.9
	Strongly agree	75	20.1	20.1	100.0
	Total	373	100.0	100.0	

CU4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	1.1	1.1	1.1
	Disagree	11	2.9	2.9	4.0
	Neutral	29	7.8	7.8	11.8
	Agree	235	63.0	63.0	74.8
	Strongly agree	94	25.2	25.2	100.0
	Total	373	100.0	100.0	

CU5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	1.3	1.3	1.3
	Disagree	10	2.7	2.7	4.0
	Neutral	25	6.7	6.7	10.7
	Agree	226	60.6	60.6	71.3
	Strongly agree	107	28.7	28.7	100.0
	Total	373	100.0	100.0	

CU6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.5	.5	.5
	Disagree	12	3.2	3.2	3.8
	Neutral	31	8.3	8.3	12.1
	Agree	220	59.0	59.0	71.0
	Strongly agree	108	29.0	29.0	100.0
	Total	373	100.0	100.0	

CU7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	1.1	1.1	1.1
	Disagree	19	5.1	5.1	6.2
	Neutral	41	11.0	11.0	17.2
	Agree	231	61.9	61.9	79.1
	Strongly agree	78	20.9	20.9	100.0
	Total	373	100.0	100.0	

CU8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	1.3	1.3	1.3
	Disagree	16	4.3	4.3	5.6
	Neutral	42	11.3	11.3	16.9
	Agree	254	68.1	68.1	85.0
	Strongly agree	56	15.0	15.0	100.0
	Total	373	100.0	100.0	

LG3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.5	.5	.5
	Disagree	12	3.2	3.2	3.8
	Neutral	45	12.1	12.1	15.8
	Agree	215	57.6	57.6	73.5
	Strongly agree	99	26.5	26.5	100.0
	Total	373	100.0	100.0	

LG4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.5	.5	.5
	Disagree	15	4.0	4.0	4.6
	Neutral	31	8.3	8.3	12.9
	Agree	212	56.8	56.8	69.7
	Strongly agree	113	30.3	30.3	100.0
	Total	373	100.0	100.0	

LG6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	1.3	1.3	1.3
	Disagree	12	3.2	3.2	4.6
	Neutral	39	10.5	10.5	15.0
	Agree	203	54.4	54.4	69.4
	Strongly agree	114	30.6	30.6	100.0
	Total	373	100.0	100.0	

LG7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	1.1	1.1	1.1
	Disagree	11	2.9	2.9	4.0
	Neutral	38	10.2	10.2	14.2
	Agree	229	61.4	61.4	75.6
	Strongly agree	91	24.4	24.4	100.0
	Total	373	100.0	100.0	

LG8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	1.3	1.3	1.3
	Disagree	15	4.0	4.0	5.4
	Neutral	31	8.3	8.3	13.7
	Agree	226	60.6	60.6	74.3
	Strongly agree	96	25.7	25.7	100.0
	Total	373	100.0	100.0	

LG9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	2.1	2.1	2.1
	Disagree	9	2.4	2.4	4.6
	Neutral	45	12.1	12.1	16.6
	Agree	224	60.1	60.1	76.7
	Strongly agree	87	23.3	23.3	100.0
	Total	373	100.0	100.0	

LG10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	.8	.8	.8
	Disagree	16	4.3	4.3	5.1
	Neutral	56	15.0	15.0	20.1
	Agree	220	59.0	59.0	79.1
	Strongly agree	78	20.9	20.9	100.0
	Total	373	100.0	100.0	

Reliability Statistics

Cronbach's Alpha	N of Items
.900	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
KN1	22.93	5.256	.660	.892
KN2	22.96	4.977	.775	.875
KN3	22.84	5.182	.714	.885
KN4	22.90	4.887	.748	.880
KN5	22.86	5.009	.773	.876
KN6	22.88	5.043	.704	.886

Reliability Statistics

Cronbach's Alpha	N of Items
.927	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
SK1	27.24	7.321	.734	.920
SK2	27.25	7.352	.749	.918
SK3	27.23	7.212	.743	.919
SK4	27.14	7.364	.755	.918
SK5	27.16	7.354	.754	.918
SK6	27.17	7.144	.828	.910
SK7	27.17	7.216	.828	.911

Reliability Statistics

Cronbach's Alpha	N of Items
.864	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
ATT2	17.76	5.083	.667	.841
ATT3	17.72	5.308	.666	.841
ATT4	17.69	5.053	.693	.834
ATT6	17.74	5.006	.694	.834
ATT7	17.76	4.895	.707	.831

Reliability Statistics

Cronbach's Alpha	N of Items
.908	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
PD1	2.97	1.975	.851	.837
PD2	3.00	2.298	.810	.877
PD3	2.93	2.035	.795	.887

Reliability Statistics

Cronbach's Alpha	N of Items
.969	28

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
FP1	110.12	222.040	.689	.968
FP2	110.18	221.183	.672	.968
FP3	110.15	220.716	.645	.969
FP4	110.16	220.092	.646	.969
FP5	110.15	219.608	.673	.969
FP7	110.23	219.814	.722	.968
FP8	110.29	220.439	.710	.968
IP4	110.21	221.142	.697	.968
IP5	110.22	219.636	.739	.968
IP7	110.22	220.120	.749	.968
IP8	110.20	220.123	.736	.968
IP9	110.22	219.786	.740	.968
IP10	110.25	218.680	.794	.968
IP11	110.24	219.670	.763	.968
IP12	110.27	220.061	.760	.968
IP13	110.28	221.515	.725	.968
CU4	110.24	219.705	.731	.968
CU5	110.20	218.837	.752	.968
CU6	110.20	220.127	.714	.968
CU7	110.36	219.774	.675	.969
CU8	110.41	220.652	.680	.968
LG3	110.26	218.903	.754	.968
LG4	110.20	219.564	.709	.968
LG6	110.23	217.644	.750	.968
LG7	110.27	219.533	.725	.968
LG8	110.27	218.160	.747	.968
LG9	110.32	218.515	.716	.968
LG10	110.38	219.563	.696	.968

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.949
Bartlett's Test of Sphericity	Approx. Chi-Square	14780.724
	df	1176
	Sig.	.000

Communalities

	Initial	Extraction
KN1	.566	.540
KN2	.703	.703
KN3	.599	.575
KN4	.667	.644
KN5	.695	.682
KN6	.663	.607
SK1	.644	.590
SK2	.635	.611
SK3	.656	.622
SK4	.639	.628
SK5	.667	.629
SK6	.787	.766
SK7	.818	.780
ATT2	.566	.562
ATT3	.582	.528
ATT4	.580	.588
ATT6	.631	.584
ATT7	.628	.604
PD1	.781	.871
PD2	.721	.751
PD3	.703	.714
FP1	.662	.623
FP2	.679	.676
FP3	.677	.658
FP4	.712	.694
FP5	.715	.733
FP7	.726	.702
FP8	.682	.632
IP4	.671	.619
IP5	.721	.655
IP7	.719	.697

IP8	.701	.683
IP9	.715	.684
IP10	.760	.743
IP11	.696	.682
IP12	.746	.700
IP13	.736	.659
CU4	.639	.630
CU5	.708	.727
CU6	.658	.655
CU7	.677	.629
CU8	.645	.592
LG3	.680	.639
LG4	.681	.612
LG6	.731	.724
LG7	.715	.719
LG8	.752	.769
LG9	.715	.701
LG10	.673	.624

Extraction Method: Principal Axis
Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	18.423	37.599	37.599	18.093	36.924	36.924	15.277
2	6.311	12.879	50.478	5.956	12.155	49.079	9.528
3	2.289	4.671	55.149	2.038	4.160	53.239	13.034
4	2.130	4.347	59.496	1.788	3.649	56.888	14.243
5	1.767	3.607	63.103	1.418	2.894	59.781	9.284
6	1.665	3.399	66.501	1.324	2.701	62.483	7.649
7	1.470	3.001	69.502	1.144	2.335	64.818	5.221
8	1.030	2.102	71.604	.679	1.385	66.203	11.100
9	.756	1.543	73.147				
10	.681	1.389	74.536				

11	.634	1.294	75.830				
12	.611	1.247	77.077				
13	.601	1.227	78.304				
14	.581	1.186	79.490				
15	.547	1.116	80.605				
16	.525	1.071	81.676				
17	.486	.991	82.667				
18	.473	.965	83.633				
19	.456	.931	84.563				
20	.431	.880	85.443				
21	.420	.856	86.300				
22	.409	.836	87.135				
23	.373	.761	87.896				
24	.362	.739	88.635				
25	.347	.708	89.343				
26	.322	.657	90.000				
27	.315	.643	90.643				
28	.308	.628	91.271				
29	.293	.599	91.870				
30	.278	.568	92.439				
31	.266	.543	92.981				
32	.256	.523	93.504				
33	.248	.506	94.010				
34	.244	.498	94.508				
35	.241	.492	95.001				
36	.227	.463	95.464				
37	.222	.453	95.917				
38	.217	.444	96.361				
39	.211	.430	96.791				
40	.194	.396	97.187				
41	.191	.390	97.577				
42	.181	.369	97.946				
43	.172	.351	98.296				
44	.167	.342	98.638				
45	.158	.322	98.960				
46	.147	.301	99.261				
47	.143	.293	99.554				
48	.124	.254	99.807				

49	.094	.193	100.000				
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Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Factor Correlation Matrix

Factor	1	2	3	4	5	6	7	8
1	1.000	.361	.708	.780	.388	.301	.384	.728
2	.361	1.000	.347	.362	.681	.574	.193	.219
3	.708	.347	1.000	.688	.411	.377	.378	.571
4	.780	.362	.688	1.000	.354	.325	.333	.729
5	.388	.681	.411	.354	1.000	.593	.222	.145
6	.301	.574	.377	.325	.593	1.000	.142	.147
7	.384	.193	.378	.333	.222	.142	1.000	.301
8	.728	.219	.571	.729	.145	.147	.301	1.000

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.

**APPENDIX E: PRIMARY DATA STRUCTURAL EQUATION MODELLING
(SMARTPLS3.0) RESULTS**

PLS Algorithm (Regression)

Path Coefficients

	Attitude	Knowledge	Organisational Performance	PD*ATT	PD*KN	PD*SK	Power Distance	Skills
Attitude			0.15					
Knowledge			0.10					
Organisational Performance								
PD*ATT			-0.23					
PD*KN			0.13					
PD*SK			-0.01					
Power Distance			-0.29					
Skills			0.19					

Outer Loadings

	Attitude	Knowledge	Organisational Performance	PD*ATT	PD*KN	PD*SK	Power Distance	Skills
ATT2	0.80							
ATT3	0.80							
ATT4	0.81							
ATT6	0.79							
ATT7	0.81							
CU4			0.75					
CU5			0.77					
CU6			0.73					
CU7			0.70					
CU8			0.70					
FP1			0.72					
FP2			0.70					
FP3			0.68					
FP4			0.68					
FP5			0.71					
FP7			0.75					
FP8			0.74					
IP10			0.82					
IP11			0.79					
IP12			0.78					
IP13			0.75					
IP4			0.72					
IP5			0.76					

IP7			0.78					
IP8			0.76					
IP9			0.77					
KN2		0.85						
KN3		0.82						
KN4		0.84						
KN5		0.84						
KN6		0.80						
LG10			0.71					
LG3			0.77					
LG4			0.72					
LG6			0.76					
LG7			0.74					
LG8			0.76					
LG9			0.73					
PD1							0.94	
PD1 * ATT2				0.79				
PD1 * ATT3				0.78				
PD1 * ATT4				0.64				
PD1 * ATT6				0.91				
PD1 * ATT7				0.90				
PD1 * KN2					0.89			
PD1 * KN3					0.86			
PD1 * KN4					0.87			
PD1 * KN5					0.78			
PD1 * KN6					0.82			
PD1 * SK1						0.88		
PD1 * SK2						0.67		
PD1 * SK3						0.61		
PD1 * SK4						0.78		
PD1 * SK5						0.89		
PD1 * SK6						0.96		
PD1 * SK7						0.96		

PD1 * KN1					0.75			
PD2							0.91	
PD2 * ATT2				0.89				
PD2 * ATT3				0.88				
PD2 * ATT4				0.70				
PD2 * ATT6				0.96				
PD2 * ATT7				0.94				
PD2 * KN2					0.87			
PD2 * KN3					0.86			
PD2 * KN4					0.78			
PD2 * KN5					0.74			
PD2 * KN6					0.77			
PD2 * SK1						0.79		
PD2 * SK2						0.68		
PD2 * SK3						0.58		
PD2 * SK4						0.74		
PD2 * SK5						0.81		
PD2 * SK6						0.88		
PD2 * SK7						0.89		
PD2 * KN1					0.84			
PD3							0.91	
PD3 * ATT2				0.72				
PD3 * ATT3				0.70				
PD3 * ATT4				0.50				
PD3 * ATT6				0.77				
PD3 * ATT7				0.83				
PD3 * KN2					0.84			
PD3 * KN3					0.83			

PD3 * KN4					0.65			
PD3 * KN5					0.74			
PD3 * KN6					0.74			
PD3 * SK1						0.83		
PD3 * SK2						0.60		
PD3 * SK3						0.65		
PD3 * SK4						0.78		
PD3 * SK5						0.72		
PD3 * SK6						0.89		
PD3 * SK7						0.92		
PD3 * KN1					0.65			
SK1								0.80
SK2								0.81
SK3								0.81
SK4								0.82
SK5								0.83
SK6								0.89
SK7								0.89
KN1		0.75						

