


The impact of strategic human resource development on organizational growth



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ABSTRACT

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There is a major need to focus on all such aspects to avoid inconsistencies. It is even noticed that managing the workforce during the time of pandemic has become a real challenge for the organizations because it started to create a negative impact over the workers' productivity that eventually has begun to develop the adverse impact over the organizational growth. It is even claimed by that the high focus over the human asset developed is essential to focus to have the competent and retained workforce. The research tends to clarify the relationship between the Strategic Human Resource Development (SHRD) practices and organizational growth. However, the following research has been organized in the context of the Abu Dhabi National Oil Company (ADNOC). This research has specifically investigated determining the key SHRD practices that contribute to the organizational growth and explained how SHRD helps establishments to maximize the organizational growth of ADNOC by embracing organizational learning. The overall study has an approach to focus more on the challenges areas of organizational development within ADNOC company. The outcomes were evaluated effectively to understand the issues and factors faced by the employees who were responsible for reducing the productivity of the company toward organizational growth by focusing over the organizational development.

Contribution/ Originality: The research paper focused on issues faced by employees regarding impact of strategic human resource development on organizational growth. Though To explain do SHRD help organization to maximize organizational growth of ADNOC by embracing organizational learning It is suggested to continually focus on the organizational communication. It open doors to success and allow firms to manage all the aspects in a sound and secure manner. A good focus over communication always resulted into better organizational growth.

1. INTRODUCTION

Strategic Human Resource Development (SHRD) is a systematic process to develop the skills and competencies of people by the talent development, leadership development, employee development performance development and focus over the training and development process that ensures organizations to sustain competent and retained workforce (Dirani et al., 2020). SHRD practices play a pivotal role to deliver a sound and adequate support to the organizations. Therefore, the organization must need to focus on good SHRD practices to ensure the best efforts towards managing the workforce by enhancing their skills and competencies. However, studies did not effectively explore SHRD practices more extensively, indicating a better relationship with organizational learning. There is a lack of complete conception has been noticed that examined the entire SHRD relationship and its prior consequences.

It is stated by that during the pandemic period, the amounts of stress, anxiety and depression among the workforce has increased. It did not create the excellent impact over the organizational growth and success.

1.1. Problem Statement

SHRD concept has been explored by several authors recently. As stated by Rigby and Ryan (2018) that to get engaged with the SHRD practices on the ontological aspects needs a hermeneutical understanding. Also, Jiang and Messersmith (2018) argued that SHRD practices is all about dealing with the related assumptions of human conditions and its prior impact on it. Almost in the same parameters the studies to some aspects have addressed the organizational learning and developmental goals in literature. This research has examined how the organizational learning enable the workforce to attain the performance results that allow individually to meet the goals in a predetermined manner. Moreover, the prospect of organizational learning as the acquisition and development of new knowledge or skill in response to external and internal stimuli leads to a permanent change in the workers collective behavior. This eventually improves the organizational growth and enhance the business outcomes and performance. Additionally, there has been a constant need to develop a holistic approach in a manner where SHRD practice are related to the organization growth. However, studies did not effectively explore SHRD practices more extensively, indicating a better relationship with organizational learning. There is a lack of complete conception has been noticed that examined the entire SHRD relationship and its prior consequences.

1.2. Objective of Study

Research tends to clarify the relationship between the SHRD practices and organizational growth by keeping intended focus over the organizational growth and development. there has been a constant need to develop a holistic approach in a manner where SHRD practice are related to the organization growth. However, there is a lack of complete conception has been noticed that examined the entire SHRD relationship and its prior consequences.

This study is conducted in an ethical and fair manner. The survey was conducted to collect the information required for this study. The research study includes how the survey is included to conclude the paper. The overall study has an approach to focus on the challenges and other areas of organizational development within ADNOC. The outcomes were evaluated effectively to understand the issues and factors faced by the employees who were responsible for reducing the productivity of the company and SHRD practices and organizational growth.

1.2.1. Research Objective

- To determine the key SHRD practices contribute organizational growth of ADNOC.
- To explain do SHRD help organization to maximize organizational growth of ADNOC by embracing organizational learning.
- To identify the relationship between SHRD and organization growth?

1.2.2. Research Question

- Q1 What are the key SHRD practices contribute organizational growth of ADNOC?
- Q2 Do SHRD help organizations to maximize organizational growth of ADNOC by embracing organizational learning?
- Q3 What is the relationship between SHRD and organization growth?

