

**Organizational Strategy and Employee
Productivity in Oil and Gas Industry:
The Case of the United Arab Emirates**

الاستراتيجية التنظيمية والإنتاجية في قطاع النفط والغاز:
دراسة حالة الإمارات العربية المتحدة

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Dissertation submitted in partial fulfillment of
MSc Project Management

Faculty of Business

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December 2013

DISSERTATION RELEASE FORM

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DEDICATION

I would like to dedicate my dissertation work to my grandfather Ahmed Al-Suwaidi (may Allah have mercy on him). Although he's not around, but his memories will always motivate me to succeed in life.

ACKNOWLEDGEMENT

I would like to express my sincere appreciation to my dissertation supervisor Professor Abubaker Suliman for his continuous support and guidance in finishing this dissertation. I learnt a lot from him as my professor in “Research Method” course and as my dissertation supervisor. Also, I would like to thank the British University in Dubai for all the support that they gave to finish this piece of work.

Furthermore, I would like to thank my organization “ADMA-OPCO”, from senior management who support and motivate me during my master journey to all employees who helped me in filling the dissertation questionnaire.

In addition, I would like to thank my family and friends for their emotional support and encouragement.

Last but not least, I would like to thank Adil Al-Bloushi for his endless motivation, and support.

Thank you all ...

ABSTRACT

Employee productivity influences the success and growth of a firm tremendously. The oil and gas industry in Emirate of Abu Dhabi is a significant contributor towards the economic growth of the country. Owing to the advent of globalization, there is an increasing demand for improved productivity and increased efficiency from employees. To enable this, employers have to adopt organizational strategies, aligned at promoting their employees to work effectively, and efficiently. The prime focus of this research is to understand how organizations can increase employee productivity in the oil and gas industry in Emirate of Abu Dhabi, by making use of suitable organizational strategies.

The influence of an organizations strategic alignment on employee productivity will be explored. The influence of a firms' strategic alignment on employee engagement, strategic management, employee empowerment, line of sight, vision alignment, employee motivation will help in assessing the influence of the identified factors on employee productivity.

To gather information relevant to the research, and to understand the views of senior managers, and leaders in Abu Dhabi oil and gas industry in depth, survey has been conducted using survey questionnaire. The questionnaire was designed to contain close-ended questions that measure the extent to which the identified factors influence employee productivity.

In addition, to enhance the research validity, the variables have also been discussed in depth in the literature review chapter. To develop its reliability, results of the research generated from SPSS statistical package have been used. Also to improve the clarity of research graphs and tables are used to represent the results.

Data was gathered from 200 respondents, working with various firms in the oil and gas industry having a good experience in leading and managing teams at their place of work. The hypotheses were tested using linear regression analysis, and it has been found that, employee knowledge about firm, employee engagement, and organizational strategic alignment are largely influence employee productivity. Vision alignment or line of sight, and employee motivation have a moderate influence of employee productivity.

المخلص

تؤثر إنتاجية الموظف على نجاح ونمو الشركة بشكل كبير، وتساهم صناعة النفط والغاز في إمارة أبوظبي مساهمة كبيرة في النمو الاقتصادي للدولة. ونظراً لظهور العولمة، هناك طلباً متزايداً على تحسين إنتاجية الموظفين وزيادة كفاءتهم. ولتحقيق ذلك، يجب أن يتبنى أصحاب العمل استراتيجيات تنظيمية تحفز وتدفع موظفيهم للعمل بفعالية وكفاءة. ويتمثل التركيز الرئيسي لهذا البحث في فهم كيفية قيام المنظمات بزيادة إنتاجية الموظفين في صناعة النفط والغاز في إمارة أبوظبي من خلال الاستفادة من الاستراتيجيات التنظيمية المناسبة.

وسيتيم من خلال هذا البحث استكشاف تأثير التوافق الاستراتيجي للمنظمات على إنتاجية الموظفين، عن طريق تقييم مدى تأثير التوافق الاستراتيجي للشركات على مشاركة الموظفين، والإدارة الاستراتيجية، وتمكين الموظفين، والمواءمة والتوافق مع الرؤية، وتحفيز الموظفين والذي سوف يساعد على تقييم تأثير هذه العوامل على إنتاجية الموظفين.

ولجمع المعلومات الخاصة بموضوع البحث، ولفهم وجهات نظر المدراء والقادة في صناعة النفط والغاز في أبوظبي، تم إجراء دراسة استقصائية باستخدام استبيان الدراسة الاستقصائية. وتم استخدام الأسئلة المغلقة لقياس مدى تأثير العوامل المحددة على إنتاجية الموظفين. ولتعزيز صحة البحث فقد تم مناقشة المتغيرات عن عمق في فصل مراجعة الأدبيات، ولتعزيز موثوقية البحث، فقد تم استخدام برنامج SPSS ولتعزيز وضوح الأبحاث تم استخدام الرسوم البيانية والجداول لتمثيل النتائج.

وقد تم جمع البيانات من 200 مشترك يعملون لدى شركات مختلفة في مجال صناعة النفط والغاز لديهم خبرات واسعة في قيادة وإدارة فرق العمل في مكان عملهم. تم اختبار الفرضيات باستخدام تحليل الانحدار الخطي ووجد أن معرفة الموظف بالشركة ومشاركة الموظفين والتوافق الاستراتيجي التنظيمي تؤثر إلى حد كبير على إنتاجية الموظفين. كما تؤثر توافق الرؤية والمواءمة وتحفيز الموظفين إلى حد ما على إنتاجية الموظفين.

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CHAPTER ONE: INTRODUCTION

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A major challenge for businesses at present is to create a work environment where its employees can understand a company's goals, direction, and strategy, and commit to it. This requires a holistic approach in employee management to ensure employees are engaged and aligned to a clearly articulated organizational strategy. Organizational performance cannot be created by a single force or through a single strategy alone. To build organizational excellence, and effectiveness, it is essential that employee productivity is high. In the modern age there is demand for more productivity and higher level of efficiency from employees.

Employers need to adopt organizational strategies to ensure the firms' employees work efficiently and effectively, thus maximizing productivity. The focus of this research is to understand how employee productivity in the oil and gas industry in Emirate of Abu Dhabi can be increased. Suitable organizational strategies will be identified through relevant literature review, and primary research.

There is clear agreement amongst managers that in this century, the demand for productivity and efficiency in the organizational context is more, when comparing with other times. The one major factor that can play a large role in optimizing firm level productivity is human resource productivity (Samuel, 2010). Productivity in general is limited to enhancing the skills required by employees that can help perform their set tasks efficiently. For ensuring employee productivity is high, efficient usage has to be made of materials, facilities, talents, capabilities, and powers of an organization. Productivity is of fundamental importance to employees, in turn to the organization, and ultimately it influences the national economy (Akinyele, 2009). Almost all developed countries, and developing countries alike are taking steps to improve their national productivity. When an economy becomes more productive, it becomes more competitive in the global market. It also helps countries lower their rate of unemployment (Sedghi, 2009).

The oil and gas industry is process intensive in nature, so through increased worker productivity they can decrease their operating cost. Effective management of human capital is thus essential for oil and gas companies. Apart from increasing the efficiency of the workforce, by concentrating on employee productivity oil and gas firms can further increase their competitiveness (Steinhubl, 2009). As there is increased global

demand, and commodity prices are becoming volatile, labor hours has increased in the oil and gas industry. In general, there has been a marked decrease in the productivity level of employees in the oil and gas industry, with subsequent increase in rate of employment. The labor hours have increased at a faster rate than firm level output, thus resulting in decreased productivity (Bureau of Labor Statistics, 2010).

Emirate of Abu Dhabi is presently evolving fast into a global city. With the city having characteristics like economic prosperity, political stability, efficient infrastructure, international connectivity, and a vibrant culture that fosters global trade; the city's economic development is rapid. The rapid development and growth of the country is driven in essence by its natural and abundant hydrocarbon resources. These resources are a source of employment, industrial development, and investment over the long term.

To the global community, Emirate of Abu Dhabi is a reliable provider of energy. There is interest shown by the Abu Dhabi government, to further diversify its energy sector. The Abu Dhabi government places emphasis on developing its human resources in the oil and gas industry by promoting education, and operating various technical institutes (Emirates vision, 2006). To ensure the continued success of the Emirates' development, Emirate of Abu Dhabi has formulated a new plan named vision 2030.

The oil and gas industry being a major driver of Abu Dhabi's economic development is viewed to have the potential to offer means for UAE to further diversity its economy.

With oil prices increasing rapidly in the global front, the economy of Abu Dhabi has become dependent on its oil and gas industry (The government of Abu Dhabi, 2008, pp. 20 – 35). To transform the characteristics of the present labor market, the Abu Dhabi government has developed strategic plans that can help create a highly skilled and productive workforce. It is viewed that by forming strategic links between educational institutions and organizations, a productive workforce can be created. There has been a significant increase in employee productivity in the Emirate of Abu Dhabi over the past decade. The oil and gas-manufacturing sector has played a huge role in increasing labor productivity (The government of Abu Dhabi, 2008, pp. 91 – 100).

1.1 PROBLEM OF STUDY

The concentration of research will be on oil and gas industry in Emirate of Abu Dhabi. The main purpose of this research is to identify how organizational strategies can help increase employee productivity levels in the oil and gas industry. Research is set to cover various aspects like:

- The ways in which organizational strategy is aligned to meet employee goals.
- The role played by senior managers in increasing employee productivity.
- How employees perceive strategies that are adopted by their organizations.
- The level of knowledge employees has about their organizational strategy, and how this can affect their organizational performance.

Research will make use of diverse literature to arrive at specific recommendations that could be used for improving the organizational performance of oil and gas industry firms in Emirate of Abu Dhabi.

1.2 RESEARCH AIMS AND OBJECTIVES

The main aim of this research is to investigate how organizational strategies adopted in firms in the oil and gas in Emirate of Abu Dhabi enables increase its employee productivity. The research objectives to be analyzed are:

- Exploring the present level of employee productivity in oil and gas firms in Emirate of Abu Dhabi.
- Identifying vital organizational strategies that can help increase employee productivity in oil and gas industry in Emirate of Abu Dhabi.
- Identifying other ways through which the government can help increase employee productivity.
- Providing recommendations to firms in the oil and gas sector, which can be used to improve employee productivity, therefore improve organizational productivity.

1.3 RESEARCH QUESTIONS

The major questions that are to be explored using this research are:

- How do companies align their organizational strategies to meet employee goals?
- What role do senior managers play in this process?
- How do employees perceive their organizational strategy?
- To what extent do they have knowledge about their organizational strategies that are aimed towards developing their productivity?
- In what ways, or how does this knowledge affect their individual performance?

1.4 RATIONALE OF RESEARCH

Amongst the seven emirates, the Emirate of Abu Dhabi is the richest with Gross Domestic Product (GDP) reaching a record 911.59 billion AED during 2012. The GDP has shown a 7.7 percent increase over last year's GDP, according to Statistics Center Abu Dhabi (SCAD). Oil and gas industry contributes to over 56.5 percent of the GDP of Emirate of Abu Dhabi. High oil price in the global economy is a major factor contributing towards the increasing GDP (SCAD, 2013). In comparison with the other Emirates, and gulf countries, Abu Dhabi's key performance indicators for global innovative index, human development index, and global competitive index are higher.

The oil and gas industry continues to be the backbone of Abu Dhabi's economy. There is over 13,000 million tons of oil in its reserves, and it occupies 7.1 percent of the global oil share in reserves. It also has 3.2 percent of the worlds' total natural gas, with the presence of over 6 trillion cubic meters of natural gas in its reserves (BP, 2011).

In Emirate of Abu Dhabi, oil suitable for commercial purposes was discovered first during 1958, and during 1962 oil export activities commenced. In Dubai, subsequently exports began during 1969. Within 1995, nearly 10 percent of the world reserves were supplied by UAE's oil industry with nearly 98 billion barrels exported. The production and export of oil (crude) in UAE over two decades is presented in Figure 1.1 (Ghanem, 2002).

Table 3. Production and export of crude from UAE		10,000 BPD
Year	Production	Export
1976	1936	1928
1980	1702	1605
1985	950	832
1990	2062	1785
1991	2320	2117
1992	2240	2011
1993	2190	1902
1994	2160	1930
1995	2160	1936

Source: *Development Indicators in the UAE – Achievements and Expectations*
The Department of Research and Studies
The Diwan of HH Crown Prince, Abu Dhabi, 1996.

Figure 1.1 Production and Export of Crude Oil from UAE

Abu Dhabi National Oil Company (ADNOC) established in 1971 operates in the oil and gas industry, and it has also broadened its activities to establish subsidiaries, and companies, thereby creating an integrated oil and gas industry. ADNOC concentrates on discovering new oil reserves, and in reservoir management through optimization of hydrocarbon recovery (ADNOC, 2013).

In Emirate of Abu Dhabi, public sector industrial projects that share the businesses in the oil and gas industry are General Industries Corporation (GIC) that undertakes projects related to non – petroleum based products, and Abu Dhabi National Oil Company (ADNOC), a main organization for implementing policies related to production, exploration, processing, and marketing activities.