Outer Weights

	Attitude	Knowledge	Organisational Performance	PD*ATT	PD*KN	PD*SK	Power Distance	Skills
ATT2	0.26							
ATT3	0.26							
ATT4	0.25							
ATT6	0.21							
ATT7	0.26							
CU4			0.05					
CU5			0.04					
CU6			0.04					

CU7			0.05					
CU8			0.05					
FP1			0.06					
FP2			0.05					
FP3			0.05					
FP4			0.05					
FP5			0.06					
FP7			0.05					
FP8			0.05					
IP10			0.05					
IP11			0.05					
IP12			0.05					
IP13			0.05					
IP4			0.05					
IP5			0.05					
IP7			0.05					
IP8			0.05					
IP9			0.05					
KN2		0.22						
KN3		0.23						
KN4		0.22						
KN5		0.18						
KN6		0.21						
LG10			0.05					
LG3			0.05					
LG4			0.04					
LG6			0.04					
LG7			0.04					
LG8			0.05					
LG9			0.05					
PD1							0.38	
PD1 * ATT2				0.04				
PD1 * ATT3				0.00				
PD1 * ATT4				-0.11				
PD1 * ATT6				0.18				
PD1 * ATT7				0.12				
PD1 * KN2					0.12			
PD1 * KN3					0.11			

PD1 * KN4					0.11			
PD1 * KN5					0.02			
PD1 * KN6					0.07			
PD1 * SK1						0.08		
PD1 * SK2						- 0.19		
PD1 * SK3						0.00		
PD1 * SK4						0.06		
PD1 * SK5						0.04		
PD1 * SK6						0.18		
PD1 * SK7						0.22		
PD1 * KN1					0.11			
PD2							0.35	
PD2 * ATT2				0.12				
PD2 * ATT3				0.13				
PD2 * ATT4				0.03				
PD2 * ATT6				0.17				
PD2 * ATT7				0.13				
PD2 * KN2					0.09			
PD2 * KN3					0.10			
PD2 * KN4					0.05			
PD2 * KN5					0.02			
PD2 * KN6					0.03			
PD2 * SK1						0.10		
PD2 * SK2						- 0.06		
PD2 * SK3						- 0.08		
PD2 * SK4						- 0.02		
PD2 * SK5						0.04		

PD2 * SK6						0.12		
PD2 * SK7						0.17		
PD2 * KN1					0.09			
PD3							0.36	
PD3 * ATT2				0.06				
PD3 * ATT3				0.08				
PD3 * ATT4				-0.06				
PD3 * ATT6				0.17				
PD3 * ATT7				0.14				
PD3 * KN2					0.07			
PD3 * KN3					0.10			
PD3 * KN4					0.08			
PD3 * KN5					0.03			
PD3 * KN6					0.08			
PD3 * SK1						0.12		
PD3 * SK2						- 0.16		
PD3 * SK3						0.03		
PD3 * SK4						0.12		
PD3 * SK5						0.10		
PD3 * SK6						0.12		
PD3 * SK7						0.14		
PD3 * KN1					0.04			
SK1								0.1 5
SK2								0.1 5
SK3								0.1 6
SK4								0.1 7
SK5								0.1 8

SK6								0.18
SK7								0.20
KN1		0.16						

Latent Variable

Case ID	Attitude	Knowledge	Organisational Performance	PD*ATT	PD*KN	PD*SK	Power Distance	Skills
1	-0.83	0.94	-0.21	0.47	-0.66	-0.56	-0.68	1.04
2	1.03	0.94	0.26	0.01	0.27	0.16	0.24	0.76
3	1.03	0.94	0.40	-0.64	-0.66	-0.56	-0.68	1.04
4	-1.54	0.58	-0.16	-1.77	1.06	1.42	1.65	1.04
5	1.03	0.94	0.70	-0.64	-0.66	-0.56	-0.68	1.04
6	1.03	0.94	0.39	-0.39	-0.12	-0.18	-0.20	1.04
7	1.03	0.94	0.55	0.70	0.70	0.58	0.73	1.04
8	-1.94	-1.26	-0.16	0.75	0.53	-0.56	-0.68	1.04
9	-0.42	0.58	0.10	0.58	-0.44	0.77	-0.68	-1.20
10	-0.79	0.94	0.02	0.30	-0.12	0.08	-0.20	-0.31
11	-2.80	-0.06	0.47	1.49	-0.06	0.51	-0.68	-0.62
12	0.65	0.94	0.26	-0.44	-0.66	-0.63	-0.68	0.75
13	0.11	0.94	0.40	-0.81	0.70	0.58	0.73	1.04
14	-1.88	-1.30	0.59	-0.58	-0.24	-0.26	0.25	-1.20
15	-0.79	-1.30	0.49	0.46	0.89	0.77	-0.68	-1.20
16	1.03	0.94	0.98	-0.64	-0.66	-0.56	-0.68	1.04
17	1.03	0.94	1.13	-0.64	-0.66	-0.56	-0.68	1.04
18	0.35	0.94	0.29	0.03	-0.66	-0.06	-0.68	0.69
19	1.03	0.94	0.43	-0.64	-0.66	0.77	-0.68	-1.20
20	0.72	-1.30	0.11	-0.17	0.89	0.77	-0.68	-1.20
21	-0.79	-1.30	-0.16	0.46	0.89	0.77	-0.68	-1.20
22	-0.79	-1.30	0.27	0.30	0.17	0.22	-0.20	-1.20
23	-0.79	0.94	-0.16	-0.50	0.70	0.72	0.73	0.47
24	-0.05	-0.52	0.55	-0.40	-0.46	0.10	0.73	0.13
25	1.03	0.64	0.42	0.05	-0.19	0.11	-0.19	-0.57

26	0.29	-0.45	0.13	-0.56	0.20	-0.01	-0.68	0.42
27	1.03	0.94	0.36	-0.64	-0.66	-1.04	-0.68	0.75
28	-0.84	0.58	-0.21	-0.46	-0.44	0.35	-0.68	0.09
29	1.03	0.64	0.42	-0.64	-0.36	-0.22	-0.68	0.76
30	1.03	0.94	1.07	-0.64	-0.66	0.19	-0.68	0.10
31	1.03	0.94	0.82	-0.64	-0.66	-0.56	-0.68	1.04
32	1.03	0.94	0.93	-0.64	-0.66	-0.56	-0.68	1.04
33	1.03	0.94	0.97	0.70	0.70	0.58	0.73	1.04
34	-0.07	0.58	0.33	-0.26	0.48	1.08	0.73	0.75
35	1.03	-1.30	0.99	-0.64	0.89	-0.56	-0.68	1.04
36	0.72	0.94	1.10	-0.17	-0.66	-0.56	-0.68	1.04
37	0.67	0.94	0.16	-0.30	-0.66	-0.56	-0.68	1.04
38	1.03	0.94	0.09	-0.64	-0.66	-0.56	-0.68	1.04
39	1.03	0.94	0.82	-0.64	-0.66	-0.56	-0.68	1.04
40	1.03	0.94	1.24	-0.64	-0.66	-0.56	-0.68	1.04
41	-0.07	0.94	0.51	-0.22	-0.66	-0.56	-0.68	1.04
42	1.03	0.64	-0.49	0.70	0.38	0.58	0.73	1.04
43	1.03	0.64	1.38	-0.64	-0.36	-0.56	-0.68	1.04
44	1.03	0.94	0.13	0.70	0.70	0.58	0.73	1.04
45	1.03	0.94	1.38	-0.64	-0.66	-0.56	-0.68	1.04
46	0.72	-0.96	0.09	-0.17	0.80	0.64	-0.68	-0.52
47	0.37	0.94	0.82	0.17	-0.66	-0.70	-0.68	0.47
48	1.03	0.94	0.73	-0.64	-0.66	-0.56	-0.68	1.04
49	0.67	0.17	1.28	-0.30	-0.12	-1.11	-0.68	0.46
50	0.72	0.94	0.21	-0.17	-0.66	0.03	-0.68	-0.26
51	1.03	0.94	0.67	-0.64	-0.66	-1.04	-0.68	0.75
52	0.67	0.27	1.09	0.34	0.16	-0.63	0.73	-0.88
53	0.26	0.53	-0.03	-0.09	-0.33	0.91	-0.68	-0.63
54	0.31	0.94	0.00	0.01	0.31	0.05	0.29	0.08
55	1.03	0.23	-4.35	3.62	0.15	3.25	4.04	1.04
56	-0.79	-0.14	0.57	0.46	0.17	0.77	-0.68	-1.20
57	1.03	0.58	0.90	-0.64	-0.44	-1.11	-0.68	0.46
58	-0.42	0.53	0.80	-0.62	0.35	-0.55	0.73	0.02
59	1.03	0.94	-0.70	3.38	3.42	2.87	3.56	1.04
60	-0.07	0.94	0.53	0.24	-0.66	-1.11	-0.68	0.46
61	-0.11	0.58	0.23	-0.21	-0.44	-1.04	-0.68	0.75
62	1.03	0.19	0.67	-0.64	-0.18	-0.56	-0.68	1.04
63	1.03	0.94	0.57	-0.64	-0.66	-0.22	-0.68	0.76
64	0.65	0.94	0.18	-0.44	-0.66	-0.56	-0.68	1.04
65	1.03	-0.53	0.69	-0.64	0.35	-0.56	-0.68	1.04

66	-0.79	0.94	-0.11	0.46	-0.66	-0.56	-0.68	1.04
67	0.61	0.94	1.28	-0.43	-0.66	-0.56	-0.68	1.04
68	-1.14	-1.30	-0.59	-0.50	-0.24	0.07	0.25	- 0.26
69	1.03	0.94	-4.36	0.70	0.70	0.58	0.73	1.04
70	1.03	0.94	0.07	-0.64	-0.66	-0.56	-0.68	1.04
71	0.65	0.94	0.19	-0.44	-0.66	-0.56	-0.68	1.04
72	-0.41	0.53	0.35	-0.28	0.35	-0.81	0.73	- 1.20
73	0.30	-0.22	0.54	-0.10	0.14	0.56	-0.68	- 0.86
74	0.31	0.64	0.06	-0.04	0.38	0.33	0.73	- 0.18
75	1.03	0.94	0.26	-0.64	-0.66	0.03	-0.68	- 0.26
76	1.03	0.94	0.40	-0.64	-0.66	-0.56	-0.68	1.04
77	0.61	0.94	0.37	-0.43	-0.66	-0.56	-0.68	1.04
78	0.35	0.94	0.46	0.02	-0.26	-0.34	-0.24	0.46
79	1.03	0.94	0.78	-0.64	-0.66	-0.56	-0.68	1.04
80	1.03	0.94	1.55	-0.23	-0.26	-0.11	-0.24	1.04
81	0.61	0.94	-0.08	0.47	0.70	0.58	0.73	1.04
82	-0.42	0.94	0.72	-0.62	0.70	1.08	0.73	0.75
83	1.03	0.94	0.50	0.05	-0.22	-0.25	-0.19	1.04
84	1.03	-0.25	0.93	0.95	-0.18	2.02	1.21	0.46
85	1.03	0.94	-0.07	0.70	0.70	0.90	0.73	0.44
86	-0.79	0.53	-0.28	0.46	-0.33	-0.63	-0.68	0.75
87	1.03	0.94	0.76	-0.64	-0.66	-0.56	-0.68	1.04
88	0.61	0.53	0.01	-0.43	-0.33	-0.85	-0.68	0.44
89	0.61	0.53	-0.77	-0.17	-0.11	-0.22	-0.24	0.75
90	1.03	0.94	-0.33	-0.64	-0.66	-0.56	-0.68	1.04
91	1.03	0.94	0.24	-0.64	-0.66	-0.56	-0.68	1.04
92	-0.42	0.53	-0.07	-0.17	0.15	-0.28	0.24	- 0.02
93	-0.79	-2.10	0.08	-0.50	-1.57	-0.31	0.73	- 1.48
94	-0.05	0.64	-2.81	0.38	-0.36	0.10	-0.68	0.03
95	0.37	0.94	-0.80	0.17	-0.66	-0.56	-0.68	1.04
96	-0.79	0.15	0.02	0.46	-0.07	0.03	-0.68	- 0.26
97	0.00	0.94	0.15	0.04	-0.66	-0.56	-0.68	1.04
98	-0.12	0.94	-0.14	-0.12	0.70	0.17	0.73	0.04
99	-0.13	0.94	0.27	-0.35	-0.66	-0.56	-0.68	1.04
100	1.03	0.94	0.38	-0.64	-0.66	-0.56	-0.68	1.04
101	1.03	0.94	0.18	-0.64	-0.66	-0.56	-0.68	1.04
102	-0.79	-0.17	-0.01	0.46	-0.03	0.77	-0.68	- 1.20
103	1.03	0.94	0.29	-0.64	-0.66	-0.03	-0.68	0.44