1.3. Hypothesis

HRD professionals are constantly working to develop an approach that helps the organization focus on the strategic business goals. The focus of SHRD allows firms to focus on the organizational learning and the key factor such as training, positive culture ensure better effectiveness on organizational growth (Dirani et al., 2020). It is

even argued by Triatmanto, Wahyuni, and Respati (2019) that the SHRD focuses on constant human capital development. It assures good access over managing the business goals and objectives with proper human asset alignment. It leads into the better organizational growth and development if the aspects are effectively organized and communicates. Based on these findings extracted from literature the hypothesis for the following research is initiated as follows:

H₀: The impact of the SHRD on organizational growth is negative at ADNOC.

H₁: The impact of the SHRD on organizational growth is positive at ADNOC.

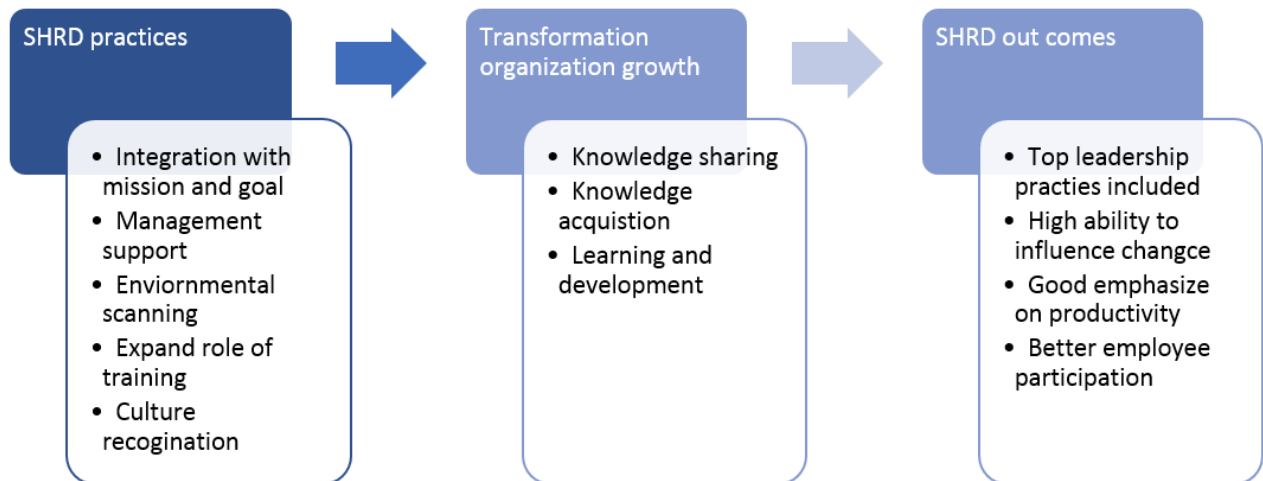


Figure 1. Research model.

Figure 1 present research model.

1.4. Research Model

Based on the above research model the identification of research dependent and independent variables is done as follows:

- The dependent variable of the study is "SHRD".
- The independent variable of the study is "Organizational Growth".

2. LITERATURE REVIEW

2.1. Information on the Learning and Development

As indicated by Dirani et al. (2020) in the context of an organizational learning culture, the roles of strategic aspects always ensure the importance and critical nature of the organization as well as productive workforce to accomplish the business goals in a sound and sustained manner to achieve better organizational effectiveness. This ultimately led into better organizational growth and development. The organization needs to focus on the SHRD practices to ensure better learning and development practices. SHRD based learning and development offer well organized, planned, and integrated organizational approach that helps in accomplishing positive organization growth and development aspects. It is even stated by Rigby and Ryan (2018) Employees are very comfortable in working with people of different background. The employees are comfortable with the diversified background. It will help people in having prospective learning and development. It is determined that the employees are comfortable with working with people of different background and due to this reason, it will help employees in enhancing their knowledge and learning new things. Learning and development should be considered as an integral element for the organization. It allows businesses to manage all the aspects in a sound and sustained manner to ensure better organizational growth and development.

Leadership skills are essential to the growth and career development of ADNOC employees. ADNOC must work on employee retention through implementing good leadership skills to motivate employees and keep them focused on desired goals. Leadership skills can be implemented within ADNOC to help them grow and bring out their uniqueness. There is an organizational improvement toward desired career development goals. Applying leadership styles is important for ADNOC to retain and attract more employees who are specifically trained for the job. In addition, the organization has achieved high standards in the implementation of career development leadership skills.

2.2. Previous Studies Analysis

Many scholars are debating that SHRD plays a bigger role that lies beyond the aspects of training. It should have to be strategically linked to the business planning. SHRD allows organization to implement business strategies that foster organizational learning and growth (Al Armoti, Abdullah, & Noor, 2022). However, the findings have revealed that SHRD has been practiced regularly and the inconsistent understanding of roles it has contributed to HRD field that is disparity in nature.

