



Mahdi Ayach

Goran Bajo

Human Capital impact on organizational performance - A Study on how the Balanced Scorecard Contributes Towards A More Balanced Organizational Performance

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Supervisor - Agneta Sundström

Examiner - Jens Eklinder Frick

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Mahdi Ayach



Goran Bajo

Abstract

Title: Human Capital impact on organizational performance - A Study on how Human Capital Contributes Towards A More Balanced Organizational Performance.

Level: Master's Degree in Business Administration

Authors: Mahdi Ayach & Goran Bajo

Supervisor: Agneta Sundström

Examiner: Jens Eklinder Frick

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Aim

To study the factors that the organizations consider while measuring their performance in order to understand the reasons that forces the organizations to decrease or limit their focus on the human capital of the learning & growth.

Methods

An inductive research approach, qualitative research strategy with narrative inquiry semi structured interview. Ten interviews divided in Sweden, Switzerland, Lebanon and the UAE. Interviews conducted through face-to-face and Botim video calls.

Results and conclusion

Two groups formed where one represented the private sector and the other one represented the public sector. Human capital was considered as an investment but costly for the organization to do the investment themselves. The perspective of the balanced scorecard lays on the business of the organization.

Contribution of the thesis

This research paper contributed towards an in-depth understand of the factors that determines the organizational performance and what tools could help in measuring the performance of an organization. Moreover, a model was developed in order to explain how the human capital can contribute towards a better organizational performance by considering the five approaches.

Limitations

The balanced scorecard (BSC) uses four perspectives to measure the performance of an organization. In this study, the main focus will be on one of the four perspectives of the balanced scorecard (BSC) which is the learning & growth perspective. Furthermore, this study does not take any cultural factors under consideration.

Keywords

Organizational performance, Balanced Scorecard (BSC), learning & growth perspective, human capital, training, education, skills, intelligence, health.

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1.Introduction

In this chapter, the background of the research topic is presented as well as the problematization with the purpose and aim of this study. In order to narrow it down and keep the focus on the main topic, two research questions have been used as a guideline.

1.1 Background

Every organization strives to keep on improving and developing to reach sustainable improvements to reach the best results at the end of each year. Organizational performance is usually referred to the process of comparison of the company's achievements to its desired results and objectives (Singh, Burgess, Heap, Almatrooshi & Farouk, 2016). Zheng, Wang, Liu & Mingers (2019) explained that there are different types and tools to measure the performance of an organization. In this paper, the performance measurement is being defined as the measurement that the organizations use in order to understand the lack of improvement of its financial, customer, business process and learning & growth perspectives by using the balanced scorecard (BSC) (Messeghem, Bakkali, Sammut & Swalhi, 2018).

The performance measurement is one of the main internal activities in organizations since it provides it with the real added value of its activities by getting the needed feedback for the decision-making process in organizations (Gawankar, Kamble & Raut, 2015). Kaplan (2009) said, what cannot be measured, cannot be improved, therefore developing an effective performance measurement system is necessary to enable organizations to be competitive and have sustainability in its businesses.

Most organization's performance measurements are being built and based on financial targets and indicators which can lead to overlooking on other intangible assets of organizations that can provide long term strategic advantages (Dobrovič, Urbański, Gallo, Benková & Čabinová 2018). Many studies have emphasized that firms using performance measures based on financial assets are short term focused firms and will be deprived of advantages which non-financial indicators can add to their activities like, performance sustainability. (Elkanayati & Shamah, 2019).

Crabtree & DeBusk (2008) explained the difference between the financial and non-financial measures is that the financial ones are aimed to measure the tangible assets of organizational performance such as numerical achievements progress through sales or any other way. While the non-financial measure aims to measure the intangible assets of the organization. Jelenic (2011) stated that one of the main intangible assets of organizations is their employee abilities and capabilities since it presents the core competencies that organizations apply to implement their strategies and future objectives. In order to overlook this gap, firms started investing in education and training of its employees which led to enhance the employee's capability in generating long term values for firms since its very important that the employees have the right skills and abilities to support the firm's strategy in both, short and long term (Jelenic, 2011).

1.2 Problem

According to Alvarez, Soler, Guinon & Mira (2019), the balanced scorecard (BSC) consists of four indicators such as financial, customer, business process and learning & growth perspectives. Each one of these indicators is important in order to improve and measure the performance of the organization in order to be more competitive in the market. Despite the importance of each perspective, yet, the organization do not share an equal focus on all perspectives which according to Candela & Cardos (2009) the focus is more on the financial perspective, customer and business process perspectives of the balanced scorecard (BSC) by gaining the newest technology and applying good marketing strategies.

The learning & growth perspective are being left behind while Candela & Cardos (2009) agrees that this perspective of the balanced scorecard (BSC) is considered to be the most important perspective compared to the others and yet it is being less highlighted within the organizations. (Berkova, Adamova & Nyvltova, 2017)

Elnaga & Imran (2014) stated that human capital is a factor that comes under the learning & growth perspective and counts as the most important asset of an organization which can determine the success or failure of any organization. The human capital represents the repository of the skills, knowledge, and capabilities of its employees which cannot be copied by other rivals; therefore, the learning & growth perspective is the most important strategic resource of the organization.

Jelenic (2011); Goldin (2016); Faggian, Modrego & McCann (2019) discussed the importance of the human capital by saying that the organizations that do not consider the importance of the human capital will in the long-term face major obstacles and problems. One of these problems which Kiruja & Mukuru (2018) stated that untrained employees are able to decrease productivity, accountability, and quality as well as the customer services in the organization, which will lead to enormous cost loss that could affect the organization.

It's difficult to measure how many organizations really consider the learning & growth perspective and more specifically, the human capital factors but Candela & Cardós (2009) estimated that more than 40 percent of the big companies are using the balanced scorecard (BSC) as a tool but only 17 percent of them consider the learning & growth perspective of the (BSC) and the rest of companies consider the learning & growth to be vague or lacks indicators to measure this prospective or even very costly (Candela & Cardós 2009; Mehralian, Nazari, Nooriparto & Rasekh, 2017).