The Abu Dhabi government has recognized the need to improve its human capital. The need to increase employee productivity, as a means to achieving its economic vision 2030 is well emphasized by the government. Abu Dhabi government provides its citizens with better means to apply technology, and offers improved education.

It recognizes that at the heart of its productivity lies the national workforce of Emirate of Abu Dhabi. It proposes to increase its national working population to ensure further economic diversification and growth. Maximizing productivity is viewed as a means to increase its global competitiveness (The government of Abu Dhabi, 2008, pp. 129 – 140).

The importance of Abu Dhabi's oil and gas industry, as well as its human capital to the growth of its economy is evident from the above discussion. The research will offer specific recommendations, for improving employee productivity.

CHAPTER TWO: LITERATURE REVIEW

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

In the literature review, briefly the way in which strategy is formulated in firms, the role of strategic management in influencing employee productivity, benefits of employee increasing employee engagement, line of sight, vision alignment, and employee knowledge about firm, its influence of productivity, and theories of motivation will be discussed.

2.2 ORGANIZATIONAL STRATEGY

For aligning organizational strategy and employee goals, strategic management is essential. According to Ross & Kami (Fred, 2011, pp. 35), “*Organizations working without a strategy resemble ships going around in circles. They have no place to go and become like a tramp*”. For this reason, a discussion on strategic management becomes essential. Strategic management enables firms move towards strategic alignment of the firms’ employees with the firms’ organizational goals and vision. Strategic management is defined first, followed by a discussion of the process. The challenges strategic management proposes, and advantages of the same are analyzed.

Strategic management refers to a set of actions, and managerial decisions, which influence a firms’ long-term performance. Strategy formulation, environmental scanning, strategy implementation, evaluation, and strategy control are essential steps to be adopted in strategic management (Wheelen & Hunger, 2006, pp.3). Strategic management is a continuous process that controls, and evaluates business, assesses its competitors, and sets strategies to face present competition. Regardless of an organizations size and scale, a well-adopted strategic plan has to be adopted by all firms to survive in a competitive market (Wheelen & Hunger, 2006).

The four basic elements involved in making an organizational strategy are, scanning the environment, formulating strategy, implementing strategy and evaluating it. These are shown in figure 2.1 (Wheelen & Hunger, 2006, pp.11).

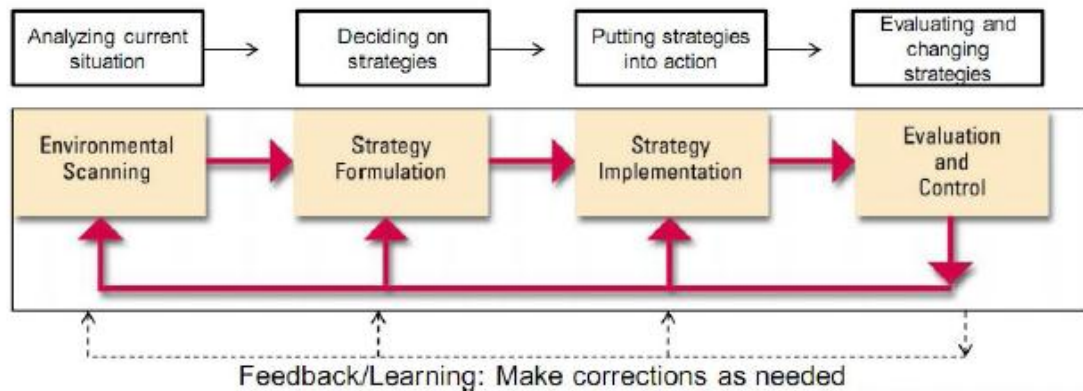


Figure 2.1 Elements in Strategic Management (Wheelen & Hunger, 2006, pp.11)

The strategy best suited for increasing firm level productivity has to be assessed after a complete environmental or market analysis. The strategies decided upon have to be implemented, and after the results are examined, they have to be altered if required. To ensure long term organizational plans are carried out efficiently, it is essential that the firms' strategy be built upon the vision, and mission of the firm. Concept wise, mission and vision are highly varied.

According to Fred (2011, pp. 73), *"In many cases as mission is not given much thought, it results in business frustration."* Mission delivers a description of the present state of an organization, and its goals. The reason or the purpose of the existence of a firm is its mission. The unique, fundamental purpose that can set a firm apart from other organizations of its type is defined through the firms' mission. It also defines the market a firm serves, and the scope of its products and services (Wheelen & Hunger, 2006, pp. 12).

Through a well - defined corporate vision, a firm can unify, motivate, excite, and focus a business into giving superior performance (Fred, 2011, pp. 73). The state a firm wishes to achieve in future is described through its vision statement. Vision describes both the present and future states of a firm. The strategic vision set by the management is the firms' vision (Wheelen & Hunger, 2006, pp. 13).

The goals and objectives of a firm give a description of the results the firm wishes to achieve. The final result from a planned activity is the objective of a firm. The organization's mission is specified through a firms' objective. So, achievement of the set objectives, results in completion of the corporate mission (Wheelen & Hunger, 2006,

pp. 14). Goals are not quantified, and they are rather open-ended statements. Firms establish goals, and objectives in multiple areas like efficiency, profitability, shareholder wealth, growth, reputation, contribution to society, and contribution to employees. The way in which a firm proposes to attain its goals and objectives are specified by its strategy. Strategy formulation results in the formation of a comprehensive master plan (Wheelen & Hunger, 2006).

Through strategic management a firm can be made more proactive. Effective strategies can be formulated by adopting a logical, rational, and systematic approach. The benefits of strategic management on employee and thus firm productivity are described in figure 2.2 (Fred, 2011, pp. 48).

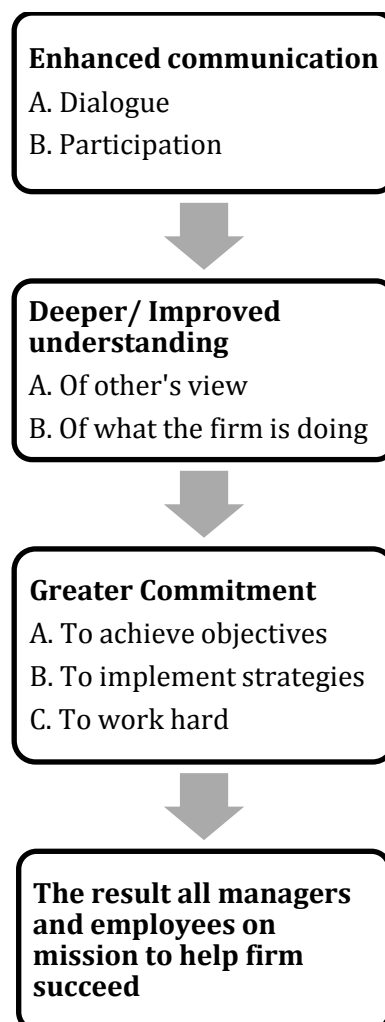


Figure 2.2 Benefits of Strategic Management (Fred, 2011, pp. 48)

Strategic management serves as a tool for motivating employees and managers' in achieving corporate goals and objectives, by increasing their dedication to work. Employees gain an understanding of what the organization is doing and how it is being done through proper communication. Through increased employee engagement, they become more committed, and hard – working.

Employee and firm productivity can be increased through strategic management as (Fred, 2011):

- An understanding of competitors can be gained.
- Resistance to change can be reduced, with more opportunities given for employees.
- Management problems can be defined objectively.
- A framework can be set, which can help in coordinating, and controlling firm activities.
- It promotes communication amongst managers and employees.
- It encourages inspiration, strategic thinking, and increases employee productivity.

Financial, and non – financial benefits can be achieved through strategic management (Fred, 2011, pp. 45 – 49).

2.3 EMPLOYEE ENGAGEMENT AND PRODUCTIVITY

At present, managers and scholars alike realize that a productive and efficient workforce can be created by increasing focus on employee engagement. Considering employee engagement to be a concept, it becomes a vast subject. Only literatures suitable for this research are discussed here. The evolution of the concept of employee engagement, the definition of the concept, and the ways in which it differs from related concepts like Organizational Citizenship Behavior (OCB), job satisfaction, and job commitment are explained here. The drivers and factors that can lead to increased engagement are developed.

The impact increase in employee engagement can have on business outcomes, or performance indicators like customer satisfaction, firm growth, productivity, profitability, and other benefits are identified. Common strategies firms can adopt to increase employee engagement and thus profitability is also suggested.

Literature related to employee engagement has been in existence for nearly two decades. Employee engagement is mostly a concept that is related to consultancies. Employee engagement has its origin from key concepts namely OCB and commitment (Robinson et al, 2004; Ellis & Sonrenson, 2007). The two major aspects related to employee engagement namely its two-way nature, and extents to which business awareness of employees can be influenced are not concentrated in other organizational strategies. The presence of a two way mutual process in existence between organization and employee are clearly reflected through discussion on employee engagement.

2.3.1 EMPLOYEE ENGAGEMENT AND ITS KEY DRIVERS

There are varied definitions for the term employee engagement. Three well defined and well-used definitions are discussed further. According to Perrin's global workforce analysis (2003), "*employee engagement is the employees have the ability and willingness to help their organization succeed, on a sustainable and discretionary basis*". General factors that affect engagement according to this study involve both rational and emotional ones related to their work experience. As defined by Robinson et al (2004), "*employee engagement is the positive attitude employees hold towards their firm, and the value it delivers to them*". Engaged employees are aware of the firms' business context.

They work with their colleagues in harmony to benefit their firm by improving their job performance. To ensure an effective two – way engagement is created between the firm and its employees, the firm has to nurture and develop employee engagement. Based on the definition proposed by the Gallup organization (Demovek, 2008), "*employee engagement is defined by the enthusiasm and involvement employees have towards their work*". Employee engagement is related to positive employee commitment and emotional attachment.

Employee engagement and job satisfaction are different in context. They only have a transactional and superficial relationship. More than employee satisfaction, employee engagement has the potential to help managers retain the brightest and best employees. Engagement is associated with commitment and passion of employees. It is the willingness to expand an employees' discretionary effort to expand and invest time for the firm to succeed. It extends beyond loyalty, or employee satisfaction (Erickson, 2005; Macey & Schiender, 2008). Engagement can be calculated by aligning maximum

job contribution, and job satisfaction. OCB and employee commitment are vital predictors of employee engagement. Employee commitment denotes the willingness and positive commitment members of a firm have. OCB denotes the extent to which individuals proactively undertake measures to contribute their best (Macey & Sciender, 2008).

Global surveys indicate that employee engagement is widely decreasing; employees are becoming more disengaged in general. Initiatives undertaken by firms are considered skeptically. It is notable that the constructs surveys use to measure employee engagement are widely varied. There has to be clear definition for employee engagement for the term, and its constructs have to be well defined to ensure what is measured is accurate (Mancheno – Smoak, 2008). In the sections below, only constructs suitable for measuring employee engagement accurately in the oil and gas sector in Emirate of Abu Dhabi are elaborated.

When employees have the feeling that their work is meaningful, and valuable, they tend to feel they are a part of a community. This paves way for closer relationship between the employed and the employer. When they are given the power to act autonomously, and are given adequate opportunities to make a meaningful contribution, employees find meaning at work. In close resemblance with Maslow's hierarchy of need model, Penna (2007) research have formulated a model referred to as the 'hierarchy of engagement'. Pay and monetary benefits are at the bottom of the hierarchy, followed by need for development opportunities.

Leadership and possibility for promotion belong to the next phase in the hierarchy. When all the lower aspirations have been satisfied, employees desire value added meaning in association with their work. They want to share a sense of meaning, have a shared purpose with the firm, and they desire a true connection with it. According to a study conducted by Blessingwhite (2006), nearly 60 percent of the employees were found to desire more growth opportunities in their firm. For employee retention through employee engagement it is essential that a strong employer – manager relationship is maintained. The key drivers of employee engagement are listed out clearly in figure 2.3.