It is argued by Boon, Den Hartog, and Lepak (2019) that SHRD is an essential component in the traditional organizational transformation to the prior organizational development. Additionally, SHRD practices valued the management component by contributing to the prior organizational learning and development. It is the reason that SHRD practices are essential for the organizational learning. It will eventually lead into the more desired outcomes of the organization.

It is stated by Cooke (2018) that good workplace flexibility become a benefit when organizational learning is effectively handled by the SHRD practices. Such practices enable organization to integrate vision and practices good aspects to manage the organizational growth and development. SHRD practices to improve the organizational performance.

ADNOC has been operating for more than 30 years and wants the development in the hydrocarbon value chain. The higher levels of the organization are adhering to the different rules and regulations, which also helps to provide the effective jobs in the company (Adnoc.ae, 2022a).

Role of HR planning helps to ensure employee competency and business sustainability in any organization. It helps to maintain the firm position of the employees within the organization by providing appropriate facilities to them. HR also plays a major role in the development of the competition within the employees and sustains their position in the company the role of the HR in the company also analyses the problems related to the HR practices and the ways they have evolved over the years. The HR policies are such that they have provided the training session to the internal employees. They also had the policies of the adhering to the important activities such as career development sessions and the appraisal on different grounds (Adnoc.ae, 2022b).

The role of the top-level managers of the company are to understand the effectiveness of the HR in managing the employee competency and the business sustainability. They are also likely to understand the interstate of the employees, which may help to make evident changes in the company (Rios et al., 2021). ADNOC has focused on identifying the changes on existing leadership style that can be undertaken to manage the employees.

2.3. Industry Analysis

The company also adheres to the different innovative ideas that contribute to the growth of the nation (Adnoc.ae, 2022c). It is noticed that they have approved the maintenance of the natural gas over the last few years and have also invested for the Abu Dhabi National Oil Co.

They avail the different activities in the company that may lead in the development of the employee competency as well as the business sustainability. They are self-sufficient and they have proactive step in the potentials supply of the shortage of the low-cost production. Table 1 presents risk analysis.

Table 1. Risk analysis.

Risk	Impact	Control	Residual
Undergoing the different technical development in the company	The new trends in the company affect the overall development in the company. It is also necessary for the company to form new training programs that help to make the skills of the employees.	The employees are supposed to grab the different market opportunities that may affect the development of the competitive advancement. The employees focus on how the competitive advantages can be undertaken to proceed the research study.	Moderate
Analysis of the increasing competition and leadership.	They reduce the competitive advantage of the company by reducing the overall development in the market.	The company can control the improvement in the quality of the employees and maintain the goodwill of the company.	Moderate

Table 2. Porter's five forces.

Elements	Factors	Threat
Threat of new entry	Competition investment is intensive. The process of exploring and the reigning of the products are well developed.	High
Competitive rivalry	Excessive rival in the company. Develops at a slow pace.	High
Threat of substitution	Huge capital required. Increase in the new trends in the market.	Low
Supplier's bargaining power	Different alternate sources in the company that increases in global energy.	Low
Buyer's bargaining power	Nature of the industry. Buyers are mainly interested in the determination of the oil and quality of the products.	High

Table 2 presents Porter's five forces.

Training has proved to be very effective for organizational development, as it can understand the skills and the interstate of the company. The company has bought out safer operations related to the training sessions of the employees (Iassc.org, 2021). It has bought out the transformation within the company and established the international accredited institute for learn cultural transformation. It has also been providing the required training and the continuity of the internal skills and the capabilities of the employees.

The way the organization has adjusted with the time and the different resources can have improved the productivity of the company. It has paved the way for improved employee satisfaction and ongoing employee development (Etemadinia & Tavakolan, 2021). This way the employee efficiency is also developed thereby giving the ADNOC company to have more business sustainability.

Staff motivation is very important as it helps in the inverse in the productivity of the company. It helps them to engage in their work more efficiently. In the ADNOC company, it is seen that the employees are rewarded in different situations where they have developed in their performance (Herawati, Tan, Lubis, & Hidayat, 2021).

In the ADNOC, it can be seen that they are also benefiting from the training programs and they tend to have market growth and enhance the organizational performance (Rios et al., 2021).

Figure 2 present development program process.