104	1.03	0.94	0.03	-0.64	-0.66	-0.56	-0.68	1.04
105	-0.41	-1.00	-0.58	-0.81	-1.85	-2.40	2.15	- 1.20
106	1.03	0.94	0.45	0.01	0.27	0.27	0.24	1.04
107	-0.79	-0.56	-0.22	0.46	0.23	-1.04	-0.68	0.75
108	0.67	0.94	0.78	0.34	0.70	0.58	0.73	1.04
109	-0.79	0.56	-0.62	-0.50	0.43	0.68	0.73	0.75
110	0.31	0.50	0.01	0.04	-0.29	0.03	-0.68	- 0.26
111	-0.12	0.94	0.56	0.11	-0.66	-0.47	-0.68	0.08
112	1.03	0.94	0.84	-0.64	-0.66	-0.56	-0.68	1.04
113	0.66	0.94	1.33	-0.76	-0.66	0.51	-0.68	0.02
114	1.03	0.94	1.03	-0.64	-0.66	-0.56	-0.68	1.04
115	1.03	0.94	0.06	-0.64	-0.66	-0.56	-0.68	1.04
116	1.03	0.94	0.53	-0.64	-0.66	-0.56	-0.68	1.04
117	1.03	0.94	1.19	0.05	-0.22	-0.25	-0.19	1.04
118	-0.13	0.94	0.71	-0.35	-0.66	-0.44	-0.68	0.43
119	1.03	0.94	1.67	-0.64	-0.66	-0.56	-0.68	1.04
120	1.03	0.94	1.20	-0.64	-0.66	-0.56	-0.68	1.04
121	1.03	0.94	-1.78	-0.64	-0.66	-0.56	-0.68	1.04
122	1.03	-0.66	-3.49	0.46	-0.14	-0.26	0.25	- 1.20
123	-0.79	-1.30	-0.46	-0.50	-0.95	-0.81	0.73	- 1.20
124	-0.42	0.94	-0.16	0.58	-0.66	-0.35	-0.68	0.70
125	-0.79	-1.30	-0.16	0.01	-0.37	0.27	0.24	1.04
126	1.03	-1.30	0.33	-0.64	0.89	0.77	-0.68	- 1.20
127	-1.15	-0.15	-0.27	-0.38	0.12	-0.81	0.73	- 1.20
128	1.03	0.94	0.34	-0.64	-0.66	0.77	-0.68	- 1.20
129	-2.13	0.94	-0.07	1.01	-0.66	-0.56	-0.68	1.04
130	1.03	0.94	-0.01	-0.64	-0.66	-0.56	-0.68	1.04
131	-0.79	0.94	-0.16	0.01	0.27	-0.40	0.24	- 1.20
132	-0.13	0.94	0.39	0.36	0.70	0.58	0.73	1.04
133	0.24	-1.30	-0.10	-0.22	0.89	0.77	-0.68	- 1.20
134	-0.47	-0.60	-1.45	-0.20	-0.64	0.58	0.73	1.04
135	-0.79	-1.30	-0.16	0.46	0.89	-0.47	-0.68	0.08
136	1.03	-0.94	0.34	-0.39	0.12	-0.18	-0.20	1.04
137	0.37	0.94	0.70	0.17	-0.66	0.77	-0.68	- 1.20
138	-0.79	0.53	0.03	0.46	-0.33	0.77	-0.68	- 1.20
139	1.03	0.94	0.61	0.70	0.70	0.42	0.73	- 0.47
140	0.24	0.94	-0.14	0.24	0.70	0.58	0.73	1.04

141	-0.79	-1.30	-0.16	-0.50	-0.95	-0.42	0.73	-	0.55
142	0.67	-0.60	0.53	-0.30	0.59	0.77	-0.68	-	1.20
143	1.03	-0.60	0.13	-0.64	0.59	-0.56	-0.68	-	1.04
144	-0.07	-1.30	0.03	0.24	0.89	0.77	-0.68	-	1.20
145	-0.79	-0.21	0.52	-0.50	-0.37	0.15	0.73	-	0.37
146	-0.79	0.94	-0.02	0.46	-0.66	-0.56	-0.68	-	1.04
147	1.03	-0.60	0.01	0.01	-0.19	0.27	0.24	-	1.04
148	-0.48	0.24	0.04	-0.01	-0.36	0.49	-0.68	-	0.08
149	-1.09	-1.30	0.36	0.93	0.89	0.77	-0.68	-	1.20
150	1.03	0.94	1.38	-0.64	-0.66	-0.56	-0.68	-	1.04
151	0.65	0.64	1.45	0.48	0.38	0.58	0.73	-	1.04
152	0.61	0.64	1.59	-0.43	-0.36	-0.56	-0.68	-	1.04
153	1.03	0.94	0.44	3.62	3.96	3.25	4.04	-	1.04
154	0.65	0.53	0.11	-0.44	-0.33	0.77	-0.68	-	1.20
155	1.03	0.64	1.59	-0.64	-0.36	-0.22	-0.68	-	0.76
156	0.65	0.23	1.07	-0.44	-0.04	-0.29	-0.68	-	0.46
157	-0.41	0.94	1.07	0.26	-0.66	-0.56	-0.68	-	1.04
158	1.03	0.64	1.67	-0.64	-0.36	-0.56	-0.68	-	1.04
159	1.03	-0.15	0.03	-0.64	0.22	-0.56	-0.68	-	1.04
160	0.25	-0.47	-0.21	-0.55	0.26	0.77	-0.68	-	1.20
161	0.72	-0.15	0.76	-0.17	0.22	-0.56	-0.68	-	1.04
162	1.03	0.23	0.22	0.46	0.04	0.20	0.25	-	1.04
163	0.65	0.94	0.32	0.48	0.70	0.90	0.73	-	0.44
164	0.65	-0.15	0.35	0.48	-0.24	0.14	0.73	-	0.15
165	0.06	-0.11	0.23	-0.67	-0.06	0.68	0.73	-	0.75
166	0.66	0.64	0.56	-0.76	-0.36	-0.56	-0.68	-	1.04
167	1.03	-0.96	-0.02	-0.64	0.80	-0.56	-0.68	-	1.04
168	-0.79	0.64	-0.25	-0.50	0.38	-1.93	0.73	-	2.16
169	0.65	0.23	-0.19	-0.44	-0.04	-0.56	-0.68	-	1.04
170	0.29	0.94	0.41	-0.56	-0.66	-0.63	-0.68	-	0.75
171	0.35	0.30	0.49	-0.02	0.07	0.17	0.29	-	0.47
172	0.26	0.94	0.16	-0.07	-0.26	0.06	-0.24	-	0.03
173	1.03	0.94	1.60	0.46	0.17	0.20	0.25	-	1.04
174	1.03	0.64	1.29	-0.64	-0.36	-0.56	-0.68	-	1.04
175	1.03	0.94	1.05	-0.64	-0.66	-0.56	-0.68	-	1.04
176	-0.79	-1.30	-5.18	-3.38	-6.46	-5.57	4.98	-	1.20
177	-0.79	-1.30	-3.85	-0.66	-1.66	-3.47	1.21	-	2.21
178	0.37	-1.30	-0.09	0.17	0.89	0.77	-0.68	-	1.20

179	1.03	-1.30	0.84	-0.64	0.89	0.77	-0.68	-	1.20
180	-1.80	-1.60	-0.41	-1.73	-1.27	-0.81	0.73	-	1.20
181	-0.79	0.23	0.31	-0.34	0.04	-0.26	0.25	-	1.20
182	-0.38	-0.92	0.05	-0.97	-1.04	-0.80	1.17	-	0.92
183	-0.79	-0.92	-0.40	0.17	0.26	0.16	-0.24	-	1.20
184	0.65	-0.11	-0.16	-0.27	-0.01	0.01	-0.20	-	0.16
185	1.03	0.94	-0.29	0.46	0.17	0.20	0.25	-	1.04
186	-0.79	-1.30	0.14	0.46	0.89	0.43	-0.68	-	0.92
187	-0.79	-1.00	-0.09	-0.06	0.27	0.36	-0.19	-	1.20
188	-0.79	-0.86	-0.29	-0.06	0.21	-0.34	-0.19	-	0.18
189	0.00	-0.59	0.13	-0.13	-1.13	-2.65	2.06	-	1.20
190	-0.37	0.23	-0.01	-0.57	0.15	0.02	1.65	-	0.28
191	-0.37	-0.60	-3.91	-0.05	-0.19	-0.74	0.24	-	1.81
192	-0.07	-1.30	-0.36	0.40	-1.50	-0.53	1.17	-	0.55
193	-0.02	-0.59	0.10	-0.09	0.27	1.33	-0.68	-	0.62
194	-0.02	-1.30	-0.34	0.09	-0.95	0.42	0.73	-	0.47
195	-1.88	-0.30	-4.26	-0.97	-0.32	-0.81	0.73	-	1.20
196	-0.79	-1.71	0.04	-0.50	-1.30	-1.35	0.73	-	1.54
197	-0.50	0.94	-0.97	-0.01	-0.26	-0.15	-0.24	-	0.82
198	-0.79	-1.30	-2.91	-0.50	-0.95	-1.03	0.73	-	1.53
199	-0.79	-1.30	-0.41	0.17	0.34	0.05	-0.24	-	1.48
200	1.03	0.94	-3.97	0.70	0.70	0.58	0.73	-	1.04
201	-0.54	-1.53	-0.67	-0.14	1.02	0.65	-0.68	-	0.59
202	-0.79	-1.30	-0.08	-0.34	-0.24	-0.14	0.25	-	0.86
203	1.03	0.94	-0.46	2.04	2.06	1.73	2.15	-	1.04
204	-0.79	-1.30	-0.27	0.46	0.89	0.77	-0.68	-	1.20
205	-0.41	-0.96	-0.50	-0.10	-0.39	-0.20	0.29	-	1.20
206	-0.79	-0.60	-0.09	-0.50	-0.64	-0.81	0.73	-	1.20
207	-0.41	-0.94	0.17	0.26	0.67	-0.70	-0.68	-	0.47
208	-0.41	-0.47	-0.22	0.08	0.13	0.27	-0.24	-	0.91

209	0.61	-0.21	-0.21	-0.43	0.33	1.33	-0.68	-	0.62
210	-0.01	-0.92	-0.03	0.12	0.26	0.24	-0.24	-	0.88
211	-0.79	-0.92	0.04	-0.50	-0.68	-0.81	0.73	-	1.20
212	-0.79	-1.30	0.05	0.46	0.89	0.77	-0.68	-	1.20
213	-0.79	-0.86	0.10	0.46	0.52	0.21	-0.68	-	0.53
214	-0.79	-1.00	-0.16	0.46	0.59	0.77	-0.68	-	1.20
215	-0.37	0.94	-0.45	-0.25	0.56	0.62	0.70	-	0.47
216	-0.43	0.24	0.10	-0.15	0.84	-1.98	1.65	-	1.20
217	0.72	0.23	0.54	-0.07	0.09	0.24	-0.24	-	0.88
218	1.03	0.94	1.15	0.70	0.70	0.58	0.73	-	1.04
219	-0.79	0.94	0.57	0.46	-0.66	0.51	-0.68	-	0.62
220	-0.43	-0.59	0.19	0.12	0.27	0.29	-0.68	-	1.48
221	0.25	0.58	-2.95	0.22	0.28	-0.46	0.29	-	0.26
222	-0.43	-0.60	-1.02	-0.09	-0.36	-0.10	0.29	-	0.92
223	-0.79	-0.06	-0.02	-0.06	-0.02	0.36	-0.19	-	1.20
224	-0.11	-0.94	-0.55	-0.09	0.31	-0.15	-0.24	-	0.82
225	1.03	0.64	-1.82	-0.39	-0.10	-0.18	-0.20	-	1.04
226	-0.79	-1.30	-0.13	-0.21	-0.40	-0.20	0.29	-	1.20
227	-0.11	-0.61	-1.52	0.22	-0.35	-1.09	0.73	-	1.22
228	-1.57	-2.50	-2.78	-0.67	-6.93	-5.71	2.52	-	0.91
229	0.00	-0.96	-2.18	0.04	-0.16	-0.22	0.25	-	0.88
230	-0.79	-1.30	-0.22	-0.21	-0.40	0.40	0.29	-	0.10
231	1.03	-1.30	-0.39	0.70	-0.95	0.50	0.73	-	0.43
232	0.37	-0.60	-0.12	-0.03	-0.36	0.38	0.29	-	0.43
233	0.24	-0.96	0.02	-0.22	0.80	-0.58	-0.68	-	0.14
234	0.24	-0.92	0.33	-0.07	0.17	0.36	-0.19	-	1.20
235	-0.54	-0.86	-0.02	-0.14	0.52	0.77	-0.68	-	1.20
236	-1.20	-0.92	0.38	-0.58	-0.20	0.00	0.25	-	0.20
237	-1.52	-0.94	-0.28	0.99	0.67	-0.56	-0.68	-	1.04
238	-0.79	0.94	-0.34	0.46	-0.66	0.92	-0.68	-	0.03
239	-1.51	-0.14	-0.27	-0.01	-0.05	0.25	-0.19	-	0.86