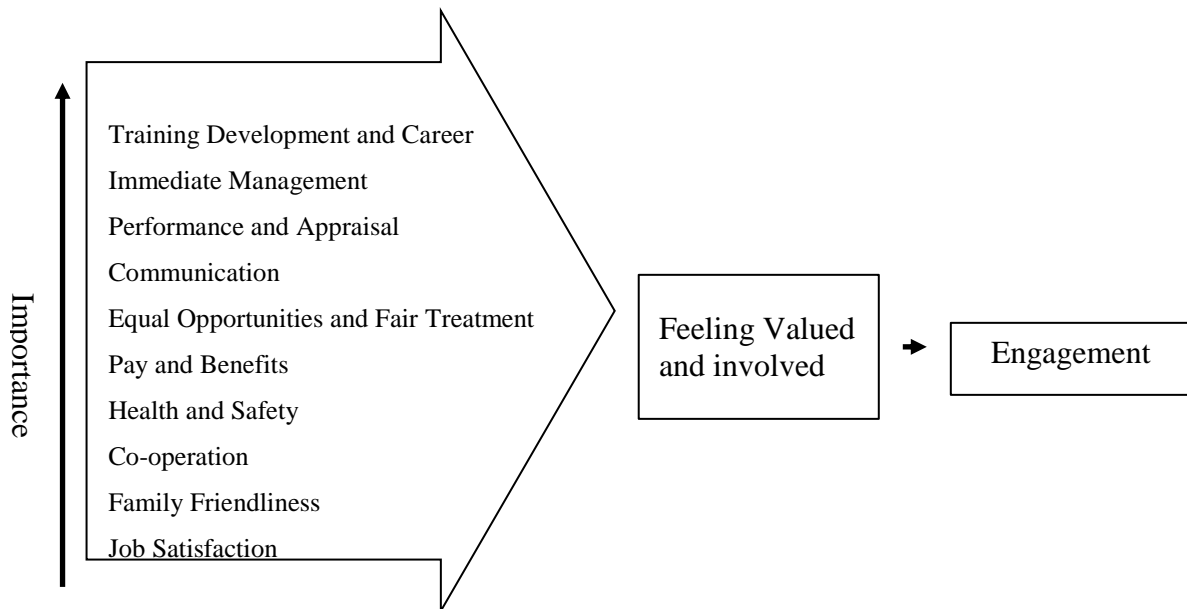


Figure 2.3 Key Drivers of Employee Engagement (Robinson et al, 2004, pp.23)

For creating a workforce that is highly engaged, managers have to (Towers, 2005):

- Align their efforts with their strategy
- Empower employees
- Encourage and promote teamwork and collaboration
- Help people develop and grow
- Offer recognition and support when required.

The top three attributes that can create employee engagement are, the interest of senior management in employees well – being, authority given to make decisions, and challenging nature of work (Towers, 2005).

Promoting a feeling of involvement, and being valued; involving employees in the decision making process; the extent to which a firm allows its employees to voice out their views; the extent to which the firm takes care of the well – being and health of its employees; and opportunities present for employees to develop their career are also key drivers of employee engagement (Robinson et al, 2004).

Employer practices and employee engagement are linked intricately. Drivers of employee engagement according to Vance (2006) are:

- Personal attributes of employees like abilities, skills, knowledge, personality and temperament.
- Organizational context attributes like physical setting, leadership, social setting, and Human Resources (HR) processes.

Apart from being motivated by rewards, firms have to concentrate on the other drivers of employee engagement also.

2.3.2 HOW EMPLOYEE ENGAGEMENT INFLUENCES PRODUCTIVITY

Firms which engage their employees properly are bound to experience a direct link between employee engagement, customer satisfaction, retention, loyalty, safety, productivity, and in turn profitability. The key to attaining competitive advantage is to increase employee engagement in firms. When people are engaged, a positive work environment is created, as employees feel that they are doing something bigger. The capacity of an organization to manage its employee engagement is related closely to the firms' ability to attain superior business results, and high performance results.

An emotional connection can be formed through engagement, thus making the employees perform better, and be more productive (Vazirani, 2006, pp. 6 – 20). A clear link can be established between the level of engagement of employees, operational performance, customer satisfaction, and financial performance of a firm. Organizations will become more productive when employees perform to their maximum possible extent. When employees are made to feel connected and valued, their performance contribution is bound to be high (Towers Perrin, 2005).

A strong emotional bond with the firm is created through employee engagement. Employees will be enthusiastic and completely involved with their work, making the work environment more enjoyable for the external as well as internal stakeholders (Robinson et al, 2004). The Social Exchange Theory (SET) proposed by Saks (2006), explains employee engagement strongly. When a series of interactions exists between two parties, a reciprocal interdependence and obligations are created. By establishing good relationship, loyalty, mutual commitment, and trust are created. The parties involved adhere to certain rules.

One example is, when employees receive financial benefits from their firm, they could feel obliged, and repay the firm through their work (Cropanzano & Mitchell, 2005).

When a high level of engagement exists, employees begin to undertake initiatives and pursue their learning goals (Sonnentag, 2003, pp. 525). Engaged employees respond to opportunities, develop new knowledge, and go to the extra mile. They support the firm by engaging themselves in volunteering and mentoring. Engaged employees are more committed with their firm, and their level of job satisfaction is high (Schaufeli et al, 2008). Productivity is high as engaged employees have the urge to succeed, and to meet challenging goals. The energy level of the engaged employees is high at workplace, and they do not hold back. They involve in their work intensively, and have the tendency to pay more attention to every detail of their work (Lockwood, 2007).

Such employees work beyond their entitled job description. They act dynamically, to work better in a changing environment by arranging their job in line with the current work environment and needs. In organizations, the positive attitude created by engaged employees stimulates the creative and integrative perspective of the firm, which results in increased productivity (Bakker & Leiter, 2010). Engaged employees behave in general in the ways as listed in figure 2.4 (Robinson et al, 2004, pp. 6).



Figure 2.4 Characteristics of Engaged Employees (Robinson et al, 2004, pp. 6)

Through an understanding of literature related to employee engagement, and by studying previous researches, it becomes evident that there exists a strong link between employee engagement, and firm profitability. It could act as a factor creating commitment, alignment, passion, with organizational goals and strategies. In a competitive environment, it can help create a loyal workforce, and formulate a high-energy workforce. Through continuous engagement of valued employees, a sense of empowerment can be delivered. This can in turn make employees act like business owners, thus increasing their productivity levels.

2.3.3 ORGANIZATIONAL STRATEGIES FOR INCREASING EMPLOYEE ENGAGEMENT

For increasing employee engagement action has to be undertaken by the firm at the organizational level, as well as the individual level. At the individual level, firms have to change the way in which they give feedback to the employees. Managers have to predetermine how best they make use of their performance assessment time. Managers can concentrate on employees' performance or personality strengths, and weaknesses (Attridge, 2009). When supervisors focus on the positive characteristics of employees while giving feedback, employee engagement is high. When emphasis is placed by managers on an employees' strength, it makes the employee feel that he/she is better matched and suited to the job. They believe that they have adequate resources and skills required to complete their job efficiently (Dernovsek, 2008). To prevent employee disengagement organizations can offer resource support, ensure that the job design is good, offer good working conditions, set an efficient corporate culture, and establish a good leadership style (Nelson et al, 2007).

When there exists low social support from colleagues, and supervisors, employee engagement is low. Strain symptoms like fatigue, strain, anxiousness, and burnout can be prevented by offering improved social support (Hanken et al, 2006; Ologbo & Saudah, 2011). Firms can offer more job resources, and support to improve employee engagement, in particular when job demands become high. Some ways through which this could be done is by offering supervisor support, through positive appreciation, by building a collaborative organizational culture, and through problem solving using innovation (Bakker et al, 2007) the negative influence job demand has on strain can be reduced through supervisor support. Employee motivation can be increased through

positive appreciation. To maintain engagement between employees, innovativeness and organizational culture are important. They help make the work environment challenging and interesting (Bakker et al, 2004).

For reducing, and avoiding predictors of employee disengagement, firms have to ensure stressful working conditions, and difficult job situations are not created (Xanthopoulou et al, 2007). This can be done by removing unfavorable and problematic aspects of technical and task operations. Workplace equipment could be made user friendly, more role clarity can be introduced, the authority of workers to make decisions can be increased, and supportive opportunities can be made available for creating a positive social interaction environment at work (Attridge 2009; Gallup 2010). The base for engagement can be set through the organizational culture.

To ensure high level of employee engagement, a healthy workplace culture can be built by offering, adequate growth and development; work – life balance; recognition; health and safety; and opportunities for employee involvement (Lockwood, 2007, pp.4; Grawitch et al, 2006). The various ways in which employee engagement can be increased are discussed in detail below (Grawitch et al, 2006; Lockwood, 2007; Attridge, 2009):

- **Work – life balance:** The responsibilities of workers outside work have to be recognized. Apart from concentrating on childcare and the elderly, firms also have to offer flexibility for the employees. Provisions of job security, flexible scheduling, elder, and childcare are a few examples of ways in which work – life balance can be offered.
- **Offering opportunity for development and growth:** Firms can invest in skills potential of employees, which in turn can make the employees more committed to their work. Leadership development, on – the – job training, and offering career opportunities internally offer employees opportunities to grow and develop.
- **Safety and health:** The mental and physical health of employees can be maximized by concentrating on their safety and health. Some ways to promote health and safety are through stress management programs, by offering wellness checks, through safety training, and counseling.

- Recognition and praise: When employees are rewarded for their work, in the form of monetary rewards like bonuses or raises; or in the form of positive feedback, employees feel that their contribution has been rewarded.
- Employee involvement: To increase organizational effectiveness, innovativeness has to be encouraged, and healthy workplace practices have to be adopted. When employee participation is high in decision-making, job autonomy, and team management employee engagement can be increased.

2.4 EMPLOYEE KNOWLEDGE ABOUT FIRM AND PRODUCTIVITY

The knowledge employees have about firm activities; the expectations of the firm and the goal of the firm can have a significant influence on the effectiveness of their work. The concept of ‘Line of Sight’, how it can help firms increase their productivity, and how the same can be implemented by adopting knowledge sharing measures are discussed.

2.4.1 IMPORTANCE OF EMPLOYEE’S KNOWLEDGE IN STRATEGIC ALIGNMENT

Compatibility and synergy can be created in firms by aligning employees to the firms’ goals and objectives. The role played by human resources to increased productivity in firms is evident in work areas like auto assembly plants, to banks. Financial gains and effective human capital management have been linked to a large extent. By aligning employees to firms’ goals, they become more engaged in their work tasks. Such an environment promotes tacit learning or ‘learning by doing’ (Hatch & Dyer, 2004).

When employees possess tacit learning abilities, have firm specific knowledge, and their behavior is associated with the specific strategic goals of the firm, it becomes a source of the competitive advantage of the firm. Strategic alignment of employees to firm goals and objectives is valuable, and it can lead to increased firm performance through increased employee productivity (Hatch & Dyer, 2004).

The knowledge an employee has about the goals and objectives of a firm can be defined using the term ‘Line of Sight’ (LOS). The way in which an employee links his work,

knowledge, and the goals of the firm can be described using LOS (Boswell, 2006, pp. 1489).

It is essential that employees understand the strategic objectives of the firm so that they can contribute better to it. For translating the goals calculated by a firm into tangible results, employees have to accurately appreciate the strategies undertaken by the firm. Apart from understanding the organizational strategy, they also have to accurately interpret the actions undertaken by the firm (Boswell, 2006).

Employees in a firm are independent agents. They do not always undertake tasks, and initiatives when the tasks are not well – defined, or when they are not properly monitored. There is the risk of employee creating their own understanding of the firm, which is incorrect if the LOS of the firm is not promoted clearly by an organization. This could lead to inaccurate understanding of the organizational goals, and its identity. Employee goals could be contrary to goals of the firm, and employees may assign low priority to the firm’s high priority goals.

Due to lack of comprehension, decreased performance could result (Boswell, 2006). The various values and benefits of knowledge management, based on previous research are represented in table 2.1 (Cretau & Dfouni, 2008, pp. 66).

Values of Knowledge Management	Scholars
Increase the effective utilization of knowledge recourse	Breu et al, 2000
Avoid re-inventing the wheel	Waruszynski, 2000
Improve the quality of decision-making	Chase 1997, Charney and Jordan, 2000
Deliver higher quality products and services	Waruszynski, 2000
Decrease learning training time	Breu et al, 2000; Waruszynski, 2000
Increasing internal knowledge sharing	Breu et al, 2000; Waruszynski, 2000
Increasing external knowledge sharing	Breu et al, 2000; Waruszynski, 2000
Help identifying new business opportunities	Chase 1997, Charney and Jordan, 2000, KPMG 2000
Increase employee satisfaction	Breu et al, 2000; Waruszynski, 2000
Increase innovation	Waruszynski, 2000

Table 2.1 Benefits of Knowledge Management – Evidence from previous research (Cretau & Dfouni, 2008, pp. 66)

Knowledge management practices enable firms to increase their revenue, improve their operating quality, enhance their processes, and improve employee and customer satisfaction. It also helps, to decrease costs associated with services and processes, and support employees in the skill building process (Patrizi & Levin, 2007).

2.4.2 KNOWLEDGE MANAGEMENT MODELS

To avoid the pitfalls that could occur owing to improper LOS, and to increase employee knowledge, efficient knowledge management process becomes essential. Knowledge management (KM) has been shown to have a positive impact on firms' labor productivity (Kremp & Mairesse, 2003, pp. 6). For enhancing firm knowledge, and for reducing barriers in KM, there exists many models like SECI model, knowledge maps, activity based KM, and ontology based KM (Lin et al, 2006; Tserng & Lin, 2004; El – Diraby & Kashif, 2005).

According to the Socialization, Externalization, Combination, and Internalization (SECI) model, knowledge created amongst individuals is the result of continuous interaction between explicit and tacit knowledge as represented in figure 2.5.