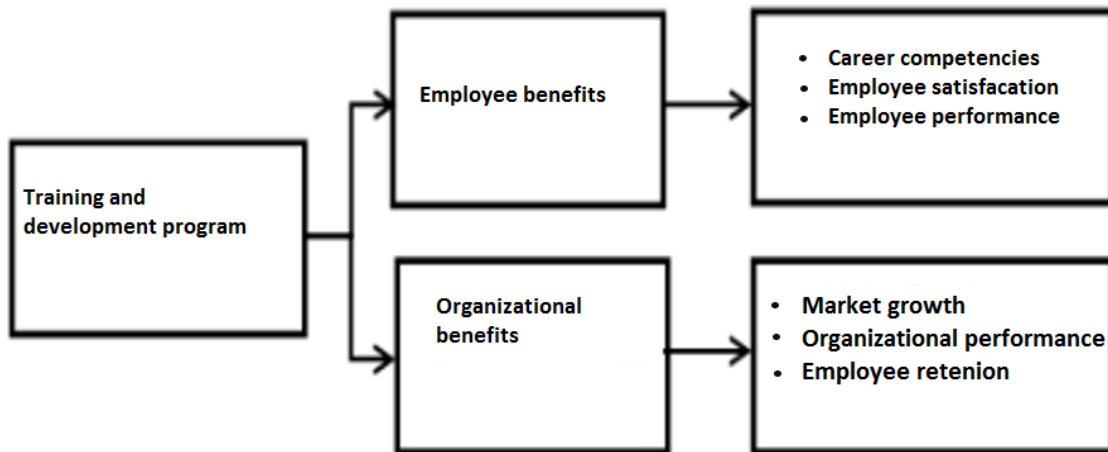


Figure 2. Development program process.

Source: Rios et al. (2021).

Employee motivation can be explained as the amount of creativity, energy, and commitment an employee brings to their job. Employee motivation and promotional strategies are important factors that can have a significant impact on organizational performance and retention (Agila & Arumugam, 2018).

ADNOC focuses on identifying employee improvement and issues related to employee demotivation. It is important to understand employee sustainability and retention within the organization. Employees can realize their ambitions, work experiences, careers and more through the promotional strategies implemented by companies. It can be concluded that the motivation of the employees of the gas processing company ADNOC would increase the productivity of the company. In any case, if the company did not take care of its employees, it would have serious problems with the reputation of ADNOC.

Human resource activities can be used to identify the management and recruitment of employees in the organization. ADNOC works with various staff and stakeholders in the department. ADNOC's Human Resources department focused on job design analysis and recruitment of the entire workforce. ADNOC consists of technical, administrative, and multinational office staff. Therefore, Human Resources (HR) is a critical, fast growing, and crucial department at ADNOC. The main problem is employee retention. Organizational strategies include a large number of training programs for ADNOC UAE candidates and internal staff (Adnoc.ae, 2022d). Some of the important areas of organizational human resources are career development, work planning, performance appraisal, work measurement, work design, and appropriate development and training (Kundu, Mor, Bansal, & Kumar, 2019). There are separate HR departments that work close to the HR department for employee career and skill development. ADNOC's training system is highly organized and up-to-date to ensure organizational success (Kundu et al., 2019). To achieve success, he set up a group national recruitment program to bring UAE nationalists into the company.

ADNOC Director sees that the personnel policy is properly implemented regarding the recruitment of personnel for the organization. Additionally, it is important to determine how sustainability within the workforce can help you succeed in the marketplace. The director of ADNOC also ensures that employee accommodation is provided to its employees and that services such as cost control coordination, public relations, records management, and medical expenses are adequately provided to each employee. That is why the director, together with the human resources department, ensures that every employee receives all the facilities so that staff turnover decreases every year. Thus, there is a reduction in the global market share due to the new exploration potential of other countries.

Implementation of promotional strategies is important for accomplishing long-term success for ADNOC. The benefits of the service or products are put across to the customers using proper promotional strategies. the promotional strategies of the company are to motivate workers are not sufficient. Moreover

The evolution of thinking process in employees can help the organization reach desired goals on time. the learning techniques used by ADNOC help in bring out new ideas and increase creative evolution of thinking process in employees. Most of the employees learning techniques were up to date and greatly implemented to bring about sustainable success the learning techniques used to maximize thinking process in ADNOC.

3. METHODOLOGY

3.1. Learning and Development Methods/Techniques Being Used to Achieve its Overall

The following research has adopted a deductive research approach whereas survey-based strategy was used to gather the research data. In addition to this, the data collection was done from both the primary and secondary sources to ensure the better command over data collection. In the context of primary mode questionnaire was used to collect the data, and from literature review analysis and contextual background support to the research secondary sources from scholarly journal articles was accessed. In addition to this, the population of the study represent the ADNOC Company and a sample size of 148 workers from ADNOC Company were selected randomly as research respondents.

3.2. Statistical Analysis Method

To complete the research analysis section, regression analysis was applied on Statistical Package for Social Sciences (SPSS) software to obtain the main findings of the research. Based on the significance level by regression, the analysis was done to explain the relationship between SHRD and organizational growth at ADNOC Company. Along with this, the respondent data was also presented in the form of graphical analysis.