There are different reasons why the organizations do not consider the learning & growth perspective but Bakan (2011) discussed one major obstacle which is the financial cost of such programs. Due to the heavy pressure on the management to decrease financial costs and deliver short term financial returns, the investment in learning & growth perspective remain unfocused since it refers to long term investment. (Elsner & Wozny, 2018).

1.3 Purpose and aim

The aim of this research paper is to study the factors that the organizations consider while measuring their performance in order to understand the reasons that forces the organizations to decrease or limit their focus on the human capital of the learning & growth.

1.4 Research question

In order to have a guideline that helps us achieve our research aims, two research questions are being presented to keep the research narrowed into the specific research topic.

Q1: What perspective of the balanced scorecard does the organization use?

Q2: How does the organizations consider the human capital five approaches?

The figure 1. explained the structure of the thesis where first we start with the introduction, secondly with the literature review, thirdly the methodology, fourth with the analysis, fifth with the discussion and lastly with the conclusion.



Figure 1. Structure of the thesis. Source: Own.

2. Literature Review:

In this chapter of the research paper, the literature review will be presented and described in order to obtain the information needed for both empirical findings and analysis chapters.

2.1 Organizational performance

Most of the research discussed organizational performance to have enclosed many factors that have a noticeable impact on organizational performance either by considering organizations' financial or non-financial aspects. For instance, these factors involve stakeholder support and involvement, organizational learning, human capital, social networks, human resources and management practices (Singh, et al. 2016).

According to Richards, Yeoh, Chong & Popovič (2019), organization performance management system is defined to be the tool that consolidates information technology and management practices to entitle the performance of a specific action of an organization. Many approaches have been used to define the organizational performance but eventually, most of them emphasize how organizations execute their strategies set by its managers to achieve the desired goals (Richards et al, 2019). This research paper employs the definition of organizational performance which indicates how organizations achieve their mission and objectives by simultaneously contributing to its organizational performance (Al-Tit, 2017).

Hubbard (2009) explained that measuring the performance of an organization is hard because of the changing nature of its business and what has to be measured keeps on undergoing changes. The organization's strategies are mainly dominated by studies that determine how to be a high-performing firm and these strategies are commonly been assessed by other firms for purposes of evaluating their success. Therefore, the ability to measure performance and how it's done has become very popular in the field of business management studies (Lee, Lee, Malatesta & Fernandez, 2019).

Many approaches have been adopted to measure the organizational performance and each one of them has used different perspectives based on different theories. For instance, theories related to shareholder value and stakeholders' value which uses two tools, the Balanced Scorecard (BSC) and the Triple Bottom Line (Hubbard, 2009; Singh, Darwish & Potocnik,

2016). The triple bottom line is identified as a sustainability-related approach that provides organizations with a framework for measuring its business performances and the success of its business plans and strategies based on three perspectives: environmental, social and economic indicators (Alhaddi, 2015).

One of the approaches to measure the organization's performance is the approach which emphasizes the contribution of the organization's performance to its shareholder in terms of returns and economic growth and overlooking other aspects of the performance by considering that the firm only belongs to its owners (Charreaux & Desbrières, 2001).

On the other hand, other approaches have been adopted to cover the deficiencies that the shareholder perspective had. Theories related to stakeholder value creation have been adopted which mainly indicated that the organizations have more responsibility than focusing only on contribution to its shareholders. Hence, they should focus on other groups which directly related to the organization's activities, including employees, suppliers, customers and so forth (Hubbard, 2009; Almatrooshi, Singh & Faroujk, 2016).

One of the main organizational performance measurement systems is the Balanced Scorecard (BSC) which was introduced by Kaplan and Norton in 1992, it is mainly based on the stockholder theory and it's gradually turning to be the governing internal process for evaluating performance in large organizations (Hubbard, 2009; Anjomshoae, Hassan, Kunz, Wong & De Leeuw, 2017).

The Balanced Scorecard (BSC) combines an accumulation of measure that provides a holistic view of an organization's business and it was introduced as a supplement to the financial measure that was adopted by the shareholder theory supporters by adding other measures related to non-financial aspects of organizational activities (Mohammadi, Moharrer & Babakhanifard, 2019).

2.2 Balanced Scorecard

The balanced scorecard (BSC) is being defined as a tool of measurement and it is one of the five management tools that are mostly used around the world in the business field (Dobrovič et al. 2018). The figure below presents the structure of the balanced scorecard (BSC) and what perspectives it includes.

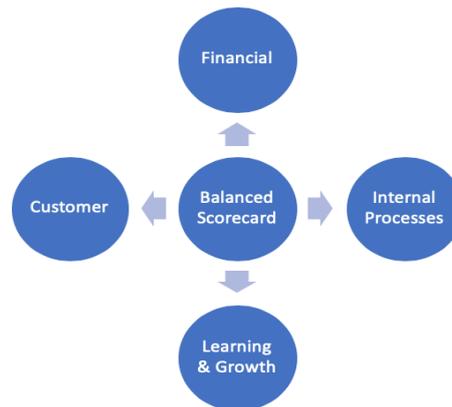


Figure 2. The Balanced Scorecard (BSC), Source: Kaplan & Norton (1996).

Cebeci (2018); Hansen & Schaltegger (2016) stated that the Balanced Scorecard (BSC) is one of the main approaches of managing the performance in any type of organizations (NGOs, government and private sector) around the world and it is utilized to escalate the performance of both organizations and employees based on strategies, vision and other long term objectives of the firm.

According to Muda, Erlina & AA (2018), the approach of Balanced Scorecard (BSC) was mainly designed to be applied in business for firms working in the private sector, but its success made it able to be applicable to NGOs and other public sector organizations. Muda et al., (2018); Moullin (2017) discussed that the main difference between applying the Balanced Scorecard (BSC) to private or public sector firms lies on how the objective of the firm is classified. For instance, the main objective of the private sector is the maximization of its profit and hence the financial indicators come first in the BSC. On the other hand, in public sector firms, the customer is the main focus of these firms and therefore customer perspective is usually placed at the top of the Balanced Scorecard (BSC) perspectives followed by the rest of the perspectives (Muda et al., 2018; Moullin, 2017).