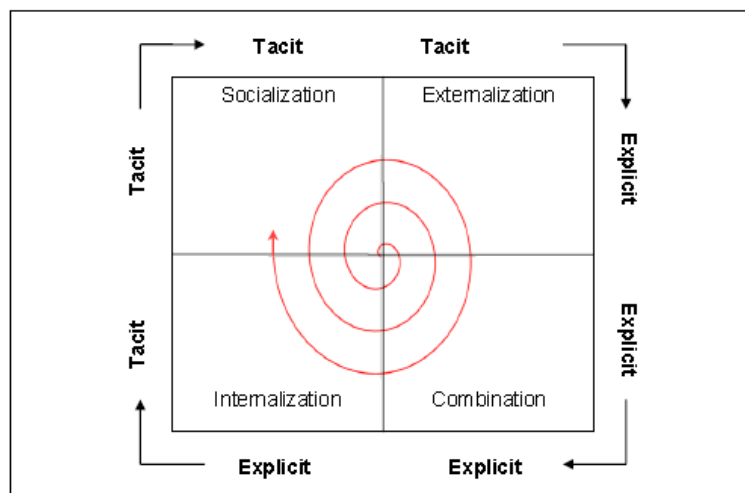


Figure 2.5 SECI Model (Nonaka & Takeuchi, 1995, pp 71 as cited in Gourlay, 2004)

Creation of knowledge is considered to be a non – stop, continued process. The spiral in figure 2.5 represents the diffusion and movement of knowledge amongst employees in a firm. Acquisition or the sharing of tacit knowledge through observation, meetings, or direct conversation is socialization.

The conversion of tacit to explicit knowledge through perceptions and experiences results in externalization. Developing new experiences as a result of learning refers to internalization of knowledge (Gourlay, 2004). Organizations can benefit by encouraging work practices that help in the transfer of implicit knowledge into explicit knowledge. This can be done by offering suitable employee incentives, which enables transfer of knowledge across all organizational boundaries (Li & Gao, 2003).

The need for understanding the dynamic nature of knowledge is emphasized by McInerney (2002). Knowledge that has been recorded, documented, or explained is explicit knowledge, while all other forms of knowledge are tacit in nature. Knowledge changes through individual learning and experiences, so it adopts a dynamic nature. Rather than concentrating on the ways in which knowledge can be created, firms can benefit by concentrating on building an organizational culture that promotes knowledge creation, and sharing. The ways in which external and tacit knowledge interact through external and internal processes are shown in figure 2.6 (McInerney, 2002).

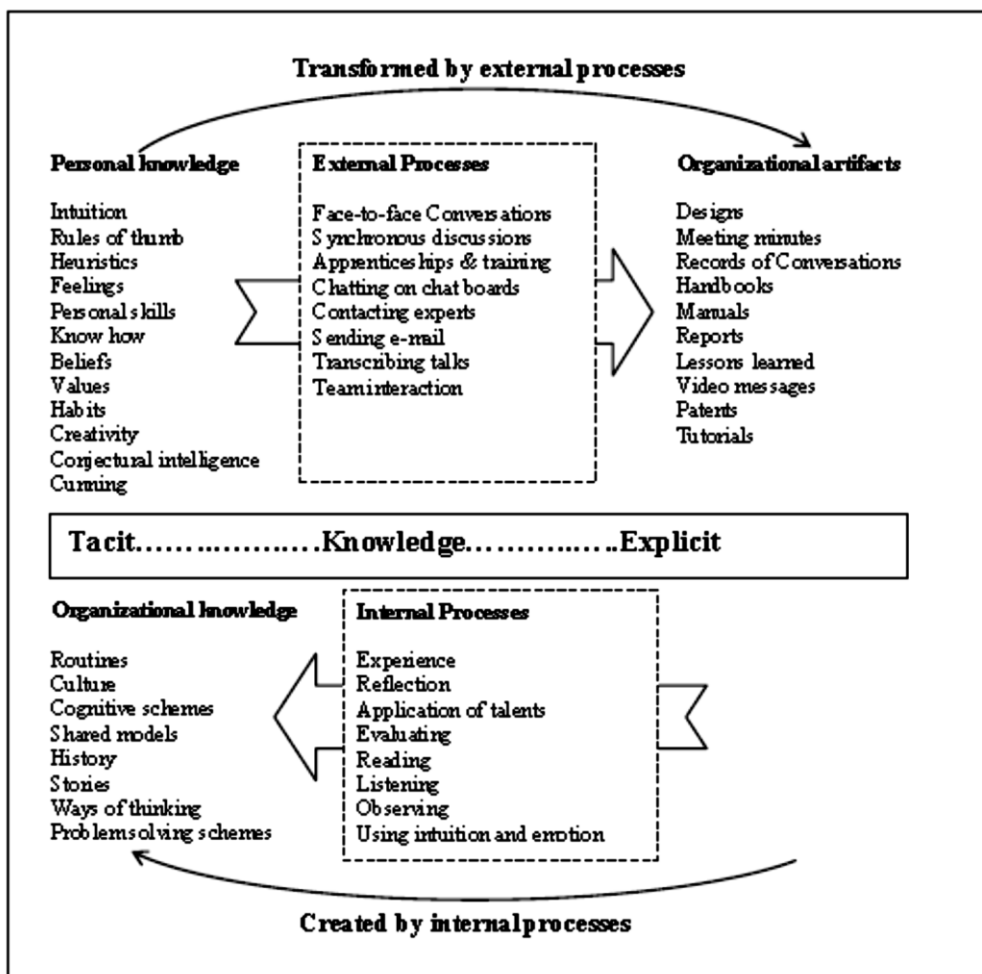


Figure 2.6 Tacit – Explicit Knowledge Transfer (McInerney, 2002)

The core processes required for knowledge management as described by Seufert et al (2003) are shown in figure 2.7.

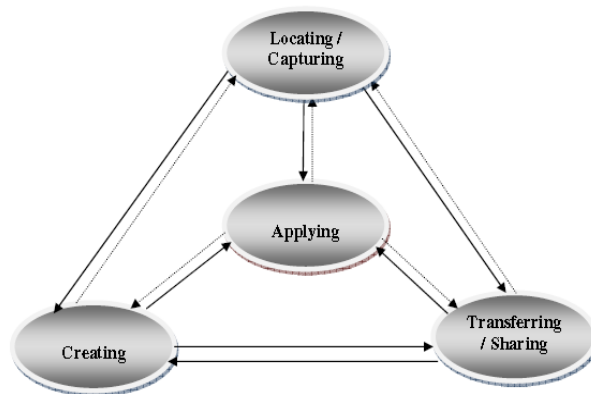


Figure 2.7 Core Processes in Knowledge Management (Seufert et al, 2003, pp. 112)

The framework is observed to adopt an interactive process, rather than a continuous process as proposed by previous researchers.

2.5 ORGANIZATIONAL VISION, AND EMPLOYEE PRODUCTIVITY

A vision statement concisely presents the core values of a firm, what the firm stands for, the goals of the firm, and in short, the fundamental purpose of the firm. The overall goal the firm is set to pursue can be clearly conveyed through its vision statement to its stakeholders. A clear set of directions and expectations can be given using a vision statement, which can help improve employee productivity (Kaplan, Norton, & Barrows, 2008).

2.5.1 VISION AND EMPLOYEE ALIGNMENT

For aligning employees in a firm with its vision, managers have to ensure there is cooperative knowledge sharing. To formulate an organizational practice in building a shared vision, ‘pictures of the future’ have to be projected by the firm. This can help foster genuine enrollment and commitment, rather than compliance (Senge, 2006). Organizational vision helps firms generate collective thinking through which employees can start to develop a common sense of direction and purpose.

For actualizing optimal productivity, there needs to be clear and cohesive communication of the firms' vision objectives. When employees begin to work with genuine and shared vision, it can lead to higher levels of achievement. Only when the importance of the vision is recognized by the employees, businesses can succeed. Employees feel empowered to work harder when the vision is embraced in completeness.

Administrative management's activities have to be aligned to the vision, so that they can follow through and reach employees (Caldwell, 2012). Every employee in an organization can be motivated using a high performance vision. Firm level strategies fluctuate from year to year, but a vision is of a solid nature. Vision serves to be an enduring promise, and a successful vision conveys the firm's goals lucidly. Future growth of a firm is determined by its vision. Vision is a driving force that can enable employees in a firm to work towards a common goal. Kantabutra & Runggruang (2013) have identified that vision communication is a vital and effective means of increasing employee's affective commitment and satisfaction.

2.5.2 SHARED VISION AND EMPLOYEE PRODUCTIVITY

Through tactical alignment of organizational vision amongst its members, employee empowerment is possible. The capabilities of employees can be enhanced by providing them with the necessary working skills, and by offering adequate guidance. The internal structure of the firm has to allow employees to share common goals and vision. This is possible by building visionary leaders. By implementing continuous training programs, a visionary infrastructure can be implemented (Khaddar, 2008).

Employees will work effectively and efficiently, and develop the capabilities required to meet organizational objectives and goals when there is a shared vision amongst them. Development and training processes serve as the platform thorough which techniques and information can be disseminated and attained. A High Performance Organization can be produced by building employee collaboration using shared vision (Derouin, 2005). A cooperative approach has to be essentially adopted to help employees learn to work together, and become aware of the organization's goals and its values (Aguinis & Kraiger, 2009).

The way in which business is executed can be moderated if there is a shared missions and vision as a set of managerial values is created. Implementing shared vision involves taking steps to force the synthesis of initiatives into a common behavior code that can guide employees in their decision making process (Bryson, 2004). Firms in most cases will have many ambiguous goals, and so it is possible that employees will operate towards conflicting goals. When a central vision supports the actions in a firm, profound cohesion and employee activities can be created. Diverse personal can operate in tandem to create a sense of commitment. Employees can be equipped with a clear sense of direction, as personal responsibilities and work outcomes can be clarified efficiently (Senge, 2006).

2.6 MOTIVATION AND PRODUCTIVITY

An understanding of the hierarchy of needs is required to realize the role motivation can play in productivity. Motivation can be used as a strategic tool by managers for encouraging employees to work towards a common goal.

2.6.1 THEORIES ON MOTIVATION

Maslow's hierarchy of needs as depicted in figure 2.8 shows that lower needs have to be met first, before higher needs are fulfilled.

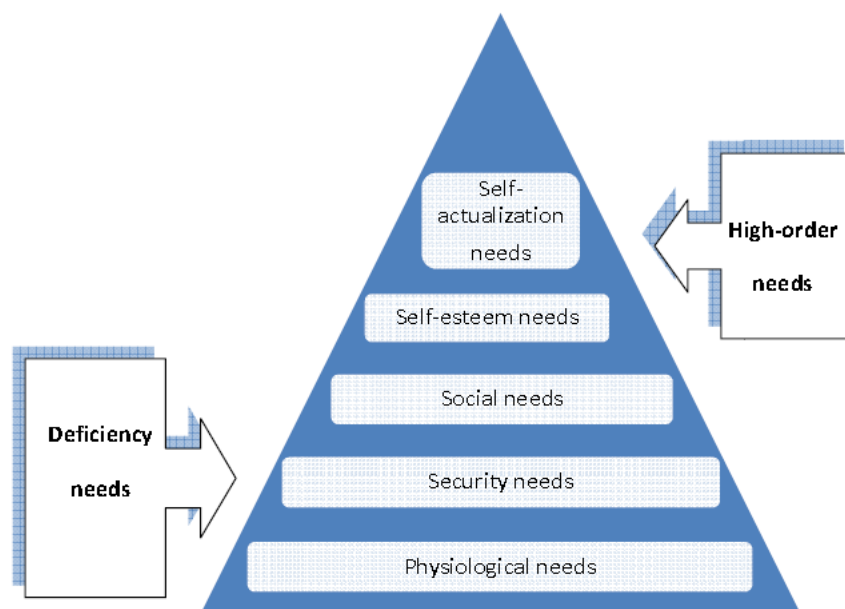


Figure 2.8 Maslow's Hierarchy of Needs (Fincham & Rhodes, 2005)

Basic human needs are included in the deficiency needs, followed by higher order needs. Higher order needs are, the need for freedom, the need to have satisfactory social relationship with others, the need for recognition, independence, and the need for achievement. Self - actualization is the ending point of what Maslow describes to be a physiological maturation process (Fincham & Rhodes, 2005).

McClelland's theory departs from Maslow's as it focuses on motives that are highly relevant in the organizational context, unlike Maslow's theory that focuses on the individual context. People are portrayed to have a need for achievement, power, and affiliation. Better performance can be observed from high achievers, they prefer to perform challenging tasks, and they usually perform well in comparison with others. People having a high need for power are willing to take more risk, want to be recognized, and they tend to collect symbols of power (Miner, 2006).

2.6.2 MOTIVATION AND EMPLOYEE PRODUCTIVITY

The efficient accomplishment of work cannot be associated with motivation alone, and it is dependent on various factors. When ability and motivation are present together, it results in high performance from an individual. The relationship between performance and motivation has been portrayed as an inverted U function by Vroom (Deci & Gange, 2005) shown in figure 2.9.