In this study, primary data analysis is chosen. Quantitative data collection method has been chosen to perform a survey reading employee satisfaction. This survey was conducted within 30 weekdays of the company. Additionally, the data gathered was by quantitative collecting and analysis process. In this paper, the survey and research are properly conducted to mitigate the problem and issues of the study. The quantitative data collection method is helpful to collect the survey answers from the ADNOC employees. Response from the employees is helpful to research on identifying the internal issues within the organization and the ways to determine the strategies to resolve it. The questions of the survey inquired the employees about The Impact of Strategic Human Resource Development on Organizational Growth, this type of data collection is reliable as it is directly collected from an authentic source. This method also helps to research to obtain trustworthy and accurate results.

Table 3. Model summary (Coefficient of determination).

Model	R	R square	Adjusted r square	Standard error	Change statistics			
					R square change	F change	DF 1	DF2
1	0.249	0.064	0.045	0.51677	0.064	3.7	3	145

Source: Predictor constant; Organizational growth.

4. DATA ANALYSIS AND FINDINGS

4.1. Data Analysis

4.1.1. Model Summary

From the Table 3 it is noticed that the value of R square is 0.64, which is approximately equal to the 65%, the value of F is 3.7, which is greater than 3.5. However, it clearly assures that there is a significant relationship exists between intra-department communication and organizational change. It is noted that having a strong level of communication inside the department will help people of the firm in adopting the change. Therefore, there is a significant level of influence is existed between SHRD practices and organizational growth.

Table 4. ANNOVA test.

Model		Sum of squares	DF	Mean square	F	Sig
1	Regression	2.7	2	0.77	3.61	0.025
	Residual	387.888	146	0.367		
	Total	390.588				

Source: Dependent variable SHRD, predictor constant; Organizational growth.

4.1.2. Annova

From the Table 4 of the Annova, it has been interpreted that the value of F is greater than 3.5 and the level of significance is less than 0.05 which assures that there is a significant relationship exist between interdepartmental communication and organizational change. It is noticed that having a strong dimension of communication inside the office will help individuals of the firm in adjusting the change. Subsequently, there is a noteworthy dimension of impact exist between the SHRD and organizational growth.

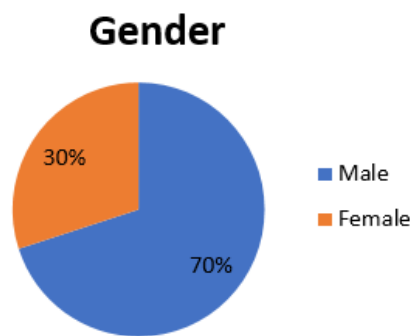


Figure 3. Gender distribution.

4.2. Findings

From the above given Figure 3 it is indicating that around 30% of the respondent are female and around 70% of the respondents are male.

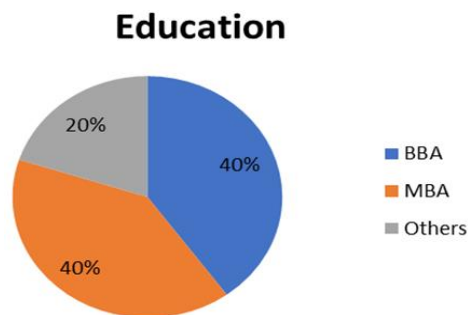


Figure 4. Education distribution.

From the above given Figure 4 it is indicating that around 40% of the respondent are MBAs and around 40% of the respondents are BBAs and around 20% belongs to others.

Figure 5 illustrate the Top management support distribution in the company.

Q1: The top management support gives workers courage, determination, encouragement, and support.

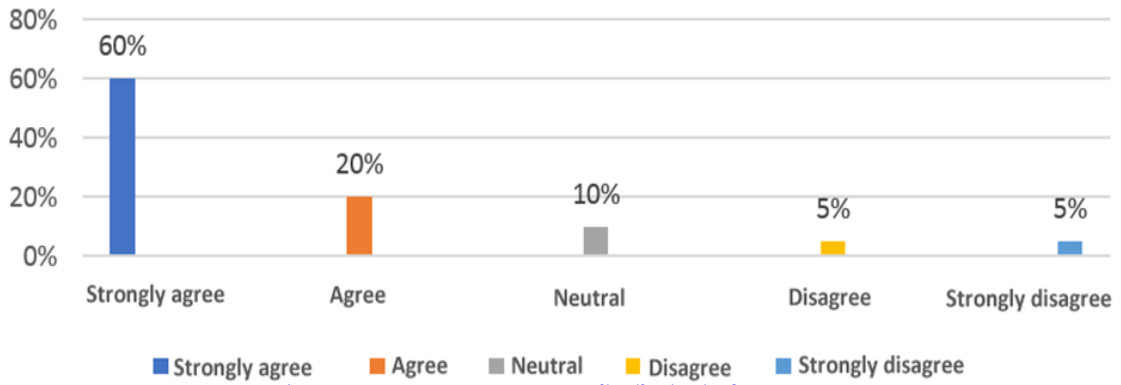


Figure 5. Top management support distribution in the company.