240	-1.88	-0.89	-0.23	0.87	0.56	-0.56	-0.68	-	0.16
241	-2.30	0.19	0.23	1.08	-0.18	-0.56	-0.68	-	1.04
242	-0.48	-1.30	0.13	-0.01	0.89	-0.70	-0.68	-	0.47
243	-0.13	-1.30	-0.71	0.73	-1.66	0.97	1.21	-	1.04
244	-0.79	-1.30	-0.90	0.46	0.89	0.77	-0.68	-	1.20
245	1.03	-0.21	-1.10	0.29	-0.27	0.14	0.29	-	1.04
246	1.03	0.94	-1.41	0.70	0.70	0.64	0.73	-	0.14
247	-0.79	-1.30	-1.71	-0.34	-0.24	-0.26	0.25	-	1.20
248	1.03	0.94	0.40	0.70	0.70	0.22	0.73	-	0.76
249	1.03	-0.60	-0.39	0.70	-0.64	0.58	0.73	-	1.04
250	-0.42	-1.30	-0.66	0.58	0.89	-0.22	-0.68	-	0.76
251	-0.37	-1.30	-1.17	0.24	0.89	-0.37	-0.68	-	0.47
252	-0.12	-0.11	-0.80	-0.12	-0.06	-0.63	0.73	-	0.88
253	-0.11	0.25	0.33	0.36	0.23	1.14	1.73	-	0.47
254	-2.96	-1.30	0.24	1.89	0.89	1.06	-0.68	-	0.60
255	0.61	0.64	0.33	-0.43	-0.36	-0.77	-0.68	-	0.18
256	-0.79	-1.30	-0.34	0.01	-0.37	-0.40	0.24	-	1.20
257	-2.60	0.06	-0.81	-1.28	0.01	0.52	0.77	-	1.04
258	-0.11	-0.49	-0.42	1.21	-1.46	-3.71	3.05	-	1.20
259	-0.79	-0.25	-0.07	0.17	0.03	0.31	-0.24	-	0.57
260	-1.09	0.94	-0.38	0.93	-0.66	0.77	-0.68	-	1.20
261	-0.79	0.94	-0.02	0.46	-0.66	-0.56	-0.68	-	1.04
262	-1.44	-0.22	-1.37	1.72	0.06	-0.56	-0.68	-	1.04
263	-0.86	-0.25	-0.54	0.18	-0.80	1.73	2.08	-	0.75
264	-1.47	0.94	-0.40	1.13	-0.66	-0.56	-0.68	-	1.04
265	-0.07	-2.31	0.42	0.24	1.21	-0.22	-0.68	-	0.76
266	0.31	0.94	-0.16	-0.04	0.70	0.22	0.73	-	0.76
267	-0.79	0.53	-0.16	0.46	-0.33	0.58	-0.68	-	0.88
268	-2.86	-1.30	-0.65	-2.68	-0.95	-0.37	0.73	-	0.31
269	-0.79	-1.30	0.16	0.46	0.89	0.77	-0.68	-	1.20
270	1.03	0.94	0.57	-0.64	-0.66	-0.56	-0.68	-	1.04
271	0.24	0.94	0.91	-0.22	-0.66	-0.56	-0.68	-	1.04
272	-0.70	0.94	-0.16	0.48	-0.22	-0.25	-0.19	-	1.04
273	-0.79	-1.30	-0.94	-2.42	-4.62	-3.98	3.56	-	1.20
274	-1.15	0.94	-0.94	0.33	-0.66	-0.56	-0.68	-	1.04

275	-0.79	0.25		-0.32	0.46	-0.11	-0.56	-0.68	1.04
276	-0.79	-1.00		0.07	0.17	0.14	0.16	-0.24	- 1.20
277	1.03	0.94		1.32	-0.64	-0.66	-0.56	-0.68	1.04
278	-0.79	-1.00		-0.08	-0.50	-0.63	-0.81	0.73	- 1.20
279	1.03	0.94		1.67	-0.64	-0.66	-0.56	-0.68	1.04
280	1.03	0.94		1.67	-0.64	-0.66	-0.56	-0.68	1.04
281	1.03	0.56		1.67	-0.64	-0.40	-0.56	-0.68	1.04
282	-2.49	0.58		1.16	1.80	-0.44	-0.56	-0.68	1.04
283	1.03	0.64		1.67	-0.64	-0.36	-0.56	-0.68	1.04
284	1.03	0.60		1.67	-0.64	-0.57	-0.56	-0.68	1.04
285	-0.41	0.58		0.02	-0.36	0.86	-0.09	1.21	- 0.52
286	1.03	-1.00		0.46	-0.64	0.59	-0.37	-0.68	- 0.47
287	-0.79	-1.30		0.27	0.46	0.89	0.77	-0.68	- 1.20
288	0.37	0.53		0.39	0.17	-0.33	0.01	-0.68	- 0.21
289	-0.79	0.50		0.04	0.46	-0.29	-0.70	-0.68	0.47
290	1.03	-0.63		0.12	-0.64	0.38	0.77	-0.68	- 1.20
291	-0.79	-1.30		0.03	0.46	0.89	0.77	-0.68	- 1.20
292	0.29	0.64		0.57	-0.56	-0.36	-0.20	-0.68	0.12
293	1.03	0.94		0.67	-0.64	-0.66	-0.56	-0.68	1.04
294	1.03	0.94		0.50	-0.64	-0.66	-0.56	-0.68	1.04
295	1.03	0.94		1.34	-0.64	-0.66	-0.56	-0.68	1.04
296	1.03	0.94		1.50	-0.64	-0.66	-0.22	-0.68	0.76
297	-0.79	-1.30		0.49	-0.34	-0.24	-0.26	0.25	- 1.20
298	-0.02	-1.30		-0.63	0.09	-0.95	-0.81	0.73	- 1.20
299	1.03	0.94		0.25	0.70	0.70	0.58	0.73	1.04
300	1.03	0.94		1.06	-0.64	-0.66	-1.04	-0.68	0.75
301	-0.79	-1.30		-0.16	-0.50	-0.95	-0.81	0.73	- 1.20
302	1.03	0.94		1.67	-0.64	-0.66	-0.56	-0.68	1.04
303	1.03	0.94		1.50	-0.64	-0.66	-0.56	-0.68	1.04
304	1.03	0.94		0.84	-0.39	-0.12	-0.18	-0.20	1.04
305	0.35	0.94		-0.75	-0.09	2.06	0.66	2.15	0.76
306	1.03	0.94		0.97	-0.64	-0.66	-0.56	-0.68	1.04
307	-0.02	0.94		0.88	0.00	0.31	0.14	0.29	1.04
308	1.03	0.94		0.37	-0.64	-0.66	-0.56	-0.68	1.04
309	-0.37	0.94		-0.15	0.24	-0.66	-0.47	-0.68	0.08
310	1.03	0.94		1.12	-0.64	-0.66	-0.56	-0.68	1.04
311	1.03	0.53		1.43	0.46	0.09	0.20	0.25	1.04

312	0.66	0.94	1.21	-0.76	-0.66	-0.56	-0.68	1.04
313	1.03	0.94	1.07	0.70	0.70	0.58	0.73	1.04
314	1.03	0.94	0.34	-0.64	-0.66	-0.56	-0.68	1.04
315	-1.09	-0.22	-0.41	-0.52	-0.05	-0.26	0.25	- 1.20
316	-0.79	-1.30	-1.23	0.30	0.17	0.22	-0.20	- 1.20
317	0.65	-1.30	0.08	0.48	-0.95	0.82	0.73	0.18
318	1.03	0.94	-0.07	-0.64	-0.66	-0.56	-0.68	1.04
319	-0.05	0.94	-1.23	0.38	-0.66	0.43	-0.68	- 0.92
320	-0.79	-1.00	-0.23	0.46	0.59	0.77	-0.68	- 1.20
321	-1.14	-1.30	-1.29	0.79	0.89	0.27	-0.68	- 0.85
322	-0.13	-1.30	-0.15	0.36	-0.95	-1.04	0.73	- 0.34
323	-0.79	0.94	-0.14	0.46	-0.66	0.56	-0.68	- 0.86
324	-1.39	-1.26	0.18	-3.12	-1.12	-0.80	1.08	- 0.84
325	-0.12	-0.96	0.35	0.11	0.80	0.08	-0.68	- 0.54
326	-1.14	-1.67	0.14	-1.75	-2.78	-3.34	1.65	- 2.09
327	-1.92	-2.40	-1.65	-2.27	-4.57	-5.26	1.71	- 2.50
328	-0.85	-0.88	0.68	0.17	-0.21	0.16	0.24	0.76
329	0.06	0.56	1.18	-2.58	1.56	0.53	2.63	- 0.51
330	-3.59	-2.07	-1.58	-2.44	-1.50	-1.34	0.73	- 2.35
331	-2.60	-0.49	-0.68	-4.97	-0.98	-3.76	2.15	- 2.44
332	-0.05	-1.64	-0.80	-0.69	-1.66	-1.84	1.17	- 0.60
333	-5.20	-3.43	-2.67	3.06	1.92	1.50	-0.68	- 3.13
334	0.31	-0.54	0.34	1.02	-0.97	-2.85	1.62	- 2.09
335	-0.79	-1.30	-0.16	0.46	0.89	0.77	-0.68	- 1.20
336	-4.42	-1.30	0.39	-	-4.08	-3.37	3.12	- 1.20
337	-0.79	0.94	-0.16	-0.50	0.70	-0.81	0.73	- 1.20
338	-1.61	0.94	-0.06	2.58	-0.66	-0.56	-0.68	1.04
339	-1.46	-0.30	-0.16	0.80	0.29	0.77	-0.68	- 1.20
340	1.03	0.94	1.55	-0.64	-0.66	-0.56	-0.68	1.04
341	1.03	0.94	1.67	-0.64	-0.66	-0.56	-0.68	1.04
342	-0.79	-1.30	-0.16	0.46	0.89	0.77	-0.68	- 1.20

343	-0.79	-1.00	0.02	0.46	0.59	0.77	-0.68	-	1.20
344	-0.79	-1.30	0.27	0.46	0.89	0.77	-0.68	-	1.20
345	-0.37	0.94	-0.16	-0.27	0.70	-0.91	0.73	-	0.91
346	-0.42	-1.30	-1.01	-4.24	-6.46	-6.17	4.98	-	0.91
347	0.26	-1.30	0.59	-0.09	0.89	-0.27	-0.68	-	0.17
348	-0.12	0.58	0.40	0.11	-0.44	-0.47	-0.68	-	0.08
349	1.03	0.94	-2.18	-0.23	-0.26	0.16	-0.24	-	1.20
350	-0.48	-0.11	-0.54	-0.01	0.05	0.56	-0.68	-	0.90
351	-0.37	-0.47	-0.25	0.24	0.26	0.77	-0.68	-	1.20
352	1.03	0.94	-1.52	2.04	2.06	1.73	2.15	-	1.04
353	-0.79	-1.30	-0.79	0.46	0.89	0.77	-0.68	-	1.20
354	1.03	0.94	-0.21	-0.64	-0.66	0.77	-0.68	-	1.20
355	-0.11	0.09	0.26	-0.21	0.04	0.77	-0.68	-	1.20
356	0.24	-0.14	-0.16	0.24	-0.19	0.82	0.73	-	0.18
357	-0.79	-1.30	-1.05	-2.42	-4.62	-3.98	3.56	-	1.20
358	1.03	-0.96	-1.01	2.97	-3.71	-1.46	3.12	-	0.32
359	0.30	0.64	-0.51	0.21	0.42	-0.42	0.70	-	0.19
360	-1.52	-0.96	-0.54	-1.20	-4.18	-5.75	3.56	-	1.48
361	-0.36	-0.92	0.02	0.08	-0.68	-0.63	0.73	-	0.88
362	0.30	-0.49	-0.83	-0.04	0.18	0.06	-0.24	-	0.21
363	-0.79	-1.30	-0.28	0.17	0.34	0.16	-0.24	-	1.20
364	-1.16	-1.30	-0.39	-0.73	-0.95	-0.60	0.73	-	0.86
365	1.03	-1.30	-0.83	0.01	-0.37	-0.40	0.24	-	1.20
366	-0.79	-1.30	-1.25	0.46	0.89	0.77	-0.68	-	1.20
367	-0.12	0.23	-0.84	0.11	-0.04	0.19	-0.68	-	0.10
368	-2.24	-5.14	-1.62	-1.83	-4.07	-0.99	0.73	-	1.51
369	-0.79	-0.86	0.00	-0.79	-0.87	-0.98	1.17	-	0.86
370	-0.79	-1.30	-0.97	-0.21	-0.40	-0.20	0.29	-	1.20
371	0.67	-1.30	-0.16	0.34	-0.95	-0.81	0.73	-	1.20
372	-0.42	-1.30	-0.54	-0.62	-0.95	-0.45	0.73	-	0.92

373	0.66	-0.52		0.04	-0.76	0.43	-0.44		-0.68	0.43
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Latent Variable Correlations

	Attitude	Knowledge	Organisational Performance	PD*ATT	PD*KN	PD*SK	Power Distance	Skills
Attitude	1.00	0.53	0.34	0.11	0.13	0.16	-0.17	0.53
Knowledge	0.53	1.00	0.36	0.09	0.14	0.15	-0.22	0.64
Organisational Performance	0.34	0.36	1.00	-0.09	0.15	0.12	-0.38	0.37
PD*ATT	0.11	0.09	-0.09	1.00	0.51	0.53	-0.16	0.12
PD*KN	0.13	0.14	0.15	0.51	1.00	0.78	-0.32	0.11
PD*SK	0.16	0.15	0.12	0.53	0.78	1.00	-0.31	0.13
Power Distance	-0.17	-0.22	-0.38	-0.16	0.32	0.31	1.00	0.21
Skills	0.53	0.64	0.37	0.12	0.11	0.13	-0.21	1.00