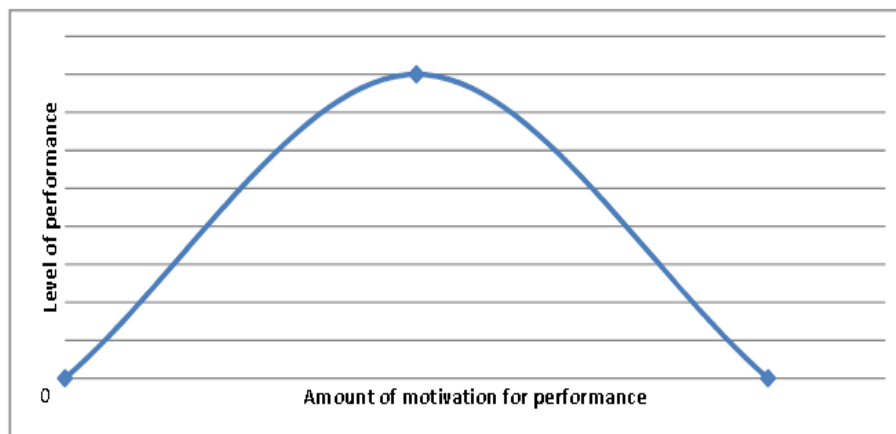


Figure 2.9 Motivation and Performance

The highest level of motivation does not always lead to a high level of performance, and this can be attributed to the limitations of people performance. Incentives are used as a means to boost performance of employees by managers in many firms. A recent study conducted by Condly et al (2008), showed that a 22 percent increase in productivity can be achieved by including incentives in employee work settings. The nature and the length or duration of the incentive programs is found to have a significant impact on employee productivity.

The influence of motivation on employee performance is evident from the content theories, and previous research. The two forms of employee incentives are monetary and non – monetary. Money satisfied multiple needs, and it is a factor indispensable in life.

Money is a powerful motivating factor, as it helps attain many intangible goals (Armstrong, 2007). A circular relationship can be observed between performance, motivation and satisfaction. Work motivation is a self - reinforcing cycle, powered through satisfaction or self - generated rewards. The cycle shown in figure 2.10 will continue as long as all the three psychological states are present (Kraimer et al, 2005).

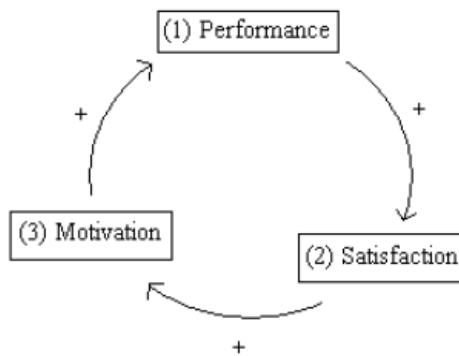


Figure 2.10 Motivation, Performance and Satisfaction (Kraimer et al, 2005)

The circular relationship can possibly be generated offering employees task identity, skill variety, task significance, feedback, autonomy, and other extrinsic factors.

CHAPTER THREE: METHODOLOGY AND RESEARCH DESIGN

CHAPTER THREE: METHODOLOGY AND RESEARCH DESIGN

3.1 INTRODUCTION

Literature review offered a foundation based on which the conceptual model for research was developed. This chapter will present the research methodology and design to be adopted to meet the research objectives, and to answer the research questions. Research hypotheses to be tested using survey data will be formulated. The chapter will give a justification for the research paradigm, research methodology, and the data analysis approach chosen.

3.2 RESEARCH PARADIGM AND METHODOLOGY

A general organizing framework that is the basic assumptions, models of quality research, key issues, and methods used to seek answers can be developed by deciding upon a research paradigm. The four different elements in research are epistemology, ontology, axiology, and methodology. Ontology is a branch of metaphysics or philosophy that is concerned with issues of being or existence like the nature of reality (Neuman, 2006).

The four major research paradigms are critical theory, positivism, constructivism, and realism. Exact, objective, and rigorous measurement of research method is done in the positivism approach. Research data is condensed to view the bigger picture. Positivism paradigm can be adopted when hypotheses are analyzed precisely, and theory testing is done. A theory free and value free position is created, as the researcher is separate from the process adopted for research (Neuman, 2006). An overview of the paradigms and elements in research is given in table 3.1.

	Research Paradigms			
Fundamental Beliefs	Positivism (Naïve Realism)	Post-positivism (Critical Realism)	Interpretivism (Constructivism)	Pragmatism
Ontology: the positive on the nature of reality	External, objective and independent of social actors	Objective. Exist independently of human thoughts and beliefs or knowledge of their existence, but is interpreted through social conditioning (critical realist)	Socially constructed, subjective, may, change, multiple	External multiple, view chosen to best achieve an answer to the research question
Epistemology: the view on what acceptable knowledge	Only observable phenomena can provide credible data, facts. Focus on causality and law-like generalizations, reducing phenomena to simplest elements	Only observable phenomena can provide credible data, facts. Focus on explaining within a context or contexts	Subjective meanings and social phenomena. Focus upon the details of situation, the reality behind these details, subjective meanings and motivating actions	Either or both observable phenomena and subjective meanings can provide acceptable knowledge dependent upon the research question. Focus on practical applied research, integrating different perspectives to help interpret the data
Axiology: the role of values in research and the researcher's stance	Value-free and etic Research is undertaken in a value-free way, the researcher is independent of the data and maintains an objective stance	Value-laden and etic Research is value laden; the researcher is biased by world views, cultural experiences and upbringing	Value-bond and emic Research is value bond, the researcher is part of what is being researched, cannot be separated and so will be subjective	Value-bond and etic-emic Values play a large role in interpreting the results, the researcher adopting both objective and subjective points of view
Research Methodology: the model behind the research process	Quantitative	Quantitative or qualitative	Qualitative	Quantitative or qualitative (Mixed or multi-method design)

Table 3.1 Research Elements and Paradigms (Wahyuni, 2012, pp. 70).

The methodologies in research, namely quantitative and qualitative research methods are listed in table 3.2.

Quantitative Research	Qualitative Research
Test Hypothesis that the researcher begins with.	Capture and discover meaning once the research becomes immersed in the data.
Concepts are in the form of distinct variables.	Concepts are in the form of themes, motifs, generalizations, and taxonomies.
Measures are systematically created before data collection and are standardized.	Measures are created in an ad hoc manner and are often specific to the individual setting or researcher.
Data are in the form of numbers from precise measurement.	Data are in the form of words and images from documents, observations, and transcripts.
Theory is largely causal and is deductive.	Theory can be causal or non-causal and is often inductive.
Procedures are standards, and replication is frequent.	Research procedures are particular, and replication is very rare.
Analysis proceeds by using statistics, tables, or charts and discussing what they show relates to hypotheses.	Analysis proceeds by extracting themes or generalization from evidence and organizing data to present a coherent, consistent picture.

Table 3.2 Quantitative vs. Qualitative Research (Neuman, 2006, pp. 157)

In quantitative research, research is more concerned with measurement, design, and sampling, as this method adopts a deductive approach with emphasis placed on detailed planning prior to data collection and analysis. In quantitative research, hypotheses deducted from theory are analyzed to discount or confirm the theory. The focus of qualitative research is on issues of feeling, richness, and texture of raw data. The research approach applies to logic practice, and the research methodology is inductive in nature. In research where the emphasis is on subjectivity and flexibility is high in the research process, qualitative research is applicable (Neuman, 2006).

3.3 JUSTIFICATION OF RESEARCH PARADIGM AND METHODOLOGY

From the existing paradigms, ontology, and post-positivism are adopted for this research. Social reality is considered to be objective and external ontologically. As human behavior is to be studied, post-positivism is more suited. In social science, post-positivism approach admits that knowledge is an outcome of social conditioning, and it is based on generalization. Post-positivist researchers adopt a critical realist stance, wherein understanding of social reality has to be framed according to a certain dynamic social structure, or relevant law, that are created by observable phenomenon happening within the social world (Wahyuni, 2012).

In causal or exploratory research, quantitative approach is mostly used. This research has a focus on specific research question, and testing the theory. Objective facts can be measured. The common methodologies used in quantitative research are, observations, interviews, surveys, and experiments (Neuman, 2006).

3.4 STUDY VARIABLES AND HYPOTHESES

The research aims to,

- Explore the present level of employee productivity in oil and gas firms in Emirate of Abu Dhabi.
- Identify vital organizational strategies that can help increase employee productivity in oil and gas industry in Emirate of Abu Dhabi.
- Identify other ways through which the government can help increase employee productivity.
- Provide recommendations to firms in the oil and gas sector that can be used to improve employee productivity, in turn organizational productivity.

Thus, the aim of the research is to investigate employee productivity in oil and gas firms in Emirate of Abu Dhabi, and identify organizational strategies that can be in increasing employee productivity in these firms. The purpose of the research is to offer suggestions to the Abu Dhabi government in increasing employee productivity through using organizational strategy. The theoretical model developed using literature review is tested by research. Precise data analysis using a large sample size is essential using quantitative methods.

Based on the conceptual model developed using the literature review in chapter two, the study variables are finalized as,

- Independent variable: Organization’s strategic alignment
- Mediator variables: Employee engagement, strategic management, employee empowerment, employee motivation line of sight or vision alignment (KM initiatives)
- Dependent variable: Employee productivity

3.5 CONCEPTUAL FRAMEWORK & RESEARCH HYPOTHESES

The conceptual framework is built for research depending on the literature review. The major aim of the dissertation is to analyze how oil and gas companies in Emirate of Abu Dhabi align their organizational strategy and their employee goals. Employee productivity and performance are considered to be dependent upon organizational strategy. Organizational strategic alignment is considered to be the independent variable. Employee productivity is the dependent variables. Mediator variables are employee engagement, strategic management, employee ownership or employee empowerment, line of Sight or employee alignment, employee vision alignment, and intrinsic motivation. Based on these variables undertaken from the literature review, the conceptual framework is presented in figure 3.3.

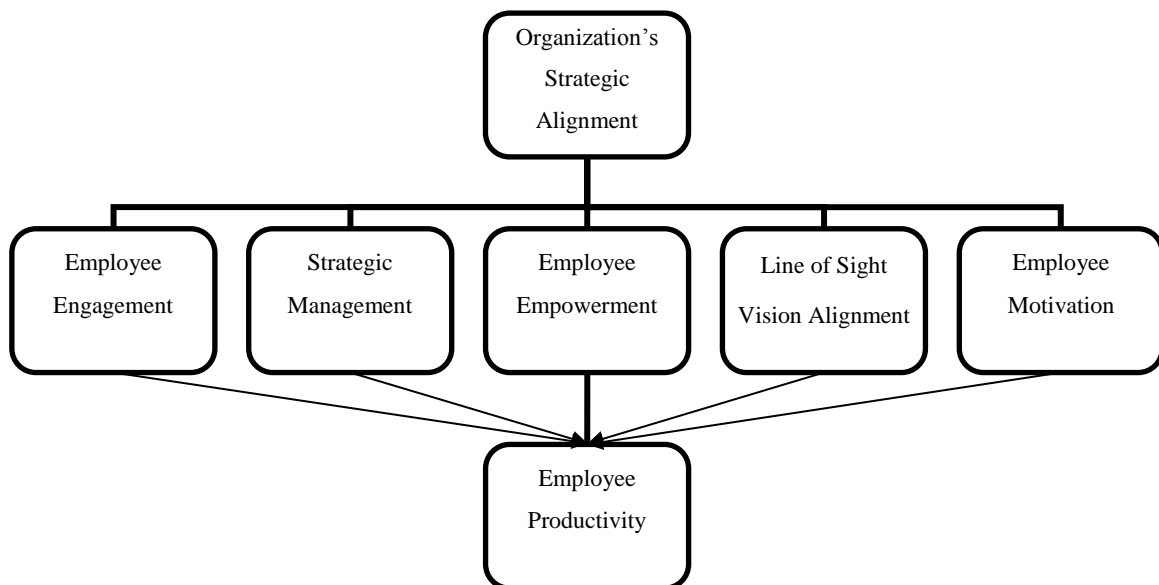


Figure 3.3 Conceptual Framework

The hypotheses developed for research to answer the research questions are:

H1 – There is a positive relationship between an organization’s strategic alignment and employee productivity.

H2 – There is a positive relationship between an organization’s employee engagement and employee productivity.

H3 – There is a positive relationship between employee’s knowledge of firm and employee productivity.

H4 – There is a positive relationship between line of sight or vision alignment and employee productivity.

H5 – There is a positive relationship between employee motivation and employee productivity.

H6 – There is a positive correlation between employee’s knowledge about firm and employee engagement.

H7 – There is a positive correlation between line of sight and employee engagement.

H8 – There is a positive correlation between an employee motivation and line of sight.

H9 – There is a positive correlation between strategic management and employee’s vision alignment.

3.6 RESEARCH DESIGN

Procedures and methods to be used for data collection are described through research design. The purpose, location, nature of investigation, the time horizon or temporal aspect, sampling size, unit of analysis, and data collection method are explained.