The Balanced Scorecard (BSC) is considered to be one of the most effective tools that organizations can apply to execute their strategies by using information derived from different systems of the organization. (Cebeci, 2018; Akkermans & Van Oorschot, 2018). Systems like the Enterprise Resource Planning systems (ERP) which eventually helps to

translate the firm strategies and vision into a consolidated group of performances and achievements (Cebeci, 2018).

According to Dobrovič et. al (2018), the business environment in world economics has changed the way of how businesses been perused. Currently, organizations depend on their performances to create new knowledge, innovations and new management techniques to generate better business performance. Hence, the need for adopting an approach that copes up with the rapid changes in business nature becomes a need for organizations (Hansen & Schaltegger, 2016).

The formation of sustainable management can be proposed in many ways and one of these ways that the management applies is the Balanced Scorecard (BSC) concept (Dobrovič et al. 2018; Busco & Quattrone, 2015). The balanced scorecard (BSC) indicates that the activities of a firm are not supposed to be managed according to the past but with strategies that are more oriented towards the future to sustain their long-term existence (Busco & Quattrone, 2015; Dobrovič et al. 2018).

Not all phenomena that affect the efficiency of a firm can be translated by utilizing financial measures since it cannot be expressed into accounting indicators. Therefore, the balanced scorecard (BSC) enabled reflecting most of the firm's activities by using non-financial indicators which adds more reality to many aspects of the organization's activities (Dobrovič et al. 2018).

Harden & Upton (2016) discussed that the Balanced Scorecard (BSC) concept consists of performance indicators that are being associated with four perspectives that comprehend most of the firm's activities. To get a better understanding of how these perspectives are integrated is to think this way, the firm internal process and growth of learning and innovation plays a major role in creating and generating new services and products that they will ultimately fulfill the needs of the customer and it will eventually lead towards a better economic and financial achievements (Al-Hosaini & Sofian, 2015; Singh, Olugu, Musa & Mahat, 2018). The four perspectives of the balanced scorecard (BSC) will be explained in the below part:

2.2.1 The Four perspectives

The balanced scorecard (BSC) consists of four perspectives, financial, internal process, customer and learning & growth perspective.

The Financial Perspective

The financial indicator of company performance is operated as a tool to track the financial demands and attainments of different activities of the firm (Harden & Upton, 2016). As indicated by Kaplan and Norton the financial indicators provide answers to the question-“ How should the firm appear to its owners and shareholders”? Therefore, it is recommended that the financial aspects of the firm performance are not underrated because the traditional financial indicators provide accurate resources that the firm can employ in the process of decision making and allocation of the internal assets between the organization’s different departments (Zahoor & Sahaf, 2018).

The financial measurements of the organizational performance were known as the traditional approach used by most of the firms but due to the critics regarding its short term usage, other non-financial indicators perspective were introduced to function as supplements to the financial measures which contributed to long term performance of firms (Harden & Upton 2016). Therefore, the other perspective of the Balanced Scorecard (BSC) should focus on improving the financial performance of the firm as a consequence of a cause and effect relationship between the Balanced Scorecard (BSC) perspectives (Zahoor & Sahaf, 2018).

Customer Perspective

Moreover, Harden & Upton (2016) said that the customer perspective refers to the organization’s indicators that measure customer satisfaction and the needed resources to accomplish its objective. It is universally believed that increasing in numbers of happy and satisfied customers can lead to the growth of revenues. Therefore, in order for a firm to achieve that it should always consider that today’s customers are knowledge-oriented customers and will always ask themselves: how the firm activates, and strategies should appear to the customers? (Zahoor & Sahaf, 2018). Hence, having satisfied customers can lead to a sustainable business that is going to last for a long time which can add sustainability to the overall performance of the organization (Zahoor & Sahaf, 2018).

According to Al-Hosaini & Sofian (2015) there are two measurements that are widely used by organizations to measure the customer perspective indicators, the first measure is the core measure group, which mainly focuses on issues related to customer retention, customer satisfaction, customer profitability and so on. The second measurement mainly reflects the guides that drive organizations word strategies related to customer value positions such as

lead times, the contribution of its products and quality, image and relationship with customers and other factors that contribute to creating value for the customers (Al-Hosaini & Sofian, 2015).

Internal process perspective

This perspective reflects the activities that the organization should excel in order to achieve the desired performance by improving its business processes to lead to better operational efficiencies for generating competitive advantage (Harden & Upton, 2016).

In order to attain a competitive advantage over rivals, Al-Hosaini & Sofian (2015) explained that firms should conduct continuous innovations related to their internal services. The process of innovations to captivate the needs of customers can be achieved by deploying four main processes, first recognition of the opportunities for new goods and services, secondly governing the firm research and development inefficient way, thirdly developing and creating new services and products and finally, the firm should aim at supplying the market with unusual, new products and services (Al-Hosaini & Sofian, 2015).

The learning & growth perspective

The learning & growth perspective of the Balanced Scorecard (BSC) focuses mainly on organizational nonphysical assets like skills and capabilities that are needed to facilitate the organization's improvement and growth (Lin, 2015). Due to the fast-changing organizations and their business environment, greater effort must be devoted by organizations to improve their capabilities and it can be achieved through organizations having committed, motivated and innovative human capital (Elnaga & Imran, 2013).

According to Harden & Upton (2016) during the period of applying LEAN management business concepts by organizations, many firms were often going with strategies like cutting training budgets which eventually lead to preventing many long-term opportunities. Therefore, the Balanced Scorecard (BSC) provided organizations with more tools and perspectives that can attain long term performance. For instance, employee education and training are essential for organizations to attain a long-term sustainable performance in this rapidly changing business environment (Harden & Upton, 2016).

The learning & growth perspective deals with strategies that are applied by organizations regarding the training and education of their employees to attain the needed knowledge and skills which organizations can use to achieve their desired results (Binden, Mziu & Suhaimi, 2014). Nevertheless, still, many of the big companies that apply the Balanced Scorecard (BSC) as their management tool consider learning & growth perspective not very crucial to the success of the organization's strategies in pursuing their goals and objectives (Candela & Cardós 2009).