Latent Variable Covariances

	Attitude	Knowledge	Organisational Performance	PD*ATT	PD*KN	PD*SK	Power Distance	Skills
Attitude	1.00	0.53	0.34	0.12	0.14	0.17	-0.17	0.53
Knowledge	0.53	1.00	0.36	0.10	0.16	0.17	-0.22	0.64
Organisational Performance	0.34	0.36	1.00	-0.10	0.16	0.13	-0.38	0.37
PD*ATT	0.12	0.10	-0.10	1.15	0.60	0.62	-0.17	0.12
PD*KN	0.14	0.16	0.16	0.60	1.17	0.92	-0.34	0.11
PD*SK	0.17	0.17	0.13	0.62	0.92	1.19	-0.34	0.13
Power Distance	-0.17	-0.22	-0.38	-0.17	0.34	0.34	1.00	0.21
Skills	0.53	0.64	0.37	0.12	0.11	0.13	-0.21	1.00

Quality Criteria R Square

	R Square	R Square Adjusted
Organisational Performance	0.31	0.30

f Square

	Attitude	Knowledge	Organisational Performance	PD*ATT	PD*KN	PD*SK	Power Distance	Skills
Attitude			0.02					
Knowledge			0.01					
Organisational Performance								
PD*ATT			0.06					
PD*KN			0.01					
PD*SK			0.00					
Power Distance			0.11					
Skills			0.03					

Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Attitude	0.86	0.87	0.90	0.65
Knowledge	0.90	0.91	0.92	0.67
Organisational Performance	0.97	0.97	0.97	0.55
PD*ATT	0.96	1.00	0.95	0.56
PD*KN	0.95	1.00	0.95	0.54
PD*SK	0.97	1.00	0.96	0.53
Power Distance	0.91	0.91	0.94	0.85
Skills	0.93	0.93	0.94	0.70

**Discriminant Validity
Fornell-Larcker Criterion**

	Attitude	Knowledge	Organisational Performance	PD*ATT	PD*KN	PD*SK	Power Distance	Skills
Attitude	0.81							
Knowledge	0.53	0.82						
Organisational Performance	0.34	0.36	0.74					
PD*ATT	0.11	0.09	-0.09	0.75				
PD*KN	0.13	0.14	0.15	0.51	0.73			
PD*SK	0.16	0.15	0.12	0.53	0.78	0.73		
Power Distance	0.17	-0.22	-0.38	0.16	0.32	0.31	0.92	
Skills	0.53	0.64	0.37	0.12	0.11	0.13	-0.21	0.84

Cross Loadings

	Attitude	Knowledge	Organisational Performance	PD*ATT	PD*KN	PD*SK	Power Distance	Skills
ATT2	0.80	0.43	0.29	0.10	0.07	0.05	-0.13	0.36
ATT3	0.80	0.45	0.29	0.08	0.10	0.13	-0.11	0.44
ATT4	0.81	0.44	0.27	0.09	0.14	0.19	-0.15	0.48
ATT6	0.79	0.40	0.23	0.11	0.07	0.09	-0.15	0.43
ATT7	0.81	0.42	0.28	0.07	0.13	0.17	-0.14	0.43
CU4	0.23	0.21	0.75	-0.06	0.14	0.18	-0.32	0.25
CU5	0.15	0.19	0.77	-0.06	0.15	0.11	-0.25	0.26
CU6	0.14	0.19	0.73	-0.09	0.12	0.09	-0.24	0.22
CU7	0.36	0.21	0.70	-0.09	0.13	0.14	-0.21	0.27
CU8	0.27	0.23	0.70	-0.08	0.15	0.14	-0.22	0.26
FP1	0.27	0.33	0.72	-0.10	0.05	0.01	-0.36	0.31
FP2	0.29	0.28	0.70	-0.13	0.03	0.02	-0.29	0.29
FP3	0.26	0.27	0.68	-0.13	0.02	0.00	-0.29	0.24
FP4	0.29	0.27	0.68	-0.12	0.02	0.03	-0.23	0.29
FP5	0.30	0.31	0.71	-0.15	0.06	0.00	-0.33	0.26

FP7	0.30	0.35	0.75	-0.08	0.00	-	0.03	-0.31	0.29
FP8	0.27	0.28	0.74	-0.06	0.06	0.00	0.00	-0.31	0.24
IP10	0.26	0.29	0.82	-0.06	0.12	0.10	0.10	-0.33	0.31
IP11	0.24	0.22	0.79	-0.09	0.15	0.11	0.11	-0.27	0.28
IP12	0.20	0.27	0.78	-0.10	0.15	0.10	0.10	-0.30	0.27
IP13	0.22	0.23	0.75	-0.06	0.12	0.11	0.11	-0.28	0.25
IP4	0.27	0.32	0.72	-0.01	0.08	0.08	0.08	-0.24	0.31
IP5	0.28	0.30	0.76	-0.05	0.10	0.08	0.08	-0.27	0.28
IP7	0.27	0.36	0.78	-0.02	0.18	0.18	0.18	-0.31	0.31
IP8	0.18	0.30	0.76	-0.01	0.15	0.12	0.12	-0.34	0.31
IP9	0.19	0.26	0.77	-0.05	0.16	0.14	0.14	-0.31	0.28
KN2	0.42	0.85	0.32	0.06	0.11	0.09	0.09	-0.19	0.59
KN3	0.40	0.82	0.33	0.10	0.17	0.10	0.10	-0.19	0.50
KN4	0.46	0.84	0.32	0.12	0.16	0.22	0.22	-0.22	0.50
KN5	0.51	0.84	0.26	0.05	0.04	0.10	0.10	-0.13	0.56
KN6	0.52	0.80	0.29	0.01	0.11	0.13	0.13	-0.15	0.55
LG10	0.26	0.27	0.71	-0.05	0.14	0.11	0.11	-0.22	0.29
LG3	0.29	0.25	0.77	-0.03	0.13	0.12	0.12	-0.29	0.29
LG4	0.19	0.22	0.72	-0.01	0.13	0.12	0.12	-0.25	0.27
LG6	0.26	0.25	0.76	-0.02	0.11	0.10	0.10	-0.23	0.31
LG7	0.28	0.25	0.74	-0.01	0.15	0.13	0.13	-0.23	0.29
LG8	0.22	0.23	0.76	-0.03	0.20	0.18	0.18	-0.29	0.29
LG9	0.27	0.26	0.73	-0.05	0.21	0.15	0.15	-0.29	0.24
PD1	-0.15	-0.19	-0.37	-0.13	0.30	-	0.28	0.94	-0.15
PD1 * ATT2	0.13	0.05	-0.02	0.73	0.42	0.34	0.34	-0.11	0.02
PD1 * ATT3	0.12	0.08	0.00	0.73	0.58	0.58	0.58	-0.18	0.09
PD1 * ATT4	0.14	0.10	0.05	0.60	0.51	0.56	0.56	-0.19	0.14

PD1 * ATT6	0.10	0.04	-0.08	0.85	0.38	0.45	-0.13	0.0 8
PD1 * ATT7	0.12	0.11	-0.05	0.84	0.51	0.54	-0.16	0.1 7
PD1 * KN2	0.06	0.11	0.15	0.35	0.82	0.64	-0.25	0.0 6
PD1 * KN3	0.15	0.15	0.13	0.42	0.79	0.55	-0.22	0.0 3
PD1 * KN4	0.12	0.12	0.14	0.37	0.80	0.66	-0.28	0.1 4
PD1 * KN5	0.00	0.02	0.03	0.49	0.72	0.64	-0.16	0.0 6
PD1 * KN6	0.06	0.09	0.09	0.38	0.76	0.60	-0.23	0.0 4
PD1 * SK1	0.15	0.06	0.03	0.46	0.61	0.81	-0.17	0.1 4
PD1 * SK2	0.05	-0.02	-0.08	0.48	0.47	0.62	-0.06	0.0 5
PD1 * SK3	0.11	0.06	0.00	0.44	0.43	0.56	-0.12	0.1 0
PD1 * SK4	0.12	0.09	0.03	0.49	0.54	0.72	-0.26	0.1 1
PD1 * SK5	0.08	0.06	0.02	0.48	0.67	0.81	-0.24	0.0 5
PD1 * SK6	0.13	0.11	0.08	0.49	0.66	0.88	-0.16	0.1 0
PD1 * SK7	0.12	0.12	0.09	0.49	0.68	0.88	-0.24	0.1 1
PD1 * KN1	0.07	0.09	0.14	0.31	0.69	0.52	-0.22	0.0 9
PD2	-0.16	-0.18	-0.34	-0.16	-	-	0.91	- 0.1 8
PD2 * ATT2	0.12	0.07	-0.05	0.83	0.44	0.42	-0.09	0.0 8
PD2 * ATT3	0.11	0.07	-0.06	0.82	0.49	0.50	-0.13	0.1 2
PD2 * ATT4	0.15	0.10	-0.01	0.65	0.41	0.48	-0.15	0.1 6
PD2 * ATT6	0.13	0.07	-0.07	0.89	0.41	0.45	-0.15	0.1 0
PD2 * ATT7	0.14	0.11	-0.06	0.87	0.48	0.51	-0.14	0.1 6
PD2 * KN2	0.09	0.11	0.11	0.43	0.80	0.61	-0.24	0.0 7
PD2 * KN3	0.16	0.17	0.12	0.47	0.79	0.59	-0.23	0.1 0
PD2 * KN4	0.12	0.05	0.06	0.49	0.72	0.59	-0.24	0.1 5
PD2 * KN5	0.06	0.02	0.02	0.58	0.68	0.57	-0.14	0.0 8
PD2 * KN6	0.00	0.04	0.04	0.50	0.71	0.58	-0.18	0.0 6
PD2 * SK1	0.19	0.06	0.04	0.51	0.57	0.72	-0.21	0.1 3

PD2 * SK2	0.14	0.05	-0.02	0.57	0.56	0.63	-0.13	0.05
PD2 * SK3	0.15	0.08	-0.04	0.51	0.42	0.54	-0.05	0.08
PD2 * SK4	0.13	0.09	-0.01	0.57	0.56	0.68	-0.23	0.09
PD2 * SK5	0.09	0.07	0.02	0.54	0.65	0.74	-0.23	0.03
PD2 * SK6	0.15	0.13	0.05	0.57	0.64	0.81	-0.16	0.10
PD2 * SK7	0.15	0.15	0.07	0.57	0.67	0.81	-0.23	0.10
PD2 * KN1	0.15	0.11	0.12	0.39	0.77	0.55	-0.28	0.12
PD3	-0.17	-0.23	-0.34	-0.14	0.31	0.33	0.91	0.24
PD3 * ATT2	0.05	0.02	-0.03	0.67	0.40	0.31	-0.12	0.00
PD3 * ATT3	0.03	0.08	-0.03	0.65	0.58	0.54	-0.15	0.04
PD3 * ATT4	0.06	0.10	0.03	0.46	0.50	0.56	-0.19	0.13
PD3 * ATT6	0.05	0.08	-0.08	0.72	0.36	0.39	-0.13	0.08
PD3 * ATT7	0.04	0.14	-0.06	0.77	0.50	0.52	-0.20	0.18
PD3 * KN2	0.07	0.08	0.09	0.37	0.77	0.61	-0.22	0.04
PD3 * KN3	0.09	0.13	0.12	0.34	0.77	0.57	-0.21	0.05
PD3 * KN4	0.12	0.13	0.11	0.31	0.60	0.51	-0.26	0.13
PD3 * KN5	0.03	0.06	0.04	0.47	0.68	0.60	-0.20	0.08
PD3 * KN6	0.04	0.10	0.11	0.29	0.69	0.54	-0.23	0.02
PD3 * SK1	0.14	0.07	0.05	0.40	0.58	0.76	-0.24	0.14
PD3 * SK2	0.05	0.01	-0.07	0.41	0.41	0.55	-0.11	0.06
PD3 * SK3	0.10	0.07	0.01	0.43	0.48	0.59	-0.15	0.08
PD3 * SK4	0.08	0.06	0.05	0.35	0.53	0.71	-0.27	0.11
PD3 * SK5	0.08	0.06	0.04	0.46	0.55	0.66	-0.23	0.04
PD3 * SK6	0.10	0.14	0.05	0.42	0.61	0.81	-0.22	0.11
PD3 * SK7	0.08	0.12	0.06	0.43	0.66	0.85	-0.25	0.07
PD3 * KN1	0.08	0.04	0.05	0.33	0.60	0.45	-0.19	0.08
SK1	0.41	0.55	0.28	0.13	0.08	0.16	-0.20	0.80