Descriptive research involves use of quantitative analysis procedures for testing clearly formulated hypotheses, and for investigating research questions. The relevant aspects of the chosen phenomenon can be explained adequately for an organization, individual, or industry using descriptive research. When cause – effect relationships have to be formulated, causal research is useful. Identification of variables significant to research, relationships the identified variables have with the research problem, and formulation of

hypotheses can be done through explanatory research (Copper & Schindler, 2006). Descriptive, causal, and exploration research approaches are used in this study. Through literature review exploration has been done, using questionnaire descriptive researching will be carried out, and hypothesis testing or causal research will be done using statistical tools.

3.7 SAMPLE OF STUDY AND TARGET POPULATION

A sizeable amount of information can be gathered from survey population using appropriate sample size. Sample of study is employees from various governmental companies operating in the oil and gas industry. Judgment sampling method will be used, as the subjects are to be selected based on their expertise, relevant to the research question being investigated (Kline, 2005). Considering research limitations like time, and resources, sample size chosen for this research is 200. The target population will be employees and managers working with oil and gas industries in Emirate of Abu Dhabi.

3.8 DATA ANALYSIS

Survey involves quantitative data gathered using questionnaire. The questionnaire will be distributed through monkey survey website. For quantitative data analysis, SPSS statistical tool will be used.

CHAPTER FOUR: DATA ANALYSIS

CHAPTER FOUR: DATA ANALYSIS

4.1 CHAPTER OVERVIEW

A major portion of the primary data collection for research involves quantitative analysis. Upon checking for completeness, and accuracy of questionnaire, 200 questionnaires were chosen for subsequent analysis using SPSS a statistical analytical tool from IBM. SPSS version 19.0 has been used for performing descriptive tests like frequency analysis, regression analysis, correlation and reliability tests. Results of the analysis are explained in this chapter. Based on regression metrics, correlation, and ANOVA tests, hypotheses are rejected or accepted.

4.2 DEMOGRAPHIC INFORMATION

An understanding of the demographic profile of the survey respondents will enable the researcher to form better correlation with the data gathered. Essential findings related to organization strategy and employee productivity can be better understood through in - depth demographic analysis.

4.2.1 GENDER PROFILE

Figure 4.1 shows the gender profile of respondents. It is found that 21.5% of them are female, and 78.5% of respondents are male. Survey has been done largely with male population in Abu Dhabi.

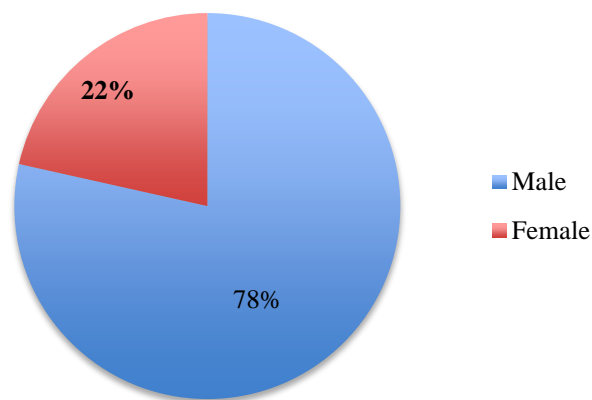


Figure 4.1 Gender of respondents

4.2.2 MARITAL STATUS

From figure 4.2 it is seen that most respondents, 80% of them are married, and 20% of them are single.

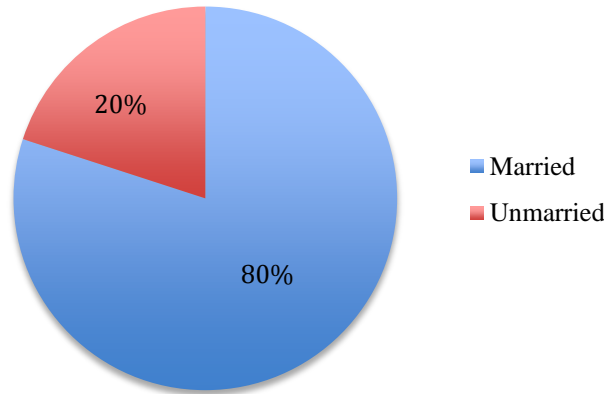


Figure 4.2 Marital statuses of respondents

4.2.3 EDUCATION LEVEL

Figure 4.3 shows that most of surveyed respondents, 55.5% of them hold a Bachelor's degree. 25 percent of them have a Master's degree or more, and 16% of them have a high diploma. Only 3% of them have a high school educational qualification, and less than 1% of them have an educational level that is less than high school. It is notable that most of the respondents have a Bachelor's or higher degree.

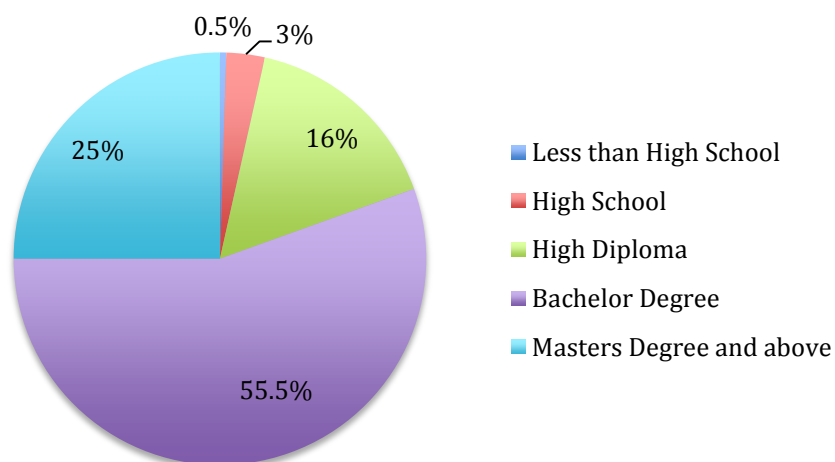


Figure 4.3 Level of education of respondents

4.2.4 AGE GROUP

From figure 4.4 it is observed that most respondents, 45% of them are in the age group 25 to 35 years. 23 percent of them are from 36 to 46 years of age. 9.5% are 58 and above, 5.5% are less than 25, and 17 percent are 47 to 57. Most respondents are in the middle age group 25 to 46 years of age.

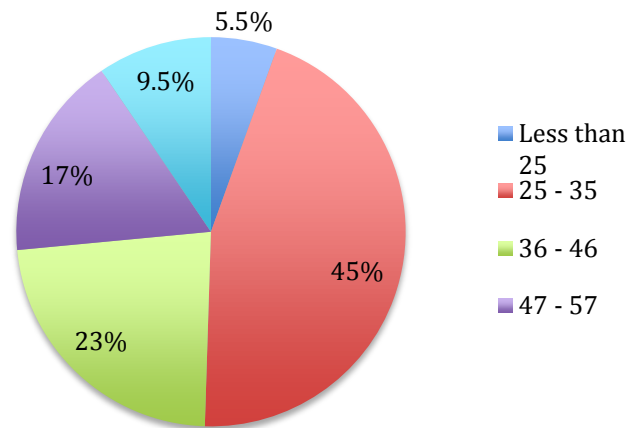


Figure 4.4 Age group of respondents

4.2.5 NUMBER OF YEARS WORKED IN CURRENT ORGANIZATION

Most respondents' 43.5% of them have worked for 2 to 7 years in their present firm of employment. 14% have worked for a year or less, 19.5% have worked for 8 to 13 years, 8.5% have worked between 14 and 19 years. It is notable that 14.5% have worked for more than 20 years with the company they are presently employed in.

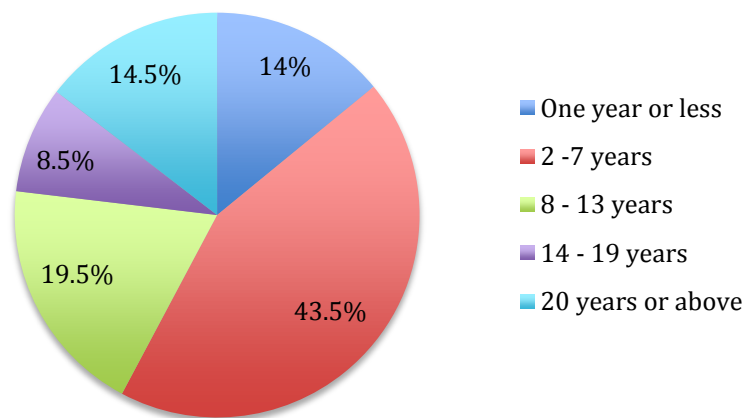


Figure 4.5 Number of years respondents have worked in at their present company

4.2.6 NUMBER OF YEARS WORKED IN CURRENT POSITION OR JOB

Most respondents 54.5% of them have worked for 2 to 7 years in their present position or job. 15.5% have worked for a year or less, 13% have worked for 8 to 13 years, 6.5% have worked between 14 and 19 years. It is notable that 10.5% have worked for more than 20 years in their present job or position as observed from figure 4.6.

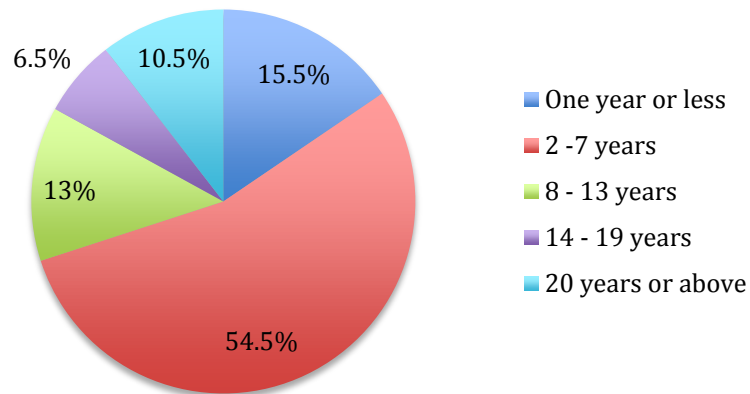


Figure 4.6 number of years respondents have worked with present job or position

4.2.7 JOB STATUS

Most respondents, 52% of them are seniors, 25.5% are juniors, 14.5 percent are team leaders, and the remaining 8% are managers. It can be noted from figure 4.7 that most respondents occupy senior positions, and are either team leaders or managers.

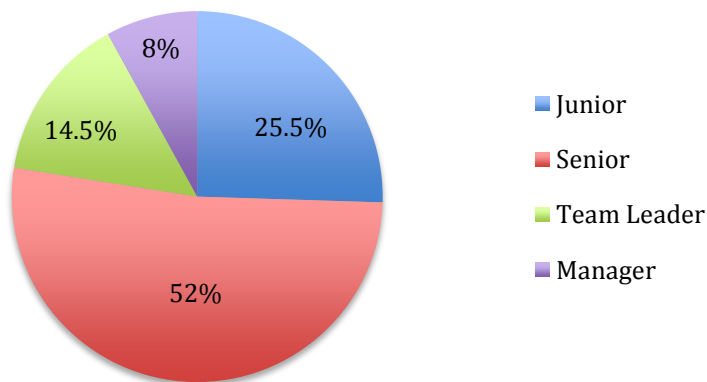


Figure 4.7 Job status of survey respondents

4.2.8 NATIONALITY

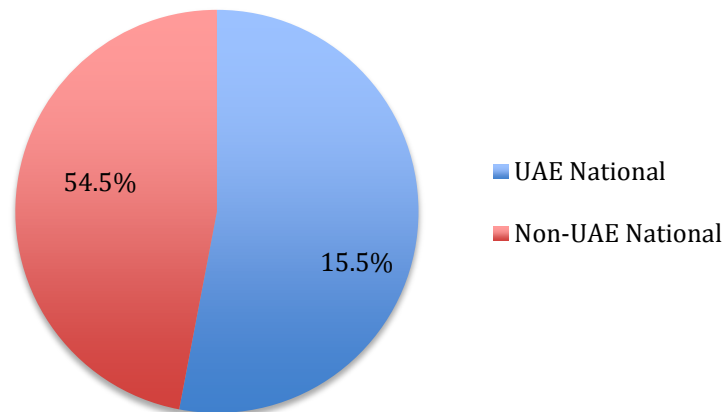


Figure 4.8 Nationality of respondents

From figure 4.8 it is seen that 53% of the respondents were non-UAE nationals, and 47% of them are UAE nationals.

4.2.9 NATURE OF JOB

Figure 4.9 represents the nature of job of surveyed participants. 20.5% of them have a project management job, 44.5% of them are in technical or engineering jobs, 18% of them are in administration or Human Resources (HR), and 17% of them are in operation or production.