4.3. The Top Management Support Gives Workers Courage, Determination, Encouragement and Support

The above graph has indicated that 60% marked strongly agree, 20% marked agree, 10% marked neutral, 5% marked disagree and 5% marked strongly disagree to the statement that top management support gives workers courage, determination, encouragement, and support.

Figure 6 illustrates the Good strategic leadership practices distribution in the company.

Q2: The good strategic leadership practices open doors for success for ADNOC company.

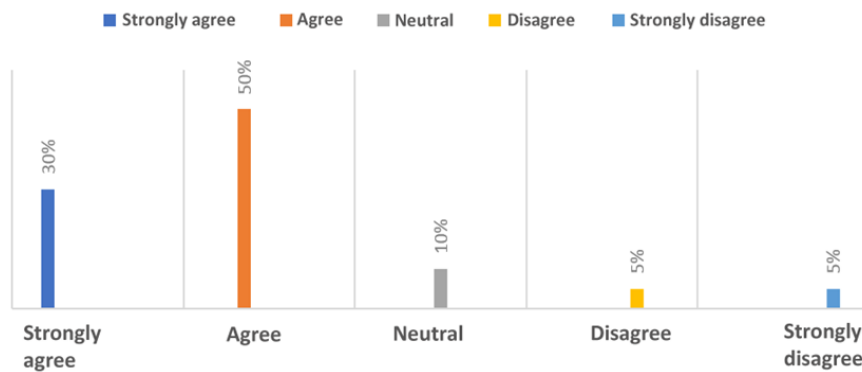


Figure 6. Good strategic leadership practices distribution in the company.

4.4. The Good Strategic Leadership Practices Open Doors for Success for ADNOC Company

When it is asked that the good strategic leadership practices open doors for success for ADNOC Company then 30% marked strongly agree, 50% marked agree, 10% marked neutral, 5% marked disagree and 5% marked strongly disagree to the statement.

Q3: Leaders focus on the change prospect with full support and motivation.

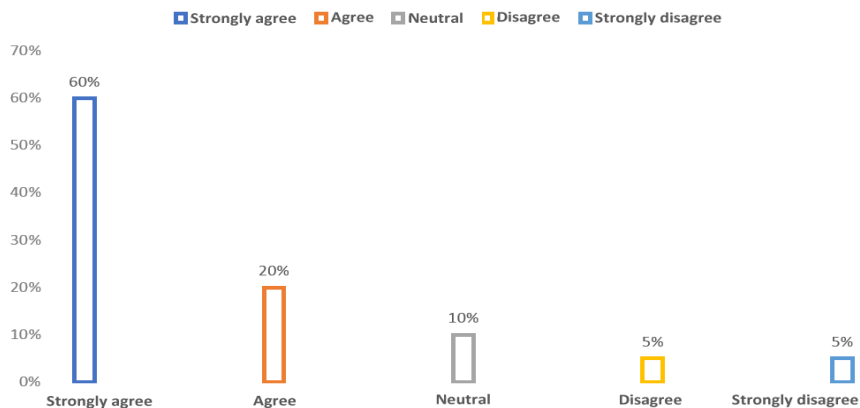


Figure 7. Leaders focus on the change prospect

Figure 7 Illustrates the Leaders focus on the change prospect

4.5. Leaders Focus on the Change Prospect with Full Support and Motivation

The above graph has indicated that 60% marked strongly agree, 20% marked agree, 10% marked neutral, 5% marked disagree and 5% marked strongly disagree to the statement that Leaders focus on the change prospect with full support and motivation.

Figure 8 illustrates the Training consequences in the company.

Q4: Training consequences leads into the better organizational growth.