For instance, the human capital is considered to be the backbone of the learning & growth perspective of the Balanced Scorecard (BSC) since it provides the organizations with the human asset that facilitate organizations pursuing their objectives. Therefore, many organizations follow the training and education strategies in order to unleash their staff potentials which yields positive outcomes such as quick response to customer needs, better communications in teams and better productivity which ultimately contributes to organizations achieving the desired long-term sustainable results (Elnaga & Imran, 2013).

Al-Hosaini & Sofian, (2015) divided the perspective by saying that the learning & growth perspective includes three components which are the human capital, organization capital and informational capital of an organization and the importance of this perspective comes from how organizations measure those capital abilities on one hand and how they communicate the value created to the different departments of the organizations.

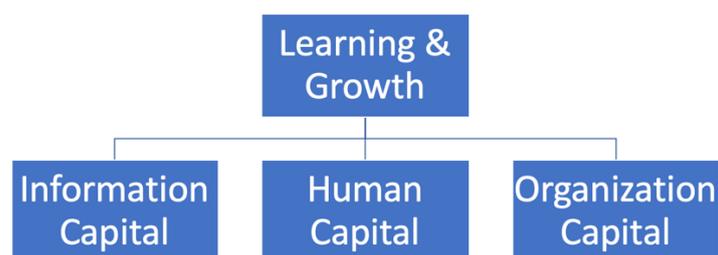


Figure 3. The structure of Learning & growth, Source: Al-Hosaini & Sofian (2015).

2.2.2 Human Capital

The learning & growth perspective contain as mentioned by Al-Hosaini & Sofian (2015) three components. The information capital of an organization reflects the strategies and

infrastructure and how it backs up the performance of human capital (Al-Hosaini & Sofian, 2015). The information capital of an organization should be very well planned and managed effectively since it's considered to be the crucial resource for long term outcomes and performance in global economies since these economies tend to be more knowledge-based economy (Hu, Chang & Hsu, 2017).

The organizational capital facilitates the process of having a successful organizational performance and transform different outcomes of an organization to be focused on its strategy (Al-Hosaini & Sofian, 2015; Inkinen, 2015). According to Belgraver & Verwaal (2018) organizational capital consists of embedded behavior that is rule-driven and regulars and rules that guide the organizational interacted routines and processes. Pillars of organizational capital can take the shape of the organizational culture, teamwork, leadership, and alignment between different groups to solve different problems and issues internally by applying specific routines and processes (Inkinen, 2015).

The world is witnessing a revolution in innovation and information technology, which is directing the emergence of an economy that is knowledge-based. This revolution has required organizations to recognize the seriousness of the intellectual capital as a starting point of sustainable competitive advantage (Seleim, Ashour & Bontis, 2007).

The human capital of an organization is considered as one of the most significant constructs of the intellectual capital which can generate the market value for an organization when it is incorporated with the other financial assets (Kucharčíková, Mičiak & Hitka, 2018).

Human capital has been defined as the individual's package of knowledge which generates the organization's collective capability to come up with the solutions from its employees (Kucharčíková et al., 2018). Moreover, human capital, in particular, represents the sum of employee's abilities, tacit knowledge, and skills which are invested in their daily work tasks (Seleim, et.al 2007).

The human capital of any firm should be comprehended as a strategic resource for the firm and this notion is supported and focused on many institutions and authors. For instance, the European Public Policy Partnership expresses human capital as a remarkable factor that determines the long-term success of any organization. Therefore, it is necessary to

comprehend the human capital as a strategic tool, rather than considering it as a cost since its value increases over time (Kucharčíková et al., 2018).

Human capital management consists of two pillars: investment which contains pulling and development and secondly, an enhancement which consists of formation, deployment, and retention of the human capital (Lin, Yu-Ping Wang, Wang & Jaw, 2017).

Consequently, the attraction of human capital to a certain organization can be affected by an organization's goals, brand attractiveness, organization's vision, and its recruiting strategy and policy. On the other hand, the development of the human capital can be done by offering job training, education and providing them with a learning path that can achieve the individual and the organization's goals and objectives (Lin et al. 2017).

The human capital plays a crucial role in the organizational performance, for instance, the banking sector in Nigeria has the best workforces which assisted the Nigerian financial sector to be able to meet the challenges of new dynamic economy, since they are equipped their employees with the right knowledge, skills, competencies, and attitude (Afrah, 2016) Therefore, it is essential for organizations to get involved in effective human capital development to help their employees obtaining new ideas and abilities in order to attain the survival of its goals and objectives (Obiekwe, 2018).

The enhancing of the human capital consists of five important approaches that together create and help in building a strong and developed human capital for the organizations (Faggian et al., 2019; Secundo, Dumay, Schiuma & Passiante, 2016). The figure below presents the structure of human capital which consists of training, education, intelligence, skills, and health. Those are the five perspectives which will be explained below.



Figure 4, The structure of human capital, Source: (Faggian et al., 2019; Secundo, Dumay, Schiuma & Passiante, 2016).

2.3 Training

Santoso & Moeins (2019) defined training as a short-term education processes and it is the systematic action of changing a single employee or group of employees' work behavior to achieve improved organizational performance.

According to Esteban-Lloret, Aragón-Sánchez & Carrasco-Hernández (2018), the diversified environmental reshaping that resulting from globalization indicated that today's organizations face competition that it is not used to face before. The consequences puts organizations under the pressure of adopting dynamic approaches which suggest that organizations' decisions on improving their human assets play a vital role in surviving in this new environment. Therefore, providing the proper training program for the employees in the organization has become a condemnation issue for the success of these organizations since it contributes in achieving a competitive advantage in terms of sustainability (Esteban-Lloret et al., 2018)

Moreover, Santoso & Moeins (2019) stated that the importance of training programs comes from the fact that they are oriented in the direction of helping employees on different levels to master specific sets of abilities to be prepared to deal with challenges that they face in their current or future work-related tasks.

Obiekwe (2018) stated that Organizations that support human resource management approaches highlight the training as one of the most important methods to raise long term productivity of both employees and organizations and as a major solutions organization's different problems. Therefore, a conclusion can be drawn that training is the methodological

activity of enhancing skills, behavior and employee knowledge in order to assist the organization in reaching their desired goals and objectives (Santoso & Moeins, 2019).