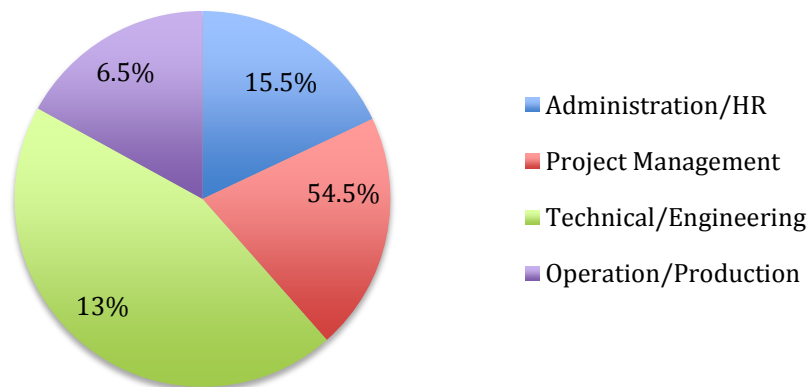


Figure 4.9 Type or nature of job or respondents

4.3 RELIABILITY ANALYSIS

As questionnaire involves use of Likert scale, Cronbach's alpha based on standardized items for each variable are used to test the reliability of study variables. Table 4.1 shows the results of reliability analysis.

Case Processing Summary			
		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.836	.835	7
.726	.724	6
.761	.762	4
.766	.785	5
.704	.707	4

Table 4.1 Reliability analysis results

From the table, all variables have a Cronbach's alpha coefficient ranging from 0.701 to 0.835. All five variables have a Cronbach' alpha that is well above the acceptable level of 0.6. This denotes that the overall reliability of the research variables, and the scales used are acceptable.

4.4 CROSS CORRELATION BETWEEN DIFFERENT FACTORS

	Strategic alignment	Employee engagement	Employees' knowledge about the firm	Line of sight or vision alignment	Employee motivation
Strategic alignment	1	.680**	.673**	.704**	.563**
Employee engagement			.630**	.648**	.636**
Employees' knowledge about the firm				.689**	.597**
Line of sight or vision alignment					.717**
Employee motivation					1

***. Correlation is significant at the 0.01 level (2-tailed).*

Table 4.2 Correlation test results

By analyzing table 4.2, the way in which the various research variables namely strategic alignment, employee engagement, employee motivation, line of sight or vision alignment, and employees' knowledge about firm are strongly correlated can be known. The correlation coefficients are significant at the level 0.01 for most factors. This shows all factors identified through the hypotheses have a significant influence on employee productivity. This implies hypotheses are partially established, and they can be further tested.

90% of the respondents' view that all the factors identified through research will have an influence on employee productivity as observed from table 4.3. Only 8 have noted that this success of Abu Dhabi's oil and gas industry does not depend heavily on these five factors alone, and 12 of them have not given their specific view on this.

Do you think a firms' success in the Abu-Dhabi oil and gas industry heavily depends on these five factors:

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	180	90.0	90.0	90.0
No	8	4.0	4.0	94.0
Neither	12	6.0	6.0	100.0
Total	200	100.0	100.0	

Table 4.3 Views on dependence of organizational productivity on the research variables

4.5 HYPOTHESIS TESTING USING REGRESSION TEST

For hypothesis testing, linear regression analysis is performed. Linear regression testing allows the researcher to identify how given an independent variable, a dependent variable can be predicted. It enables the researcher to identify the extent to which the independent and dependent variables are correlated. The model summary table shows the correlation existing between the two variables (R value), ANOVA table shows the level of statistical significance between the two values (sig.), and coefficients table enables the researcher to form a regression equation. Scatter plots are shown to get a visual representation of the regression results.

4.5.1 H1 – THERE IS A POSITIVE RELATIONSHIP BETWEEN AN ORGANIZATION’S STRATEGIC ALIGNMENT AND EMPLOYEE PRODUCTIVITY

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.528 ^a	.279	.275	.478836593	

a. Predictors: (Constant), Strategic alignment

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.552	1	17.552	76.552	.000 ^a
	Residual	45.398	198	.229		
	Total	62.951	199			

a. Predictors: (Constant), Strategic alignment
b. Dependent Variable: Employee productivity

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.774	.241		7.361	.000
	Strategic alignment	.541	.062	.528	8.749	.000

a. Dependent Variable: Employee productivity

Table 4.4 Testing hypothesis 1

From table 4.4, the R-value is 0.528, R square is 0.279, and the .sig value is 0.000.

An F value 76.5, t – value of 7.36, and a significance value of 0.000 (.sig) is highly significant at an alpha level, of 0.05. This implies employee productivity is significantly

influenced by the strategic alignment of a firm. Also, it is observed that R^2 value is 0.279 that is 27.9% of organizational variables in association with employee productivity can be explained by strategic alignment. From the regression results it is concluded that hypothesis 1 is fully accepted. The R^2 value indicates strategic alignment heavily influences employee productivity.

4.5.2 H2 - THERE IS A POSITIVE RELATIONSHIP BETWEEN AN ORGANIZATION'S EMPLOYEE ENGAGEMENT AND EMPLOYEE PRODUCTIVITY

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.481 ^a	.232	.228	.494225913	

a. Predictors: (Constant), Employee engagement

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.587	1	14.587	59.720	.000 ^a
	Residual	48.363	198	.244		
	Total	62.951	199			

a. Predictors: (Constant), Employee engagement
b. Dependent Variable: Employee productivity

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.013	.242		8.324	.000
	Employee engagement	.491	.064	.481	7.728	.000

a. Dependent Variable: Employee productivity

Table 4.5 Testing hypothesis 2

From table 4.5, the R-value is 0.481, R square is 0.232, and the .sig value is 0.000.

An F value 59.72, t – value of 8.324, and a significance value of 0.000 (.sig) is highly significant at an alpha level, of 0.05. This implies employee productivity is significantly influenced by employee engagement. Also, it is observed that R^2 value is 0.232 that is 23.2% of organizational variables in association with employee productivity can be explained by employee engagement. From the regression results it is concluded that

hypothesis 2 is fully accepted. The R^2 value indicates employee engagement heavily influences employee productivity.

4.5.3 H3 - THERE IS A POSITIVE RELATIONSHIP BETWEEN EMPLOYEE’S KNOWLEDGE OF FIRM AND EMPLOYEE PRODUCTIVITY

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.720 ^a	.519	.517	.391033565	

a. Predictors: (Constant), Employees’ knowledge about the firm

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.675	1	32.675	213.691	.000 ^a
	Residual	30.276	198	.153		
	Total	62.951	199			

a. Predictors: (Constant), Employees’ knowledge about the firm
b. Dependent Variable: Employee productivity

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.663	.153		10.880	.000
	Employees’ knowledge about the firm	.594	.041	.720	14.618	.000

a. Dependent Variable: Employee productivity

Table 4.6 Testing hypothesis 3

From table 4.6, the R-value is 0.720, R square is 0.529, and the .sig value is 0.000.

An F value 213.691, t – value of 10.880, and a significance value of 0.000 (.sig) is highly significant at an alpha level, of 0.05. This implies employee productivity is significantly influenced by the employees’ knowledge about a firm. Also, it is observed that R^2 value is 0.529 that is 52.9% of organizational variables in association with employee productivity can be explained by strategic alignment. From the regression results it is concluded that hypothesis 3 is fully accepted. The R^2 value indicates employees’ knowledge about the firm heavily influences employee productivity.

4.5.4 H4 - THERE IS A POSITIVE RELATIONSHIP BETWEEN LINE OF SIGHT OR VISION ALIGNMENT AND EMPLOYEE PRODUCTIVITY

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.409 ^a	.167	.163	.514513886	

a. Predictors: (Constant), Line of sight or vision alignment

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.535	1	10.535	39.796	.000 ^a
	Residual	52.415	198	.265		
	Total	62.951	199			

a. Predictors: (Constant), Line of sight or vision alignment

b. Dependent Variable: Employee productivity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.304	.250		9.230	.000
	Line of sight or vision alignment	.382	.061	.409	6.308	.000

a. Dependent Variable: Employee productivity

Table 4.7 Testing hypothesis 4

From table 4.7, the R-value is 0.409, R square is 0.167, and the .sig value is 0.000.

An F value 39.796, t – value of 9.320, and a significance value of 0.000 (.sig) is highly significant at an alpha level, of 0.05. This implies employee productivity is significantly influenced by the line or sight or vision alignment of employees. Also, it is observed that R² value is 0.167 that is 16.7% of organizational variables in association with employee productivity can be explained by strategic alignment. From the regression results it is concluded that hypothesis 4 is fully accepted. The R² value indicates vision alignment or line of sight of employees in a firm moderately influences employee productivity.

4.5.5 H5 - THERE IS A POSITIVE RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION AND EMPLOYEE PRODUCTIVITY

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.319 ^a	.102	.097	.534335550	

a. Predictors: (Constant), Employee motivation

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.419	1	6.419	22.481	.000 ^a
	Residual	56.532	198	.286		
	Total	62.951	199			

a. Predictors: (Constant), Employee motivation
b. Dependent Variable: Employee productivity

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.882	.210		13.728	.000
	Employee motivation	.261	.055	.319	4.741	.000

a. Dependent Variable: Employee productivity

Table 4.8 Testing hypothesis 5

From table 4.7, the R-value is 0.319, R square is 0.102, and the .sig value is 0.000.

An F value 22.481, t – value of 13.728, and a significance value of 0.000 (.sig) is highly significant at an alpha level, of 0.05. This implies employee productivity is significantly influenced by employee motivation. Also, it is observed that R² value is 0.102 that is 10.2% of organizational variables in association with employee productivity can be explained by employee motivation. From the regression results it is concluded that hypothesis 5 is fully accepted. The R² value indicates motivation of employees in a firm moderately influences employee productivity.

4.5.6 H6 – THERE IS A POSITIVE CORRELATION BETWEEN EMPLOYEE’S KNOWLEDGE ABOUT FIRM AND EMPLOYEE ENGAGEMENT

Significance value of 0.00 in table 4.9 represents that there is a significant correlation between employees’ knowledge about the firm, and employee engagement. As the Pearson’s correlation is close to 0.5, that is 0.474, and it is a positive value, it is concluded that there is a moderate relationship existing between employee engagement and employee knowledge about firm.

Correlations

		Employee engagement	Employees’ knowledge about the firm
Employee engagement	Pearson Correlation	1	.474**
	Sig. (2-tailed)		.000
	N	200	200
Employees’ knowledge about the firm	Pearson Correlation	.474**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.9 Testing hypothesis 6

4.5.7 H7 – THERE IS A POSITIVE CORRELATION BETWEEN LINE OF SIGHT AND EMPLOYEE ENGAGEMENT

Significance value of 0.00 in table 4.10 represents that there is a significant correlation between line of sight, and employee engagement. As the Pearson’s correlation is close to 0.5, that is 0.430, and it is a positive value, it is concluded that there is a moderate relationship existing between employee engagement and line of sight or vision alignment.

Correlations

		Line of sight or vision alignment	Employee engagement
Line of sight or vision alignment	Pearson Correlation	1	.430**
	Sig. (2-tailed)		.000
	N	200	200
Employee engagement	Pearson Correlation	.430**	1
	Sig. (2-tailed)	.000	
	N	200	200

***. Correlation is significant at the 0.01 level (2-tailed).*

Table 4.10 Testing hypothesis 7

4.5.8 H8 – THERE IS A POSITIVE CORRELATION BETWEEN AN EMPLOYEE MOTIVATION AND LINE OF SIGHT

Significance value of 0.00 in table 4.11 represents that there is a significant correlation between line of sight or vision alignment and employee motivation. As the Pearson’s correlation is near 1, that is 0.717, and it is a positive value, it is concluded that there is a strong positive relationship existing between line of sight or vision alignment and employee motivation.

Correlations

		Line of sight or vision alignment	Employee motivation
Line of sight or vision alignment	Pearson Correlation	1	.717**
	Sig. (2-tailed)		.000
	N	200	200
Employee motivation	Pearson Correlation	.717**	1
	Sig. (2-tailed)	.000	
	N	200	200

***. Correlation is significant at the 0.01 level (2-tailed).*

Table 4.11 Testing hypothesis 8

4.5.9 H9 – THERE IS A POSITIVE CORRELATION BETWEEN STRATEGIC MANAGEMENT AND EMPLOYEE’S VISION ALIGNMENT

Correlations

		Line of sight or vision alignment	Strategic alignment
Line of sight or vision alignment	Pearson Correlation	1	.551**
	Sig. (2-tailed)		.000
	N	200	200
Strategic alignment	Pearson Correlation	.551**	1
	Sig. (2-tailed)	.000	
	N	200	200

***. Correlation is significant at the 0.01 level (2-tailed).*

Table 4.12 Testing hypothesis 9

Significance value of 0.00 in table 4.12 represents that there is a significant correlation between strategic management and line of sight or vision alignment. As the Pearson’s correlation is close to 0.5, that is 0.551, and it is positive, it is concluded that there is a moderate relationship existing between vision alignment, and strategic management in a firm.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

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5.1 CONCLUSION

Research was able to identify the need for increasing employee productivity in firms in the oil and gas industry in Abu Dhabi. Through literature review, theories related to employee productivity, and the five factors identified to largely influence it namely, employee motivation, line of sight or vision alignment, employees' knowledge about the firm, strategic alignment of firms, and employee engagement were discussed. Previous research related to employee productivity, and strategies firms adopt in increasing employee productivity were used for formulating the survey questionnaire. The results of the research show that employee productivity is highly influenced by the organizational strategy. The extent to which a firm focuses on increasing employees' strategic alignment, their knowledge about the firm and employee engagement significantly influences their level of productivity. The influence of the variables that were surveyed from high influence to low influence is listed below,

1. Very High Influence – Employee's knowledge about firm
2. High Influence – Strategic alignment of firm
3. Moderate Influence – Employee engagement
4. Low Influence – Line of sight or vision alignment
5. Very Low Influence – Motivation

5.2 GAPS IN THE RESEARCH

The research does not deal with other factors that could also influence employee productivity like organizational culture. It does not deal with employee training, and competency, which also influences the extent to which an employee is productive.