SK2	0.43	0.49	0.28	0.07	0.01	0.08	-0.14	0.81
SK3	0.46	0.57	0.30	0.11	0.07	0.10	-0.17	0.81
SK4	0.37	0.52	0.30	0.11	0.09	0.10	-0.21	0.82
SK5	0.46	0.55	0.32	0.09	0.07	0.07	-0.18	0.83
SK6	0.47	0.55	0.34	0.09	0.13	0.13	-0.15	0.89
SK7	0.51	0.54	0.36	0.09	0.14	0.14	-0.18	0.89
KN1	0.31	0.75	0.23	0.11	0.09	0.11	-0.18	0.44

Heterotrait-Monotrait Ratio (HTMT)

	Attitude	Knowledge	Organisational Performance	PD*ATT	PD*KN	PD*SK	Power Distance	Skills
Attitude								
Knowledge	0.60							
Organisational Performance	0.37	0.38						
PD*ATT	0.15	0.11	0.08					
PD*KN	0.13	0.14	0.15	0.63				
PD*SK	0.16	0.12	0.10	0.68	0.79			
Power Distance	0.19	0.24	0.40	0.20	0.32	0.26		
Skills	0.59	0.70	0.39	0.14	0.11	0.12	0.23	

Collinearity Statistics (VIF)
Inner VIF Values

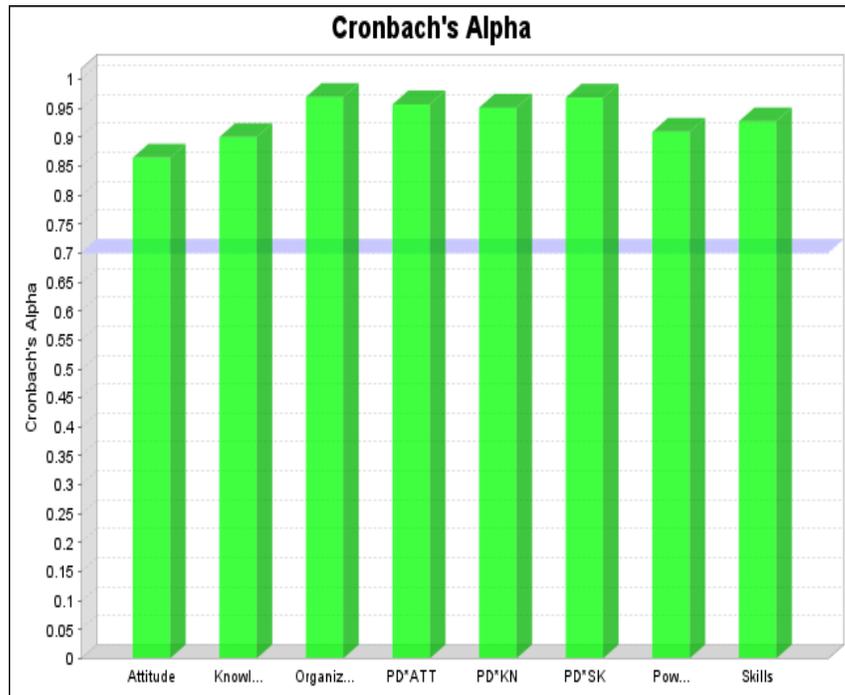
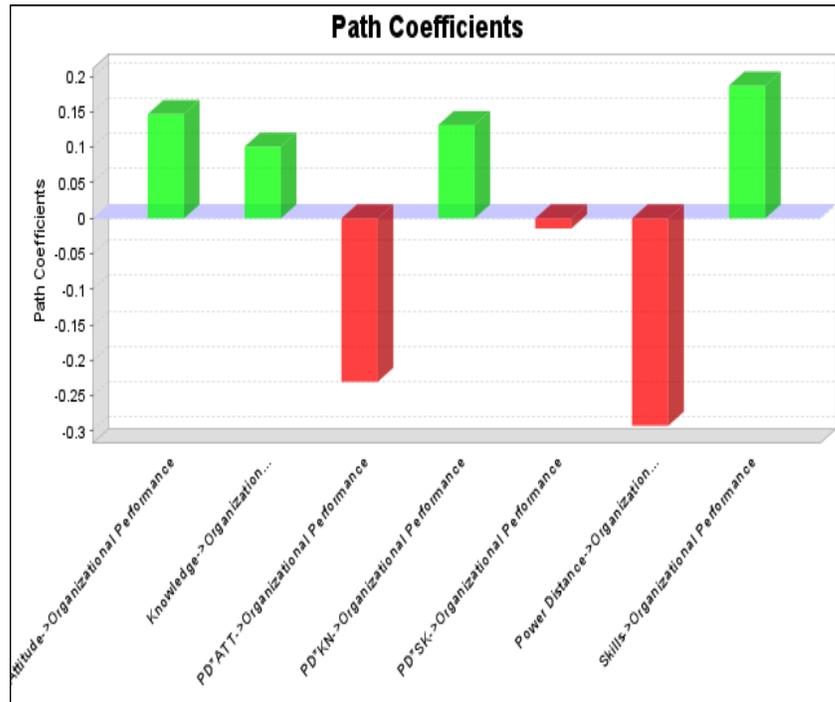
0	Attitude	Knowledge	Organisational Performance	PD*ATT	PD*KN	PD*SK	Power Distance	Skills
Attitude			1.54					
Knowledge			1.89					
Organisational Performance								
PD*ATT			1.45					
PD*KN			2.68					
PD*SK			2.73					
Power Distance			1.17					
Skills			1.89					

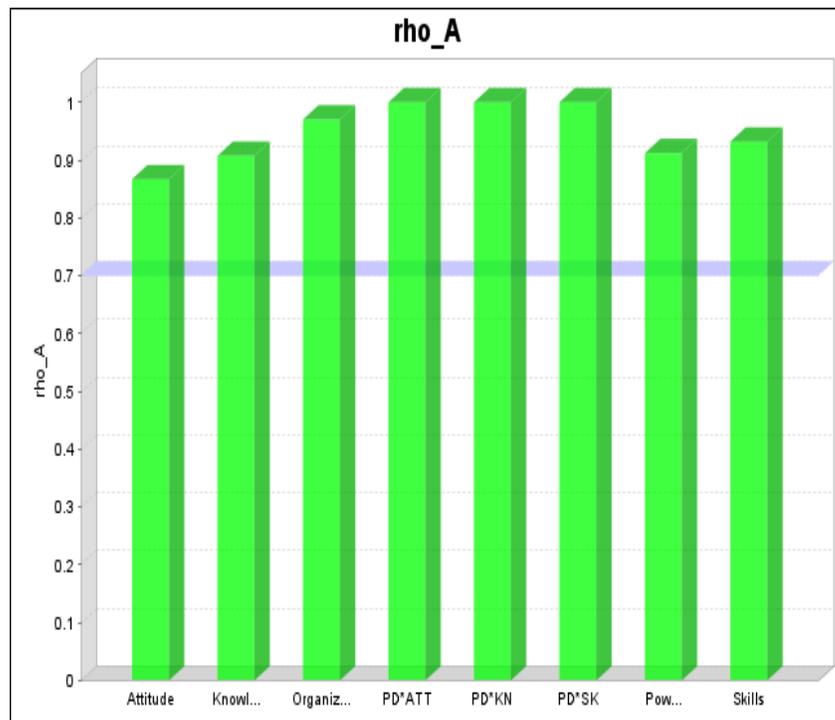
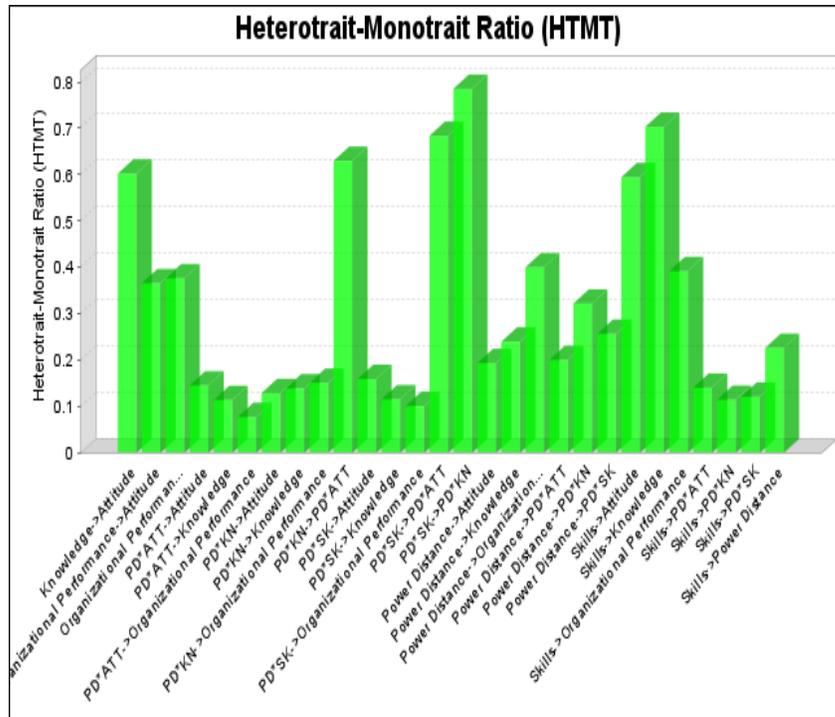
Model Fit
Fit Summary

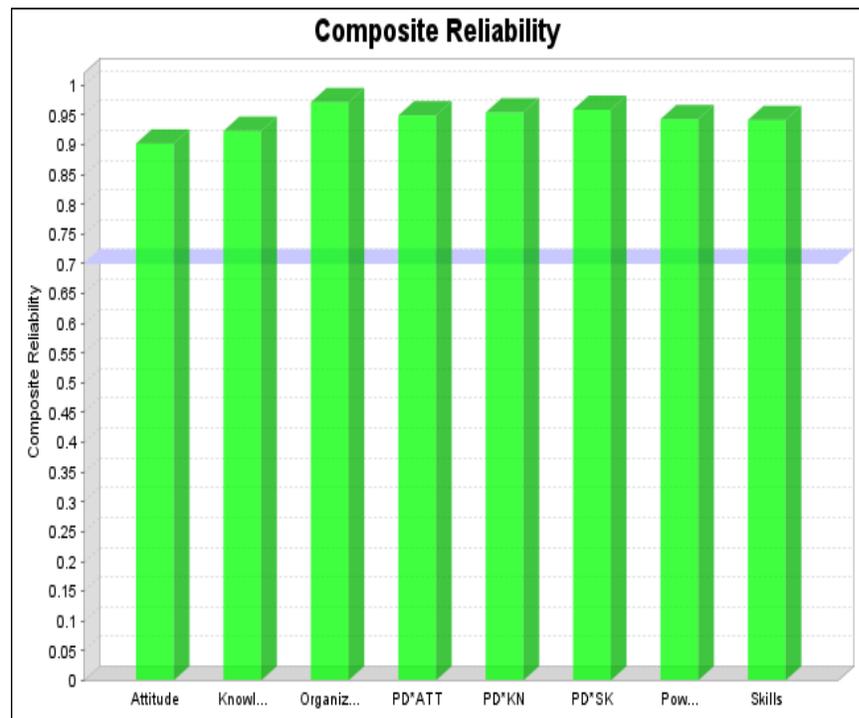
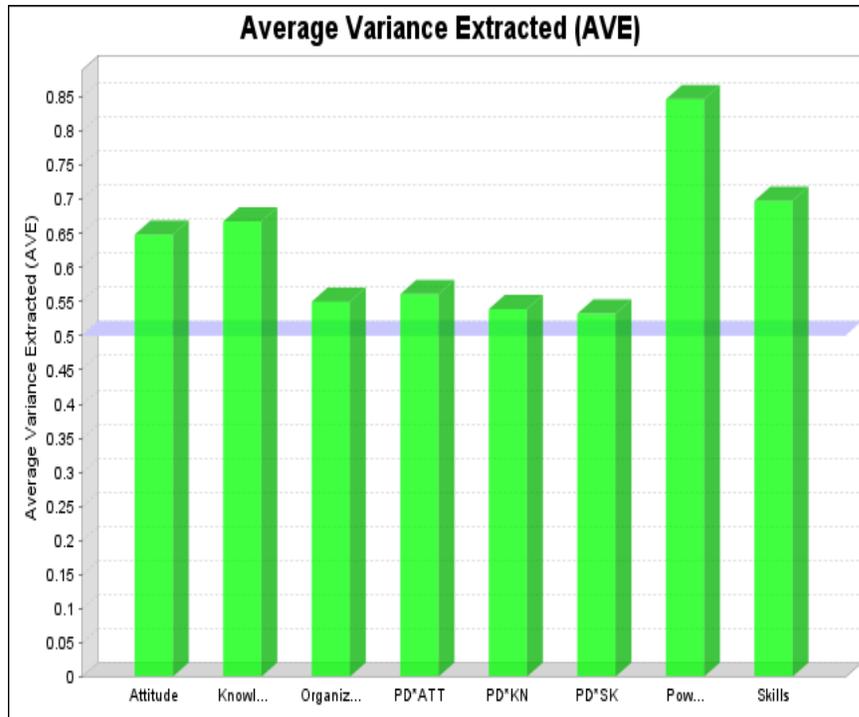
	Saturated Model	Estimated Model
SRMR	0.06	0.06
d_ ULS	4.14	4.11
d_ G	1.91	1.92
Chi-Square	3917.33	3915.35
NFI	0.75	0.75

rms Theta

	AIC (Akaike's Information Criterion)	AICu (Unbiased Akaike's Information Criterion)	AICc (Corrected Akaike's Information Criterion)	BIC (Bayesian Information Criteria)	HQ (Hannan Quinn Criterion)	HQc (Corrected Hannan-Quinn Criterion)
Organisational Performance	-122.69	-114.61	252.80	-91.32	-110.24	-109.45