Organizations tend to provide different types of training terminologies for their employees by considering the skills and capabilities needed for the required job (Smith, 2001; McCabe, Davison & George, 2007; Dragomiroiu, Hurloiu & Mihai, 2014).

Training type	Explanation
Initial Training	This training program is usually applied as the starting point of developing employees' skills, this terminology targets beginners and employees with no experience which aims to improve their competency in order to reach the desired level (Dragomiroiu, et al., 2014).
Maintenance Training	Maintenance training is applied after the desired competency is gained by employees through the initial training. The aim of this training program is to stop the decay in skills gained through other training programs and maintaining the level of abilities that employees gained over longer periods (Smith, 2001).
Booster Training	Booster training is applied when the competency attained through the other kind of training decaying. Booster training usually has more intensity than the maintenance training type with the aim of

	level up the skills of the employees to the acceptable level.
Refresher Training	Refresher Training has been defined as an intervention that targets to create a specific set of skill levels that was already acquired through other training which should be done because these skills have not been used after a period. (McCabe et al., 2007).
Mentorship	Mentorship is important for organizations as a way of training tools for the employees. The mentorship comes in two different ways, either formal or informal, but the purpose is always to develop and train the employee by a more experienced supervisor in order to obtain his tasks more productive and climb the career ladder. (Premkumar, 2007).

Table 1. Training types, Source: Own

Moreover, in addition to training, coaching is one of the approaches that is applied by organizations to stimulate changes in their employee's behavior (Boak & Crabbe, 2019). However, coaching has been defined in many ways but most of these definitions emphasize coaching as the process of one person helping the other person or more than one person to learn and improve. This learning can have a specific focus on developing performance or obtaining new skills or long-term development, or it might support the person in the process of making decisions and increasing their decision-making capabilities (Boak & Crabbe, 2019).

2.4 Education

Since education and training might sound the same, Bakan (2011) explains the difference between them. Education is considered to be a long term-based processes compared to training. Education refers to developing knowledge, moral values, skills and understanding

that is required in all aspects of life, while training refers to developing skills into the limited field of activity. In order to develop the human capital within the organizations the employers are required to either recruit educated employees or send them for further education. Bakan (2011) presented three types of educational programs that the organizations could use in order to develop productivity and knowledge within the employees.

In-house training courses

The most common education program that the organization provides is the in-house training courses which most often is lower costs than the other programs. The employers educate its employees inside the organization by providing different courses based on the needs or task held by the employees. The outcomes of such education course are that it increases employee productivity, remuneration levels and net productivity. (Van Zyl, 2017).

External courses

External education or training courses are usually held in a different place rather than the organization or workplace of the employees. The employers have the opportunity to send employees to a specialist training center or another employer who is more as equipment supplier. The external courses are compared to the other education programs much more expensive, which forces employers to think more than twice before sending their employees outside. (Abomeh & Peace, 2015; Finch, 2017)

Vocational and professional courses

The vocational courses refer more to training in job-related skills usually where the employee or student is being sent to a government-controlled workplace that offers professional training which helps the individual performing his tasks in his future or current workplace. (Markowitsch, 2017)

The professional courses are more likely to be courses provided by the university or school which is being held by professional or doctoral professors. The organizations can benefit from such individuals when recruiting new staff since they have been educated in professionals universities. The advantage of hiring such employees is that the organizations can ensure the quality of the staff without the need of sending them for further educational programs. (France-Harris, Burton & Mooney, 2019)

2.5 Intelligence

Intelligence and skills might sound the same but Wikidiff (2019) explained the difference between these two by saying that intelligence is something uncountable and is referred to the capacity of the mind, used to understand principles, truths acquiring knowledge to later on applying it into practice as well as the ability to learn. Skills is the capacity of doing something well and is usually something learned.

Altindag & Kösedagi (2015) explained that intelligence is being divided into three parts. The social, abstract and mechanical intelligence. Social intelligence is related to the ability of understanding and managing the people and how humans adapt to social life. Abstract intelligence is related to principles and concepts in which these factors are being used in solving problems. Mechanical intelligence is associated with the abilities and behaviors to use of tools and objects. As companies stivers to survives the continuously competitive business world, the companies are therefore in need of intelligent employees (Altindag & Kösedagi, 2015).

In order to recruit the most intelligent or suitable employee for the job and position, the companies have started to use more assessment programs and tests that the candidates have to go through before assigning them the role. There are different assessment tools. The traditional knowledge and ability tests, inventories, subjective producers and projective instruments (Saad, Carter, Rothenberg & Israelson, 1999).

Saad et al., (1999) discussed the difference between a normal personnel test or interview and personal assessment is that the first one only gives a part of the picture about a person. while the personnel assessment combines and also evaluates the information to make career and employment-related decisions. The main purpose of this personal assessment is to measure employee knowledge, abilities, skills, work styles, interests, and other characteristics as well. The personal assessment helps the organizations to know whether the person will fit for the job or not. (Milliman, Czaplewski & Ferguson, 2003)

This information also helps to predict how well the person will perform in a specific position. Moreover, organizations use personality assessments to hire fairly and efficiently the most

suitable employee. It also helps the organization to place its employees into different positions more correctly based on the information gathered (Orme, 2016).

The personal assessment information also received some critics since it does not measure the personal trait or ability and employee performance perfect accuracy. Kantrowitz & Dainis (2014) means that some of these tests are based on questions and tests that are done outside the organizations, which means that cheating is very possible and common that someone else is doing the tests. The personal assessment programs could sometimes be considered as unfair since some "Intelligent employees" could receive or score low in a specific category which results in them losing their possibility of getting the role or job. The opposite scenario is also common where a person who scores high shows later that he or she is not capable of the job. Kantrowitz & Dainis (2014).

Despite the test and measurement factors, personal assessments also referred to employee evaluation, where the employers together with the employees discuss and evaluate the performance of the employee in order to highlight any improvements needed for performing the daily tasks. (Rockoff, Staiger, Kane & Taylor, 2012).