The research could be further expanded to include how building employee competency can help in increasing employee productivity. Future research can concentrate on gathering data from a much larger population to gain a wider understanding of the various way in which firms could improve employee productivity in Abu Dhabi's oil and gas industry.

For future research possibilities are expanding this research to include identification of ways in which employee retention can be increased by adding different factors to the organizational commitment.

5.3 RECOMMENDATIONS

Based on the survey data analysis it has been found that firms have to focus on increasing employees' knowledge about firm. They should also focus on strategically aligning their firms to meet the organizational goals, and on increasing employee engagement. It is notable that employee motivation is not viewed to be a major factor influencing employee productivity. Specific ways in which employee productivity can be increased in Abu Dhabi's oil and gas industry are:

1. For improving employees' knowledge about firm, sufficient training needs to be offered to team leaders and managers on what the firm is looking to achieve. This will give employees' insights on what is expected out of their job, and how they can increase their efficiency, thereby improving employee productivity at the firm level. When employees are aligned with firm's objectives, synergy is created. Meetings, synchronous discussions, email communication, and face-to-face communication between managers, team leaders and employees should focus on converting personal knowledge (about firm and work) into organizational artifacts.
2. To ensure employee productivity is high, the firm needs to strategically align its vision, mission, and business operation. Firm level goals should be quantified, and it should strategically develop effective strategies. Strategic thinking needs to be encouraged, especially amongst managers and team leaders.
3. To increase employee engagement, firms need to focus on making their employees feel involved and valued. For this, they have to offer adequate training and career development opportunities, have regular performance appraisals, effectively communicate with employees, provide all employees with equal opportunities, and treat them fairly, ensure good pay and benefits are offered, offer health benefits, and empower employees.

Employees in Abu Dhabi's oil and gas industry should be offered work – life balance, firms have to invest time and money in training their employees, safety training and health checks need to be made mandatory, employees should be rewarded for their work, and job autonomy needs to be present.

4. Strategic management is found to have a significant impact on vision alignment of employees. Vision alignment can result in increased productivity, as employees will work more towards meeting their organizations' goals. To strategically manage a team, managers need to be adequately trained. Managers in Abu Dhabi oil and gas industry should be encouraged to interact with trained professionals, and improve their strategic management skills. Rather, than being followers, leadership qualities should be built into managers. This will help promote strategic management, and increase vision alignment amongst employees.
5. It is notable that there exists a positive correlation between the five main factors identified through research namely employee engagement, employee motivation, line of sight or vision alignment, employees' knowledge about the firm, and strategic management. Depending on a firm's strength, a suitable strategy based on the above said five could be adopted to increase employee productivity.

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APPENDIX I: SURVEY QUESTIONS

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QUESTIONNAIRE	استبيان
<p>Dear Sir/ Madam,</p> <p>This questionnaire provides you the chance to express your opinions on different subjects linked to the work conditions. There is no right or wrong answer.</p> <p>The questionnaire will be used to collect the data needed for a research study. Consequently, we request your assistance to be as open, fair, and honest as possible as.</p> <p>I guarantee you that no one will be identified from his or her responses and there are no requests for confidential information contained in the questionnaire. The results of the analysis will be strictly used for study purposes <i>only</i>.</p> <p>Thank you</p> <p>Researcher</p>	<p>سيدي/سيدتي</p> <p>إن هذا الاستبيان يتيح لك الفرصة للتعبير عن آرائكم حول مواضيع مختلفة مرتبطة بأجواء العمل. ليس هناك إجابة خاطئة أو صحيحة.</p> <p>سيتم استخدام هذا الاستبيان لجمع البيانات اللازمة للدراسة البحثية. وبالتالي، نطلب مساعدتكم في الإجابة على الأسئلة بكل وضوح وحريّة وصدق وأمانة قدر المستطاع.</p> <p>وإنا أضمن لكم بأن لن يتم التعريف إلى الأفراد من خلال الإجابات المقدمة ولن يكون هناك أية أسئلة سرية يتضمنها الاستبيان. سيتم استخدام نتائج لأغراض الدراسة فقط.</p> <p>مع الشكر</p> <p>الباحث</p>

PART ONE: GENERAL INFORMATION Please tick one box for each question:	الجزء الأول : معلومات عامة الرجاء وضع علامة لكل سؤال:	
Gender: Male () Female ()	الجنس: ذكر () أنثى ()	
Marital Status: Married () Unmarried ()	الحالة الاجتماعية: متزوج/متزوجة () غير متزوج/غير متزوجة ()	
Education: Less than high school () High school () College degree () Graduate degree () High Diploma () Masters or above ()	المرحلة التعليمية: أقل من الشهادة الثانوية () الشهادة الثانوية () خريج/خريجة كلية () متخرج/متخرجة () الدبلوم العالي () الماجستير أو أعلى ()	
Age: Less than 25 () 25 - 35 () 36 - 46 () 47 - 57 () 58 or above ()	العمر: أقل من 25 عاماً () 25 إلى 35 () 36 إلى 46 () 47 إلى 57 () 58 وأكثر ()	
No. of years worked in current organization: One year or less () 2 - 7 () 8 - 13 () 14 - 19 () 20 years or above ()	عدد السنوات التي قضيتها في منطمتك الحالية: سنة أو أقل () 2 إلى 7 () 8 إلى 13 () 14 إلى 19 () 20 سنة أو أكثر ()	
No. of years worked in the position or job: One year or less () 2 - 7 () 8 - 13 () 14 - 19 () 20 years or above ()	عدد سنوات الخدمة في نفس الوظيفة أو العمل: سنة أو أقل () 2 إلى 7 () 8 إلى 13 () 14 إلى 19 () 20 سنة أو أكثر ()	
Job Status: Junior () Senior () Team Leader () Manager ()	المستوى الوظيفي: مبتدئ () متقدم () قائد فريق () مدير ()	
Nationality: UAE National () Non UAE National ()	الجنسية: مواطني دولة الإمارات العربية المتحدة () غير مواطني دولة الإمارات العربية المتحدة ()	
Type or Nature of your Job: Administration / HR () Technical () Managing () Operations ()	نوع أو طبيعة العمل: وظيفة إدارية / الموارد البشرية () إدارة المشاريع () التقنية / الهندسة () العمليات / الإنتاج ()	

PART TWO: ORGANIZATION STRATEGY AND EMPLOYEE PRODUCTIVITY Please tick one box for each item:						الجزء الثاني : استراتيجية التنظيمية وإنتاجية الموظفين الرجاء وضع علامة لكل سؤال :					
Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبارة
Managers work with the mission to help both the employees and the firm succeed.											المندراء يعملون بهدف مساعدة كل من الموظفين والشركة على النجاح .
Apart from financial benefits, the firm also concentrates on reaping non – financial benefits.											بصرف النظر عن المنافع المالية، تركز الشركة أيضاً على كسب الفوائد غير المالية.
By promoting strategic thinking, the firm increases employee productivity.											تزيد الشركة من إنتاجية الموظفين من خلال تعزيز التفكير الاستراتيجي.
The mission of the firm is clear, and it gives an understanding of the firms' objectives.											إن مهمة الشركة واضحة، وهي تعطي فهماً لأهداف الشركات.
Before implementing strategies at firm level, the managers perform in – depth environmental scanning, which are used in strategy formulation											قبل تنفيذ الاستراتيجيات على مستوى الشركة، يقوم المندراء بأداء فحص بيئي متعمق لاستخدامه في صياغة الاستراتيجية.
The strategies implemented are constantly evaluated and controlled.											يتم تقييم الاستراتيجيات المنفذة ومراقبتها باستمرار.
There is enhanced communication, and deeper understanding, of the firm's goals.											يوجد تواصل فعالاً وفهماً متعمقاً لأهداف الشركة.

PART TWO: ORGANIZATION STRATEGY AND EMPLOYEE PRODUCTIVITY Please tick one box for each item:						الجزء الثاني : استراتيجية التنظيمية وإنتاجية الموظفين الرجاء وضع علامة لكل سؤال :					
Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبارة
I am recognized amongst my peers, and I am motivated by my superiors.											زملائي في العمل يعترفون بقدراتي ورؤسائي يشجعونني.
I am willing to invest more time to help my firm succeed.											أنا على استعداد لاستثمار المزيد من الوقت لمساعدة شركتي على النجاح.
Equal opportunities are offered, and employees are treated fairly.											يوجد تكافؤ للفرص ويتم معاملة الموظفين بعدالة ومساواة.
Adequate training and development opportunities are offered.											يتم تقديم فرص كافية للتطوير والتدريب
I have work life balance, and my firm promotes safety, and health.											أحقق التوازن بين الحياة والعمل، وشركتي تعزز السلامة والصحة.
I am satisfied with my job.											أنا راضٍ عن وظيفتي.
I clearly understand the goals, and objectives of my firm, so I can perform my work well.											أفهم بوضوح أهداف وأغراض شركتي بحيث يمكنني أن أؤدي عملي بكفاءة.
Managers concentrate upon knowledge sharing.											يركز المدراء على تبادل المعرفة.
The firm converts personal knowledge into organizational artifacts through external processes or means of communication like conversations, meetings, and email.											تقوم الشركة بتحويل المعرفة الشخصية إلى أعمال تنظيمية من خلال العمليات الخارجية أو وسائل الاتصال مثل المحادثات والاجتماعات والبريد الإلكتروني.

PART TWO: ORGANIZATION STRATEGY AND EMPLOYEE PRODUCTIVITY <i>Please tick one box for each item:</i>						الجزء الثاني : استراتيجيات التنظيمية وإنتاجية الموظفين الرجاء وضع علامة لكل سؤال :					
Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبارة
Organizational culture of the firm promotes sharing and creation of knowledge.											الثقافة التنظيمية للشركة تعزز مشاركة وخلق المعرفة.
I am aware of the firms business objectives											أنا على علم بأهداف الشركة.
I understand how and what my role in meeting the firms business objectives, and in attaining corporate goals.											أفهم دوري في تحقيق أهداف الشركة وتلبية أغراض الشركة وكيفية تحقيقها.
I understand how my team works in supporting the firms goals											أفهم كيفية عمل فرقي في دعم أهداف الشركة.
I trust the firm to have an efficient performance tracking system based on which my incentives are offered.											أنا واثق من امتلاك الشركة لنظام تتبع كفاءة الاداد تمنح الحوافز بناء عليه.
I am aware of my skills and capabilities, and I know I can perform my assigned work well.											أنا على علم بمهاراتي وقدراتي، وأعرف أنني أستطيع أن أؤدي العمل المكلف به بكفاءة
The firm is designed to create increased opportunities for the employees to excel in work and meet firms' goals.											الشركة مصممة لخلق المزيد من الفرص للموظفين للتميز في العمل وتحقيق أهداف الشركة.

PART TWO: ORGANIZATION STRATEGY AND EMPLOYEE PRODUCTIVITY Please tick one box for each item:						الجزء الثاني : استراتيجيات التنظيمية وإنتاجية الموظفين الرجاء وضع علامة لكل سؤال :					
Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبارة
A context for the personal rewards of employees is provided clearly by the rewards system											يتم تقديم إطاراً واضحاً للمكافآت الشخصية للموظفين من خلال نظام المكافآت.
I am highly involved in the workings of my team.											أنا مشارك فعال في أعمال فريقتي.
I feel that I am empowered by my team, and also at the individual level.											أشعر بأنني مخول من زملائي في الفريق، وأيضاً على المستوى الفردي.

Please tick one box for each question:		الرجاء وضع علامة لكل سؤال:	
What factor do you think has the most influence employee productivity:		ما هو أكبر عامل له تأثير على إنتاجية الموظفين في رأيك:	
Strategic alignment of firm	() ()	التوافق الاستراتيجي للشركة	
Employee engagement	() ()	إشراك الموظف	
Employees' knowledge of firm activities	() ()	معرفة الموظفين بأنشطة الشركة	
Vision alignment	() ()	موادمة الرؤية	
Employee motivation	() ()	تحفيز الموظفين	
Do you think a firms' success in the Abu-Dhabi oil and gas industry heavily depends on these five factors:		هل تعتقد أن نجاح الشركة في صناعة النفط والغاز في أبوظبي تعتمد اعتماداً كبيراً على هذه العوامل الخمسة:	
Yes	() ()	نعم	
No	() ()	لا	
Neither	() ()	لا هذا ولا ذاك	