Bootstrapping Results

Mean, STDEV, T-Values, P-Values

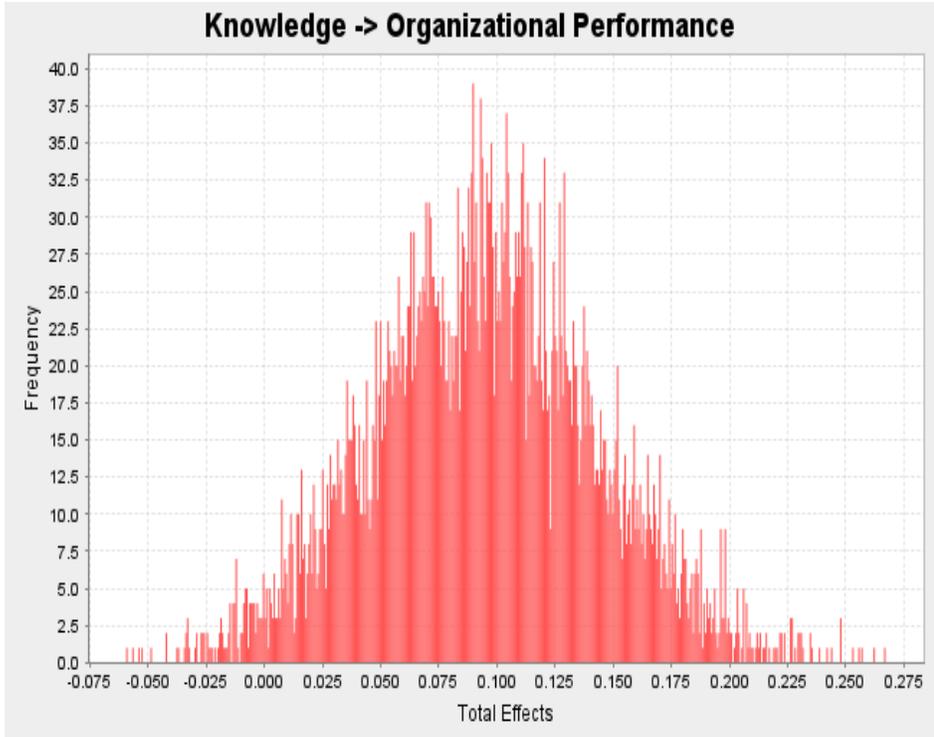
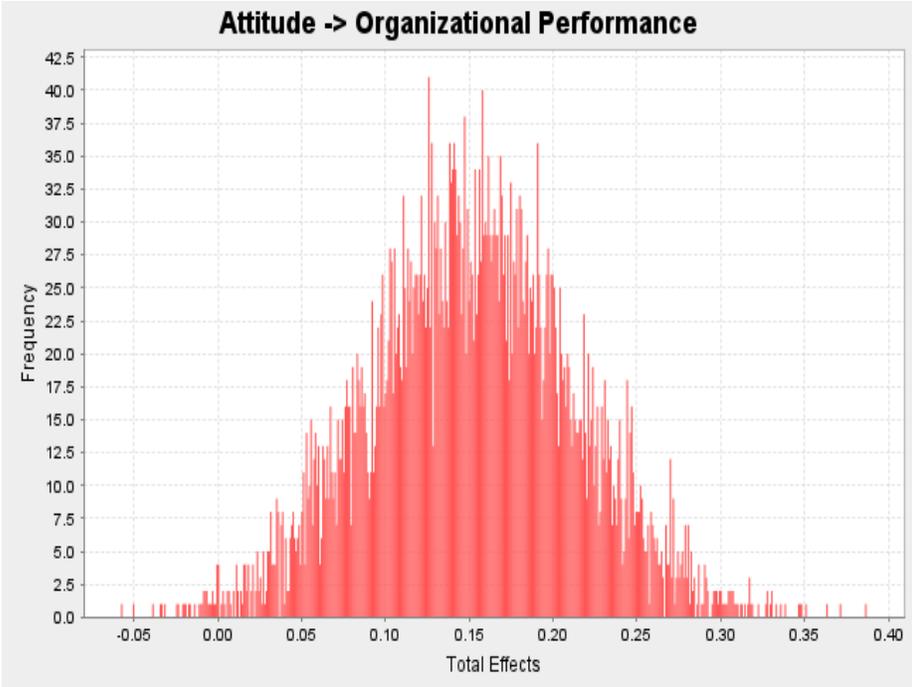
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Attitude -> Organisational Performance	0.15	0.15	0.06	2.41	0.02
Knowledge -> Organisational Performance	0.10	0.09	0.05	2.09	0.04
PD*ATT -> Organisational Performance	-0.23	-0.15	0.11	2.19	0.03
PD*KN -> Organisational Performance	0.13	0.12	0.10	1.31	0.19
PD*SK -> Organisational Performance	-0.01	-0.06	0.10	0.14	0.89
Power Distance -> Organisational Performance	-0.29	-0.29	0.06	4.61	0.00
Skills -> Organisational Performance	0.19	0.19	0.06	3.16	0.00

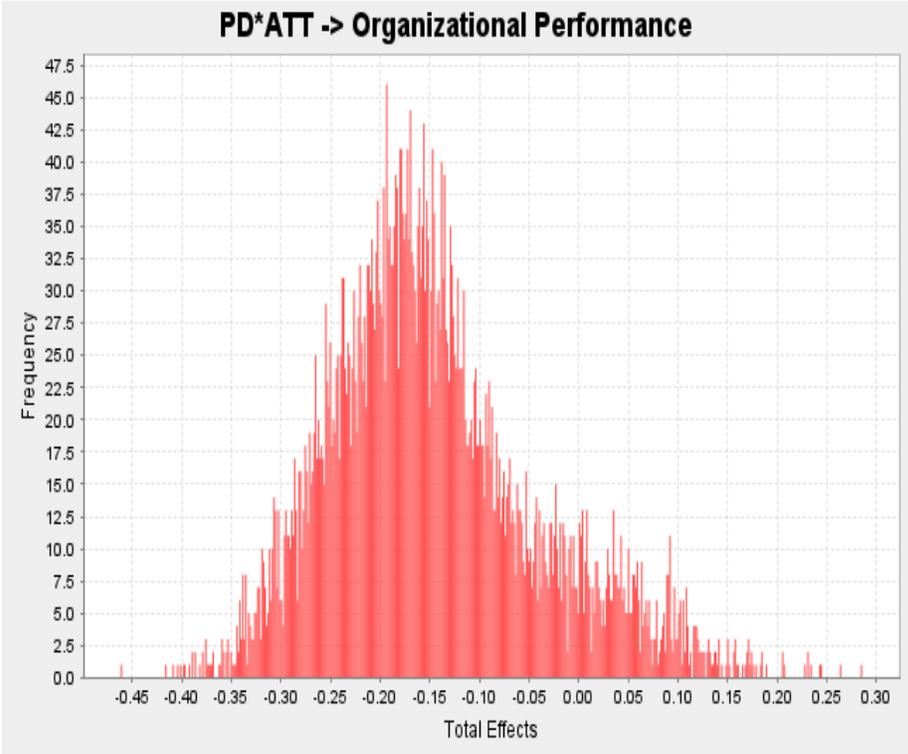
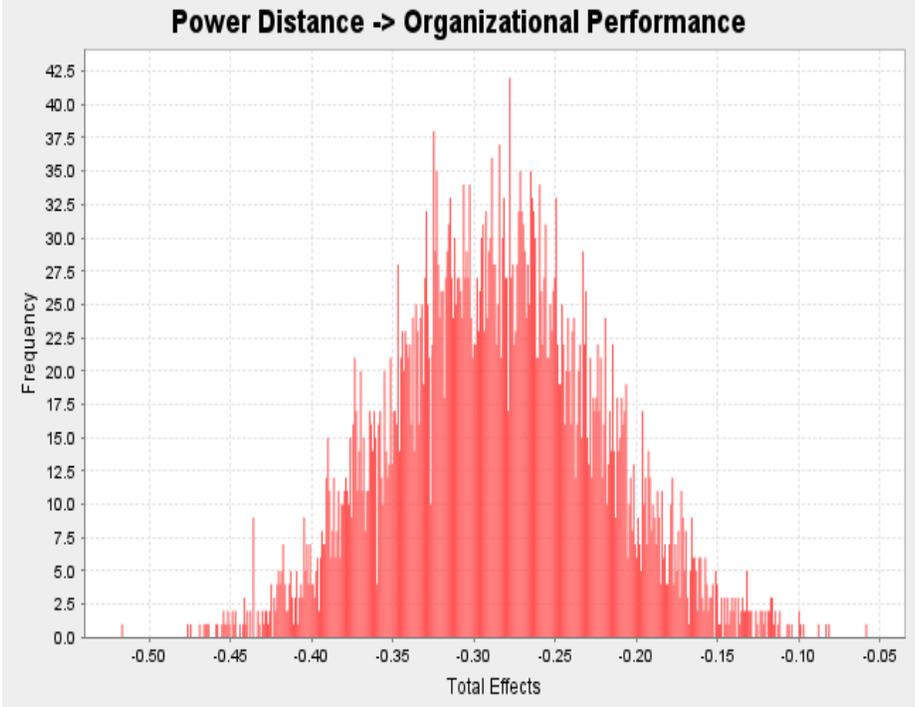
Confidence Intervals

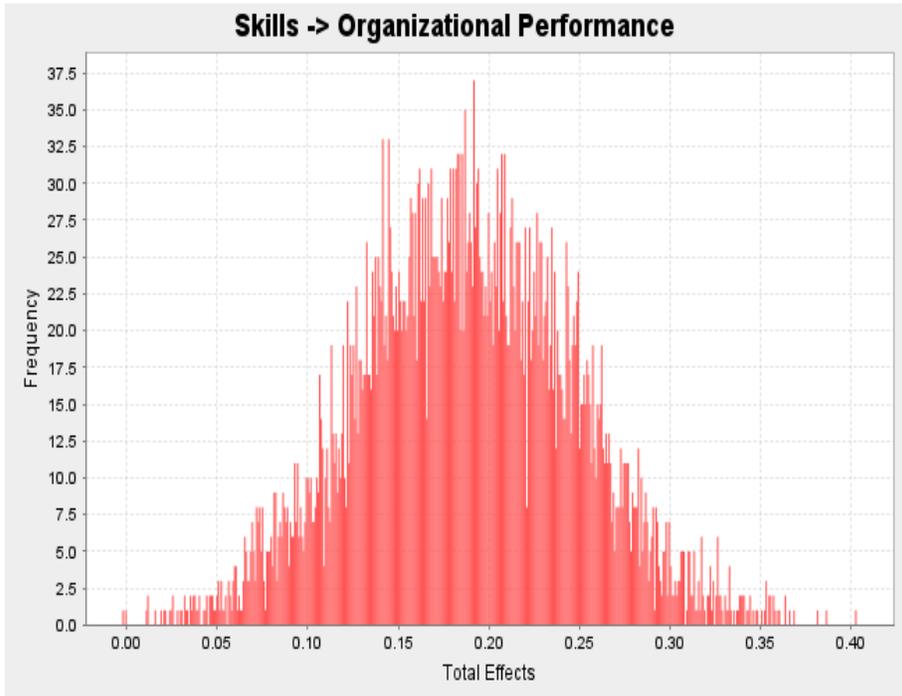
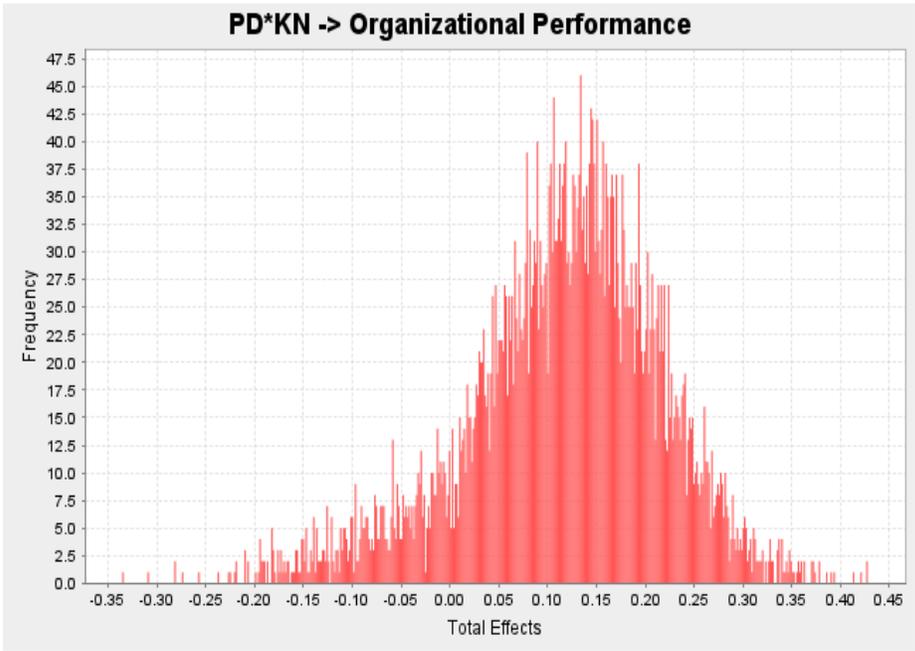
	Original Sample (O)	Sample Mean (M)	2.5 %	97.5 %
Attitude -> Organisational Performance	0.15	0.15	0.03	0.27
Knowledge -> Organisational Performance	0.10	0.09	0.00	0.19
PD*ATT -> Organisational Performance	-0.23	-0.15	-0.32	0.10
PD*KN -> Organisational Performance	0.13	0.12	0.02	0.29
PD*SK -> Organisational Performance	-0.01	-0.06	-0.23	0.15
Power Distance -> Organisational Performance	-0.29	-0.29	-0.41	-0.16
Skills -> Organisational Performance	0.19	0.19	0.07	0.31