2.6 Skills

One of the organization's strengths needed in the globalized business competition is having skilled employees. The employees nowadays are more expected to have extra or additional types of skills than traditional ones such as occupation-based or education skills. The organizations seek more skills that make them stick out from the other employees. Suarta, Pranadi, Suwintana & Hariyanti (2017) named these skills as employability skills which is nowadays becoming more important worldwide and receives strong demand from the organizations.

Employability has been defined by Asonitou (2015) as transferable skills which is needed by the employees to make them employable. Employability is depended on the individual knowledge, attitudes, and skills, how it's being an asset and presented to the employers.

Suarta et al., (2017) explained how employability is important in the organization and what it can contribute by saying it can facilitate the employees to move from one job to another and within or between the organizations.

Employability skills is divided into different characteristics where Duncanson, 1964; Tarricone & Luca, 2002; Roloff, Putnam & Anastasiou, 2003; Ganapathi & Panchanatham, 2012; Turner & Pennington, 2015; Zohar, 2015, Abazov, 2016; Suleman, 2018) named them as Communication & interpersonal skills, Problem-solving skills, Working under pressure, Team working, Ability to learn and Negotiating skills.

Skills name	Definition	Application
Communication & interpersonal skills	Communication and interpersonal skills to increase the ability of the individual to explain himself in a clear and concise way as well as listening and relating to others. (Wambui, Kibui & Gathuthi, 2012; Suleman, 2018)	The communication is important everywhere especially in organizations but having clear communication where the employees are able to say what he feels, and means is more important to decrease any misunderstandings between the employees themselves and employers as well. Having employees who listen and relate fast increases productivity and decreases confusion. (Wambui et al., 2012; Suleman, 2018).
Problem-solving skills	Problem-solving skills are about having the ability to solve the problems by first breaking it into smaller pieces and identify the key	Employees face different types of problems during their work time in the organization. Therefore, having employees who are

	<p>issues of it in order to find reasonable solutions for the problem. (Abazov, 2016).</p>	<p>able to solve the problems in record time is valuable for the organization since it allows the employees to continue their work with fewer stops where most often these stops could be costly for the organizations. (Abazov, 2016).</p>
<p>Working under pressure</p>	<p>Working under pressure is the ability to work and handle the stress in a way that it does not affect the working style and result of the task. (Ganapathi & Panchanatham, 2012).</p>	<p>Due to heavy work, some employees suffer from stress. Employees who are able to handle stress and work under any pressure are very valuable for the organizations since they are able to keep on working with their tasks without the need to stop and cause any delays for the organization.</p>
<p>Group working</p>	<p>Group working as a skill or ability to work well with other people from different backgrounds, disciplines, and expertise in order to accomplish a task or a goal. (Tarricone & Luca, 2002).</p>	<p>Since more and more organizations are going global or even recruiting international employees. It is therefore very important for the organization to have employees who are able to work with different people from different backgrounds. The employee has to be professional at work and leave behind any cultural,</p>

		religious, or any other reasons that might cause any tensed environment within the workplace.
Ability to learn	The ability to learn is the degree of how the individual is ready and able to learn new things. (Duncanson, 1964).	It's important to have employees who are always ready and able to learn anything new in order to gain more experience. The employees should not only learn from their supervisors or mentors but even from their own mistakes. Having employees who are able to learn fast can save organizations much since the training or education time becomes less. (Turner & Pennington, 2015)
Negotiating skills	Negotiating skills refer to the ability to close a deal that satisfies both parties. (Zohar, 2015)	Negotiating skills are important for the organizations since the employee represents the organization and its image. It is therefore important that the employee has the skills needed to find a solution that satisfies both parts by first understand his organization's needs and limits and try to fit them with the counterpart.

		(Roloff, Putnam & Anastasiou, 2003; Zohar, 2015).
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Table 2, The Structure of employment skills, Source: Own

2.7 Health

The health and well-being is being defined as *The overall quality of an employee's experience and functioning at work* (Grant, Christianson & Price, 2007, pp, 52).

Moussu & Ohana (2016) explained that health and wellbeing programs were introduced first in 1980 in a way to improve employee health and to control their healthcare expenditures paid by their organizations. Jonathan & Mbogo (2016) discussed the importance of health and safety programs by saying that these types of programs should be on the priority list for the organizational management because it saves lives, reduces costs and increases productivity among the employees.

Grant et al., (2007) have compared both the advantages and disadvantages of having health and wellbeing programs within the organization. The employees who are engaged in such programs are less stressed, takes fewer sick days, stays on the job for longer which results in satisfied employees who in return are more productive towards performing their tasks. The opposite is also common, where the employees who are less engaged in health programs are less satisfied and in return, the employees will have to take more sick days, be stressed and having less productivity performing their tasks. This action will cost the organization a lot of money and time.



Figure, 5. Negative Health and Well-being, Source: Aldana, (2019).

The health and well-being programs are different from one organization to another, but the most common ones are programs to help quit smoking, stress handling, job task risk

awareness, food awareness programs, activities, and gym. (Kelly, 2000; Wanjek, 2005; Bevan, 2010).

Bevan (2010) explained the reason behind why some organizations do not offer health and wellbeing programs, meaning that it costs the organization huge amount of money annually to obtain such programs but at the same time Kelly, (2000); Caicedo, Mårtensson & Roslender (2010) means that it's a long term investment that will be paid back with the satisfaction and productivity of the employees.

2.8 Model to summarize the literature review

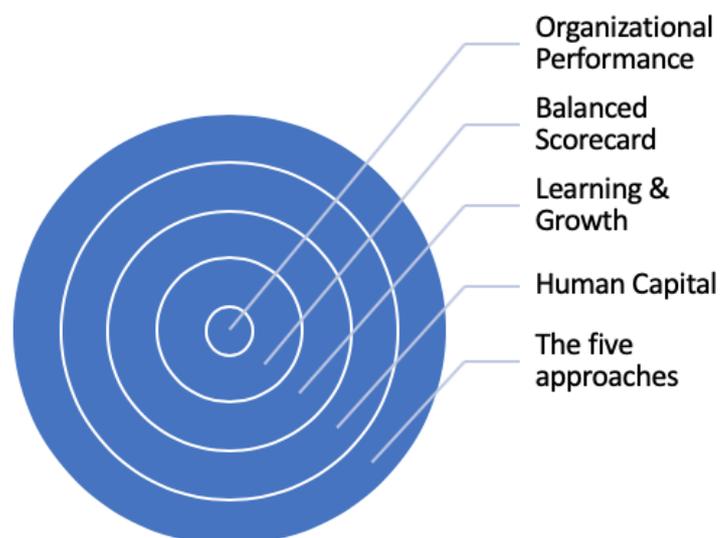


Figure 6. Summary of literature review. Source: Own.