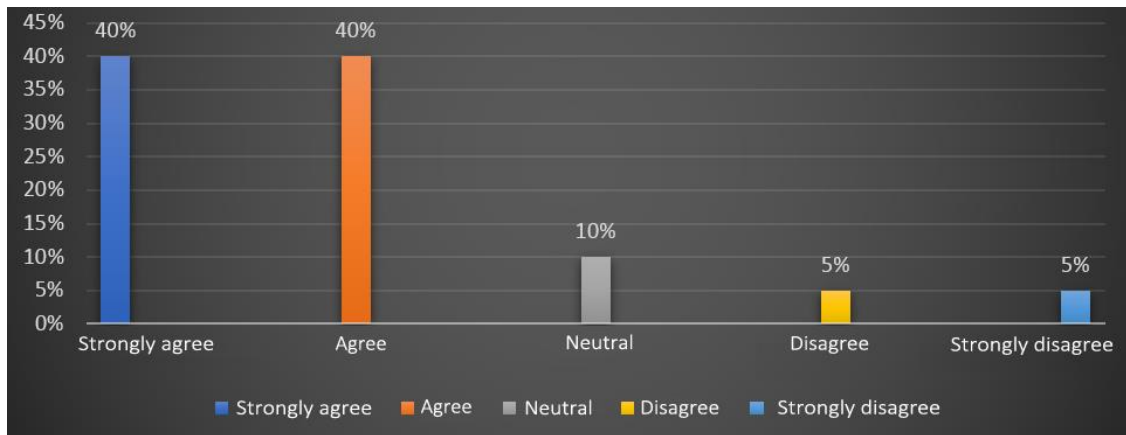


Figure 8. Training consequences in the company.

4.6. Training Consequences Leads into the Better Organizational Growth

For this statement training consequences leads into the better organizational growth 40% marked strongly agree, 40% marked agree, 10% marked neutral, 5% marked disagree and 5% marked strongly disagree to the statement.

Figure 9 illustrates Inclusion practices initiated in the company.

Q5: Diversity and inclusion practices initiated in the context of HRD leads to organizational growth.

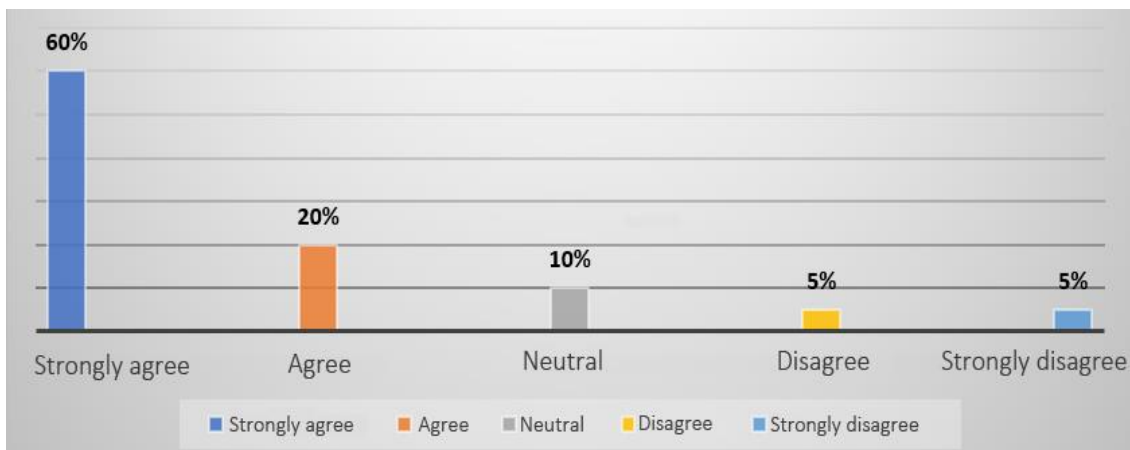


Figure 9. Inclusion practices initiated in the company.

4.7. Diversity and Inclusion Practices Initiated in the Context of HRD Leads to Organizational Growth

The analysis above demonstrated that 60% marked strongly agree, 20% marked agree, 10% marked neutral, 5% marked disagree and 5% marked strongly disagree to the statement that diversity and inclusion practices initiated in the context of HRD leads to organizational growth.

Q6: Change management is very important for keeping workforce competent eventually leads into organizational growth.

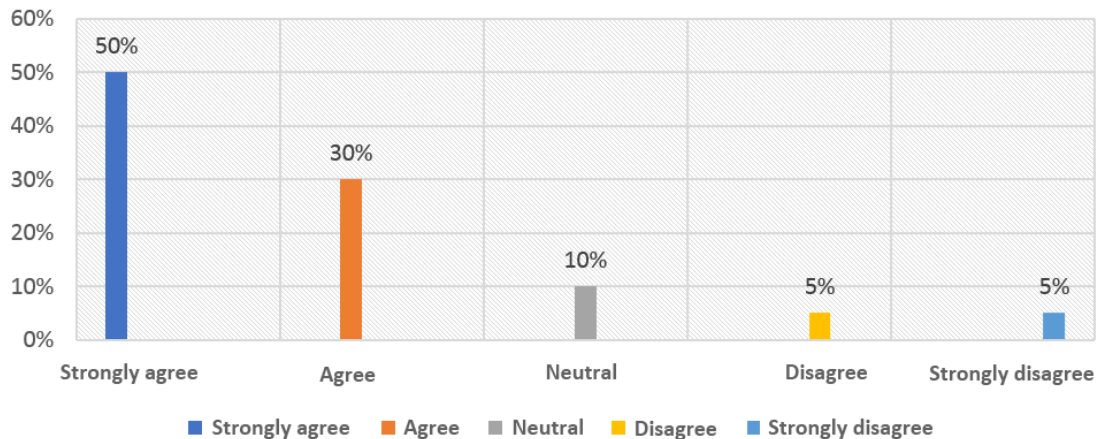


Figure 10. Change management and growth in the company.