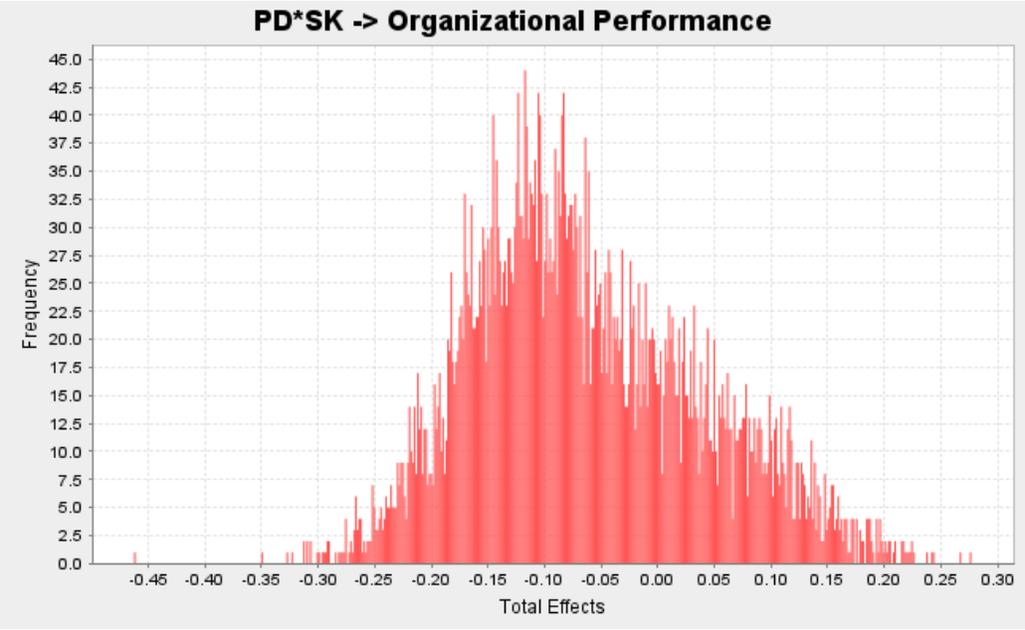
Confidence Intervals Bias Corrected

	Original Sample (O)	Sample Mean (M)	Bias	2.5 %	97.5 %
Attitude -> Organisational Performance	0.15	0.15	0.00	0.02	0.26
Knowledge -> Organisational Performance	0.10	0.09	-0.01	0.01	0.21
PD*ATT -> Organisational Performance	-0.23	-0.15	0.08	0.46	-0.13
PD*KN -> Organisational Performance	0.13	0.12	-0.02	0.10	0.30
PD*SK -> Organisational Performance	-0.01	-0.06	0.05	0.16	0.22
Power Distance -> Organisational Performance	-0.29	-0.29	0.01	0.42	-0.17
Skills -> Organisational Performance	0.19	0.19	0.00	0.07	0.31









Blindfolding (Q Square)

Construct Cross validated Redundancy (Total)

	SSO	SSE	Q ² (=1-SSE/SSO)
Attitude	1865.00	1865.00	
Knowledge	2238.00	2238.00	
Organisational Performance	10444.00	8745.73	0.16
PD*ATT	5595.00	5595.00	
PD*KN	6714.00	6714.00	
PD*SK	7833.00	7833.00	
Power Distance	1119.00	1119.00	
Skills	2611.00	2611.00	

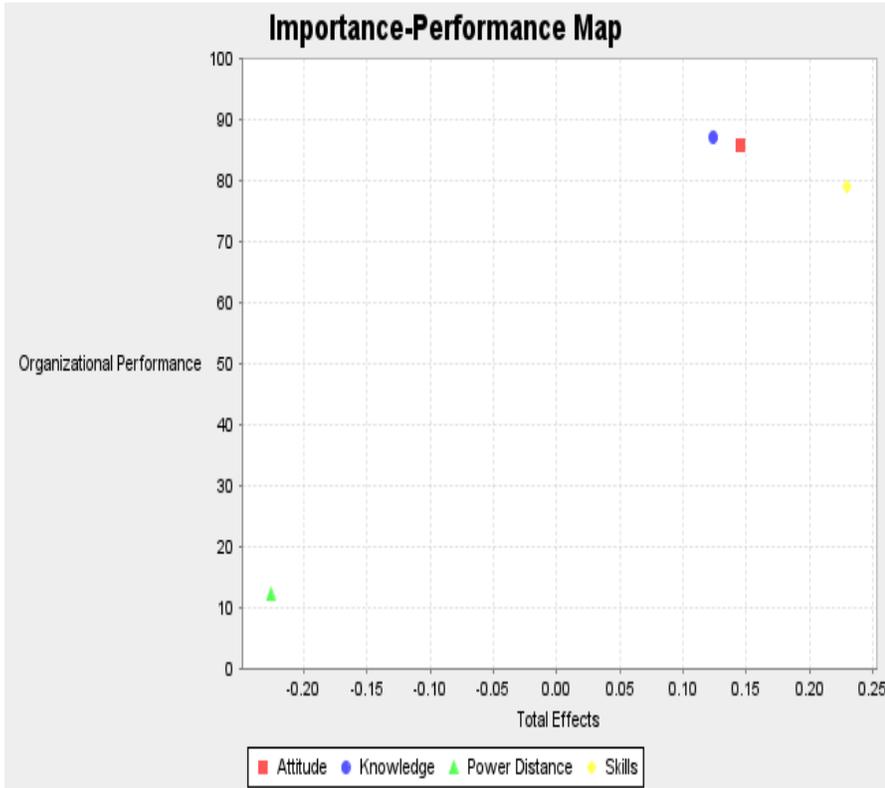
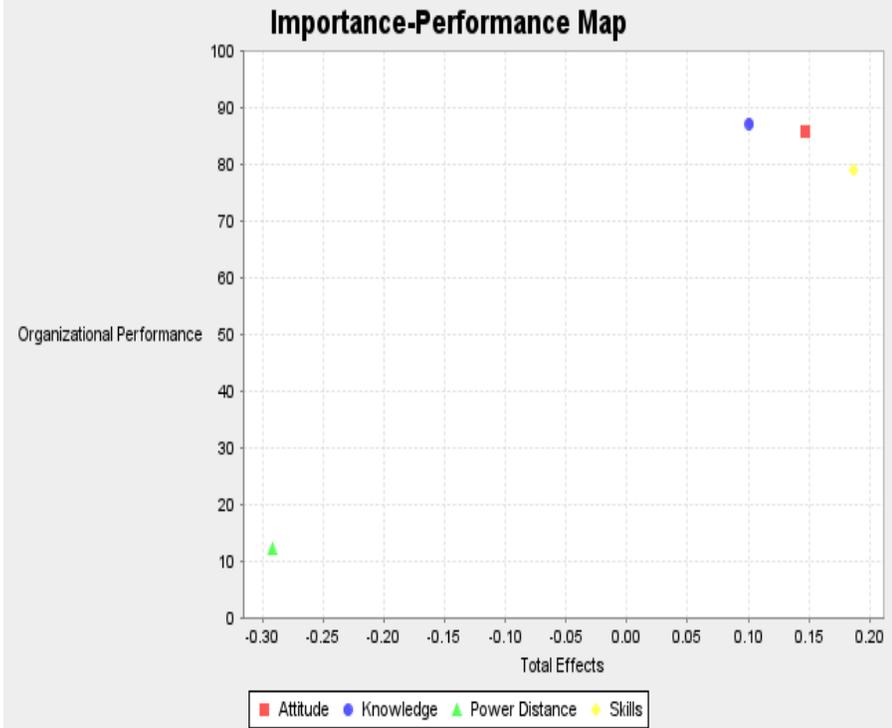
Importance-Performance Map Analysis (IPMA)

Standardized

	Attit ude	Knowl edge	Organisational Performance	PD* ATT	PD* KN	PD* SK	Power Distance	Ski lls
Attitude			0.15					
Knowledge			0.10					
Organisational Performance								
PD*ATT			-0.23					
PD*KN			0.13					
PD*SK			-0.01					
Power Distance			-0.29					
Skills			0.19					

Unstandardized

	Attit ude	Knowl edge	Organisational Performance	PD* ATT	PD* KN	PD* SK	Power Distance	Ski lls
Attitude			0.14					
Knowledge			0.12					
Organisational Performance								
PD*ATT			-0.15					
PD*KN			0.10					
PD*SK			-0.01					
Power Distance			-0.23					
Skills			0.23					



APPENDIX G: Back Translation

OLD OXFORD
TRANSLATION CENTER



مركز أولد أكسفورد
للترجمة والطباعة والتصوير

متعدون من قبل جميع الوزارات والسفارات في الدولة وكافة اللغات
TRANSLATORS SPECIALIZED IN ALL APPROVED LANGUAGES AUTHORIZED BY ALL

 University of Salford MANCHESTER

 Salford Business School MANCHESTER

University of Salford Salford Business School

Questionnaire on: Critical assessment of the impact of human capital on the organizational performance of the oil and gas industry in private oil companies in the State of Kuwait.

Abdul Wahab Baron

PhD student at the Salford Business School



Supervised by Dr. Jonathan Lord

22621122 - حولي - شارع بن خلدون - مجمع رتاج - بجانب بيت التمويل الكويتي - مقابل البنك الوطني الجديد - ت:
22420011 - الكويت - المرقاب - مقابل غرفة التجارة والصناعة - تليفون:
25230939 - جنوب السرة - جمعية الشهداء - قطعة 4 - السوق المركزي - تليفون:
25517561 - صباح السالم - جمعية صباح السالم - قطعة 9 - السوق المركزي رقم 1 - تليفون:
24558822 - الجهراء - جمعية الجهراء الجديدة - بجانب (زين) - خلف البنك التجاري - تليفون:
23281815 - ضاحية علي صباح السالم - الجمعية الرئيسية أم الهيمن سابقاً - قطعة 9 - السوق المركزي رقم 1 - ت:
ص.ب: 5972 الصفاة - الرمز البريدي: 13060 - تلفون: (+965) 22621122 - فاكس: (+965) 22622326
P.O. Box: 5972 Safat 13060 Kuwait - Tel.: (+965) 22621122 - Fax: (+965) 22622326
Email: translation.oxford2015@gmail.com - old.oxford2014@gmail.com



مركز الديوان للترجمة والطباعة والتصوير Al-Diwan Translation Center

مترجمون محلفون ومعتمدون من قبل جميع الوزارات والسفارات في الدولت وبيكافت اللغات العالمية
SWORN TRANSLATORS SPECIALIZED IN ALL APPROVED LANGUAGES AUTHORIZED BY ALL EMBASSIES & MINISTRIES



University of
Salford
MANCHESTER



Salford
Business
School

جامعة سالفورد كلية سالفورد للأعمال

استبيان حول: التقييم النقدي لتأثير رأس المال البشري على الأداء التنظيمي في
صناعة النفط والغاز في الشركات النفطية الخاصة في دولة الكويت.

عبدالوهاب بارون

طالب دكتوراه في كلية سالفورد للأعمال

إشراف د. جوناثان لورد



حولي	ج. الزهراء	ج. الشاميه	ج. الخالديت	ج. النزهت	كيفان	المرقاب	ج. غرناطت
22644644	25240565	22598966	24926388	22531818	24816060	22462020	24864644

APPENDIX H: Ethical approval



Research, Innovation and Academic
Engagement Ethical Approval Panel

Doctoral & Research Support
Research and Knowledge Exchange,
Room 827, Maxwell Building
University of Salford
Manchester
M5 4WT

T +44(0)161 295 7012

www.salford.ac.uk/

20 March 2020

Baroun Abdulwahab

Dear Baroun,

RE: ETHICS APPLICATION SBSR1920-08: Critical evaluation of the impact of human capital on organisational performance within the private oil and gas industry in Kuwait

Based on the information that you provided, I am pleased to inform you that your application SBSR1920-08 has been approved.

If there are any changes to the project and/or its methodology, then please inform the Panel as soon as possible by contacting SBS-ResearchEthics@salford.ac.uk

Yours sincerely,

A handwritten signature in black ink that reads 'David Percy'.

Professor David F. Percy
Chair of the Staff and Postgraduate Research Ethics Panel
Salford Business School