The figure 6 summarizes the literature review where the main purpose of it is to understand the research topic through a scientific point of view. The literature review is mainly based on five stages where the organizational performance is the main point. The balanced scorecard comes in the next stage which has been identified as a tool to measure the performance of an organization based on four perspectives. The third stage is the learning & growth perspective which is one of the four perspectives of the balanced scorecard and the perspective that we are investigating in this research paper. The Fourth stage includes the human capital which is one of the three factors of the learning & growth.

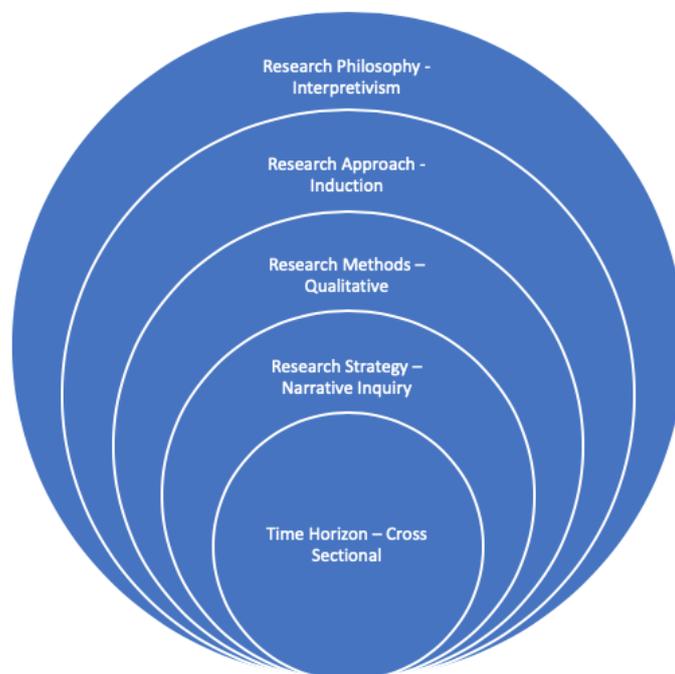
The human capital is built upon five approaches that is being discussed in the fifth stage of this literature review. All these stages help in understanding the research topic by gaining the knowledge from past research and understand the connection between each of these stages which will help us later when analyzing the data conducted from the respondents.

3. Methodology

In this chapter, the methodology of the research report is being explained by introducing the research onion model. Each stage of the onion consists of different strategies and approaches but only those used in the research paper are being discussed to give the reader the understanding and explanation needed on why these approaches are being used.

3.1 Research Onion

The research onion presented by Saunders, Lewis & Thornhill (2007) has had a major impact on structuring the methodology part of this thesis. The figure below explains the options chosen from the six research stages that illustrate how and why it's being suited to the research aim.



Figure, 7. Research Onion. Source: Saunders et al., (2007).

3.2 Research Philosophy

Saunders (2009) explained the research philosophy as a system of beliefs and assumptions made by the researcher in order to develop its knowledge. The assumptions help to understand the research question, the methods used and how to interpret the findings.

Saunders (2009) presented two research philosophies called the positivism and interpretivism. In this research paper, the interpretivism research philosophy is being adopted for different reasons. In order to explain these reasons, an explanation about the philosophy is being presented with the evidence linked to the research aim of this paper.

3.2.1 Interpretivist

The research aim of this research paper is to investigate the importance of human capital and the actions taken towards it by the managerial department of the organization. Therefore the managerial respondents assumptions and thoughts about this topic is important in this research paper which is according to Pham (2018) more suitable to the interpretivism paradigm due to the fact that interpretivism is more subjective oriented and tend to give a deeper understanding about the phenomena by referring to that each person might have his own assumption about something, therefore, a generalization is not preferred in interpretive paradigm (Pham, 2018). In this research paper, the aim is to conduct as many opinions as possible in order to draw a conclusion away from generalizations, since all organizations work differently it's therefore important to understand why some managers focus on the human capital and why some do not.

According to Irshaidat (2019), Interpretivist follows a qualitative research strategy which is also a research strategy that allows conducting more in-depth information from the managerial departments of the organizations for the purpose of this paper.

Furthermore, Pham (2018); Irshaidat (2019) discussed one of the interpretive advantages that through interviews it allows the researcher to investigate things that cannot be observed such as thoughts, prejudices, values, views, perceptions, feelings and perspectives which also play a major role in conducting the information needed from the respondents. In this research paper, the respondents play a major role in conducting the information regarding their subjective point of view, therefore their assumptions are very important. The disadvantage of the interpretivism paradigm is that it might lack validity since it aims to investigate through a subjective point of view (Pham, 2018).

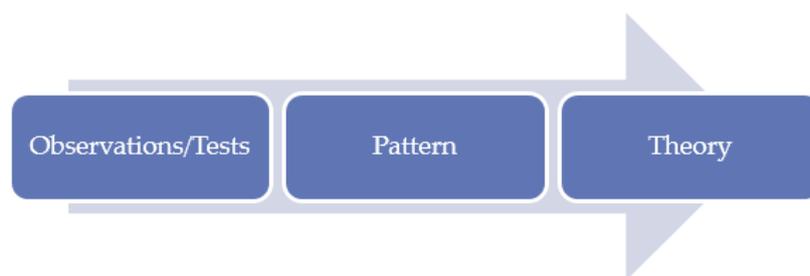
3.3 Research Approach

In the second layer of the research onion, Bryman (2012) presented three types of research approaches. The deductive, inductive and abductive research approach where each one of these approaches is applicable based on the research philosophy and strategy. In this research paper, the inductive research approach is being chosen for different reasons explained below.