Figure 10 illustrates the Change management and Growth in the company.

4.8. Change Management is Very Important for Keeping Workforce Competent that Eventually Leads into Organizational Growth

Above graph stated that 50% marked strongly agree, 30% marked agree, 10% marked neutral, 5% marked disagree and 5% marked strongly disagree to the statement Change management is very important for keeping workforce competent that eventually leads into organizational growth.

4.9. Overall Finding

As organizational research has found, many employees seem satisfied with the way the company operates and uses promotional strategies to motivate employees. Safety issues sometimes arise, but ADNOC tries to put in place various safety measures so that employees do not have major problems at work. The influence of advertising strategies on employee motivation within the organization is high. Job satisfaction and a good environment motivate employees to work harder (Agila & Arumugam, 2018). It also has the largest oil reserve in the world, operating across the entire hydrocarbon value chain with a network of "fully integrated companies". It appears from the discussions that the success of the company depends on the analysis and evaluation of job satisfaction and employee motivation. Most employees had problems with learning techniques and adapting the workload in the organization.

Within ADNOC, the real issues related to employee motivation and retention are identified. It is important to include economic participation and suggestion and identify problems and suggestions to solve problems. The company's interests range from production, storage, exploration, and distribution to the construction of a wide range of "petrochemicals". Promotions and regular reviews are conducted to evaluate and retain employees worthy of ADNOC.

5. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

The findings of research concluded that organization that forms initiative to learn and develop SHRD practices offer sound opportunities to business to manage better organizational goals and objectives. Other side SHRD practices can better integrate the organization mission, goals, good leadership practices, sound focus on change, ability to influence better organizational culture and cohesive work participation. All these practices ensure better

organizational growth. However, the sound focusses overall such practices enable ADNOC to perform more adequately to accomplish business goals and objectives that eventually resulted into good organizational growth. In addition to this, the good focus over the SHRD practice will encourage workers to create innovative working environment, encourage new process to solve problem and valued new ideas. Such practices will result into the better employee satisfaction and good customer retention practices that eventually foster the good organizational growth at ADNOC.

The employees are satisfied with their job profile. And that improvement is needed. The satisfaction rate is perfect to analyze the employee's positions and the factors to motivate the employees within the organization. Hence, a few recommendations can help the organization reach heights. It can be evaluated that the employees need to be self-motivated to be engaged in the job roles. Satisfaction is considered as developing the people engagement to get motivation in career development. In ADNOC, the employees are losing self-motivation to being satisfied with their job profiles.

5.2. Recommendations

ADNOC should have to reflect on the recent deficiencies and try to bring new strategic initiatives so that the development of the organization could be enhanced. To incorporate the good SHRD practices following aspects are recommended to the ADNOC to implement to improve organizational effectiveness and accomplish high level organizational growth.

- It is suggested to continually focus on the organizational communication. Its open doors to success and allow firms to manage all the aspects in a sound and secure manner. A good focus over communication always resulted into better organizational growth
- It is also recommended to develop an effective program for training and determine the gap is workers performance through need assessment analysis to ensure better organizational growth and development.
- It is suggested to the ADNOC group to offer the regular feedback to the workers. Communicating each worker with the prior feedback is useful to deal with the lacking points and encourage workers to set their mistakes and contribute more effectively at the firm to ensure better organizational growth.
- It is also recommended to the ADNOC management to ensure better SHRD practices they must articulate a positive organizational culture to manage the good focus over sustaining the effective working practices.
- It is additionally suggested to ADNOC management that keeping the current aspects of Covid-19 in focus the company must integrate the better focus technology integration to support the work from home practices. This aspect is very important to keep under consideration because during the pandemic period, the amount of stress has been increased which is not creating a good impact over the organizational growth and success.

Developing the thought process of employees can help the organization achieve desired goals in a timely manner. the learning techniques used by ADNOC help generate new ideas and encourage the creative development of the thinking process among employees. Most employees indicated that the learning techniques were up-to-date and fully implemented to achieve lasting success in the oil and gas industry. the learning techniques used to maximize the thinking process in ADNOC are average. It should be noted that no one said "bad".

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Authors' Contributions: All authors contributed equally to the conception and design of the study.

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