

Factors That Influence the Institutional Excellence in the Government Sector in the Emirate of Abu Dhabi

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Abstract—This study investigates the factors that significantly affect The Institutional Excellence in Government Sector in the Emirate of Abu Dhabi. The importance of this study is that the subject of institutional excellence is one of the most important and contemporary topics in the life cycle of institutions, for its effective role in improving and developing its outputs and excellence in the service of its customers. The objective of this study is to recognize the impact of the Human Capital and the Talent Management on achieving the Institutional Excellence for institutions in the government sector of the Emirate of Abu Dhabi. The study used the descriptive analytical approach for analyzing such studies to describe and evaluate the relationship between variables. Random sampling method was adopted for the purpose of drawing the sample; the total sample was 455 employees from all the institutions. This study used the Likert scale of five-points, an electronic questionnaire was constructed for gathering the required data, and for analyzing data collected SPSS software was used.

Keywords—Human Capital (HC), Institutional Excellence (IE), Talent Management (TM), Abu Dhabi Government (ADG).

I. RESEARCH BACKGROUND

Institutional Excellence is an integrated system for assessing results of an organization's business in interaction with elements of inner situation (weakness and strength), and outside one (chances and fears) (Abdul Wahab, 2016). Organizations realize that unless they meet the needs and desires they will not achieve the high profile they aspire by managing their core processes: developing new products, attracting customers, reducing costs and meeting needs, the organization will not be able to achieve its objectives of satisfying all partners (Kotler & Keller, 2015). The meaning of institutional excellence stems from many books, studies and researches, this diversity reflects the importance concept, which made modern administrative approaches focus their efforts to identify concepts of institutional excellence.

Since the beginning of 1960s the term Human Capital are using, this confirmed by Schultz writings in 1961 and Becker's writings in 1964 and there are some researchers who re-start the human capital to Adam Smith in 18th century, this term used in business organizations as a way to attract and draw attention to contribution of work to the performance of organizations (Rahimh, 2015). Armstrong (2017) Human Capital is the key element in the institutions, it represents all the vital elements of intelligence, skills and experience that provides the institution with a distinctive aspect, the human resource is the one who leads the institutions through

education, creativity and innovation, which contributes to the institutions to compete and stay long periods.

In most countries of the world, modern organizations adopted management concepts and practices through a series of administrative reforms within these organizations and among their members, with the aim of improving their overall performance. These practices consider human talent available to them as an asset of the Organization and human capital a high value that cannot be replaced and progress independently (Vnoučková & Urbancová, 2015). Talent Management is organization's strategy related to process of identifying the vacant position, attraction, recruitment, retention, it is the systematic developing the skills and expertise of the person to match the position and retaining him to achieve long-term business objectives (Awadhi, 2018).

II. THEORETICAL FRAMEWORK

The current study examines the relationship between Human Capital and Institutional Excellence in the Emirate of Abu Dhabi and the moderating role of Talent Management between the dependent and independent variables. The environment of workers today is constantly changing because of the large competition to try to stay in the confrontation; institutions seek in various ways to remain in the circle of competition, and therefore increased attention to human capital as one of the most important sources of excellence and reach the top (Manzini & Kufa, 2016). The concept of business excellence came at the end of a long journey searching for sustainable success that began in America before the Second World War and moved to Japan. After the outstanding success, Japan in top ranks of industrially developed countries at the end of 1980s, Deming moved to America and began to deploy the genetics of TQM (Al-Abdeen, 2016). Al Nakhala (2013) the idea of human talent management is one of the new headlines in the field of human resource management the role of talent management is not limited to the development, training and qualification of succession and leadership, but it is a broad principle to recruit, develop and train talent and retain them in the institution to serve in the coming days as it may include modifying the strategic and behavioral view and even the culture of the institution.

III. METHODOLOGY

A number of 30 employees were selected in this study to participate filling the form from the Emirate of Abu Dhabi

government sector of specific institutions as: Department of Urban Planning and Municipalities, Department of Education and Knowledge, Department of Economic Development, Statistics Center Abu Dhabi, Media Zone Authority and Higher Corporation for Specialized Economic Zones. Data collected by online (www.drive.google.com). The questionnaire comprises two parts; first one Personal Data, the second research areas which includes three key constructs that have implication of achieving the Institutional Excellence.

Instrument’s Reliability

The purpose of conducting the pilot test is to ensure the reliability of measuring the instruments of measurement before conducting the main study. Gay and Airasian (2012) documented that reliability consists of continuously measuring the test, regardless of what is being measured. In addition, the Cronbach Alpha measures the basic reliability of the internal consistency of data collected by a questionnaire of a pilot study (Cronbach, 1984). The value of the Cronbach alpha can be increased in the average correlation or if the elements that will be tested have correlations with each other, in this case the alpha value will be increased (Jain & Angural, 2017 & Tavakol & Dennick, 2011).

Table 1: Scale Reliability Alpha – Pilot Test of Model’s Questionnaire (N=30)

Variable	Alpha (α)	N. of Items
Knowledge	.723	6
Skills and abilities	.750	6
Experiences	.770	3
Innovation and Creativity	.830	6
Leadership	.966	5
Policy and Strategy	.936	4
Individuals	.953	5
partnership and resource	.957	5
Attraction strategy	.941	5
Talent development strategy	.967	5
Retention talent strategy	.963	5
Succession strategy	.954	5

IV. SUMMARY

This research highlights the development as well as testing of a structural model, for achieving Institutional Excellence in the government sector of the emirate of Abu Dhabi. The model that this study had devised is grounded on the model of technology acceptance in addition to the applicable constructs

obtained from the information systems as well as the studies on achieving Institutional Excellence.

This carries out the formulation of a theoretical framework that illustrates the intent of achieving institutional excellence in the government sector of the emirate of Abu Dhabi. This leads to the formulation of a framework that demonstrates the intention of government institutions in the Emirate of Abu Dhabi to hire qualified human capital to achieve institutional excellence.

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