3.3.1 Inductive research approach

Gratton & Jones (2009) discussed the inductive research approach by saying that it's the opposite of the deductive research approach where the aim of it is to explore new theories and moving from specific observations to broader generalizations and theories. (see figure 8) For this research paper, it is important to go through new theories and observations and since it's a research based on a subjective managerial point of view it does therefore not consist of any hypothesis but rather a research question to cover. While going through this research topic we found a gap in the information related to the learning & growth perspective.

The information gained from primary research only gave hypothesis about which perspectives of the balanced scorecard (BSC) is important but lacked in-depth information regarding "Why" the learning & growth is not used so often as the other perspectives. Therefore, following an inductive research approach was important for the aim of this paper which is according to Gratton & Jones (2009) important in order to gain new theories from a subjective point of view which in return will help by gaining in-depth information from the respondents. Bryman (2012) also said that the inductive research approach most often consists of qualitative data which is the aim of this research paper and the deductive research approach is more based on quantitative data which is excluded in this research paper.



Figure, 8. Inductive research approach structure, source: Bryman (2012).

3.4 Research Methods

In the third layer of the research onion Saunders et al., (2015) mentioned the qualitative and quantitative research methods. Bryman (2012) presented two types of research methods that

are usually used. The quantitative and qualitative data. In this research paper, qualitative research methods are used for different reasons which will be explained below.

3.4.1 Qualitative research approach

The qualitative research methods suit the research aim since it is according to Rahman (2016) linked to the interpretivism and inductive research philosophy. Tracy (2013) defined qualitative research methods as a method that develops the knowledge and understanding of humans and social science in order to understand how people feel and think. Rahman (2016) also said that the qualitative research approach aims through a subjective way to understand people's emotions and actions which is similar to the research aim of this paper.

The main difference between the quantitative and qualitative research approach in this research paper has been the fact that this paper seeks the answers on why organizations focus less on human capital approaches. The quantitative research approach would have given numerical answers based on how many organizations considers the human capital but would have left the paper without any further in-depth answers which according to Rahman (2016) the qualitative offer in-depth interviews and not the quantitative.

3.5 Research Strategy

In the fourth layer of the research onion, Saunders et al (2015) presented 8 different strategies. The aim of this strategy is to understand which way the interviews or information will be conducted. The strategies are most often divided based on the research approach, Saunders et al (2015) mean that sometimes it's possible to mix the strategies at the same time and that some strategies are not limited to one specifically. In this research paper, the narrative inquiry research strategy is being used for different reasons explained below.

3.5.1 Narrative inquiry

Connelly & Clandinin (2000) defined the narrative inquiry as a research strategy where the people are the main storyteller of their own story. Narrative inquiry is mainly focused on human experience and feelings. This means that the experience of humans or respondents is the most important factor in this strategy.

The reasons why Narrative inquiry is more suitable in this research paper are mostly for the understanding of the term human capital which the paper focuses on and to gain information

regarding Candela & Cardós (2009) statement regarding it's only 40 % of the companies that uses the balanced scorecard (BSC) considers the learning & growth perspective.

It's therefore important to first understand how the managerial department perceives the human capital as term and what's their perceptions are regarding it and even to understand what's the obstacles that push away the focus on learning & growth perspective from their own point of view and not based on the financial results.

To do so, the respondents were first asked regarding what they know about the organizational performance which is to ensure that the respondents are aware of the topic. Furthermore, the respondents were able to speak from a subjective point of view regarding what they know about the balanced scorecard (BSC) and the importance of human capital. The respondents were able to link the research topic with the situation of their organization during the interview which made it easier for them to answer.

Using the narrative inquiry strategy in this research paper could also be critical as Pinnegar & Daynes (2007) mention it as a strategy to conduct interviews on respondent's own stories based on series of events and might not necessarily suit the purpose of this research paper. But on the other hand, Connelly & Clandinin (2000) also said that scenes and events are based on actions and in this case the managerial department's actions and decisions are a part of these scenes and understanding their intentions is therefore important.

3.6 Time horizon

In the fifth layer of research onion, Saunders et al., (2015) presented the cross-sectional and longitudinal. In this research paper the focus lays on the cross-sectional since according to Bryman & Bell (2015) the cross-sectional is aimed to be a study of the present time on a sample of respondents while the longitudinal is aimed to be a repeating study on respondents for a longer time. Due to the time of this research paper, the cross-sectional study is more suitable for the purpose and aim of this study.

3.7 Data collection

Bryman & Bell (2015) discussed two types of data collection strategies. The first one is the primary data while the second one is the secondary data. This research paper is both primary and secondary data used.

3.7.1 Primary data

Primary data is according to Bryman & Bell (2015) the data which is being conducted from first-hand sources. This data is usually being conducted through surveys, interviews or even experiments. In this research paper, the primary data were conducted through in-depth interviews. The interviews followed a semi-structured form where the respondents were being asked questions with the possibility to express their own thoughts as well. According to Bryman & Bell (2015), the semi-structured interviews allow respondents to participate in the interview which increases the validity and reliability of the research paper. It is important that the managerial department have the possibility to speak, in that way the respondents could add anything that might have been missed from the research side.

3.7.2 Secondary data

Bryman & Bell (2015) explained the secondary data source that has been conducted as a second source. The secondary data could be conducted through scientific articles, journals, and manuscripts. In this research paper, the secondary data is being mostly conducted from peer-reviewed scientific articles from different business and psychological journals. The aim is to conduct the last updated articles to ensure the validity of the information and to ensure that the topic is still relevant. The time period of the articles is between 1964-2019. The reasons behind using old articles are because of the theories and models created at that time which is presented in this thesis and developed with the new articles to understand how theories and models have developed through time.

3.8 Participation selection

DeMarrais & Lapan (2003) discussed the importance of the participation selection for the interview process meaning that in order to gain the most reasonable data possible it's, therefore, important to select the respondent who works or are engaged in the specific research area. Since this research paper discusses both the organizational performance and human capital, the remit/responsibility area is therefore divided into two working titles.

The corporate management who holds the responsibility for the organizational performance and the HR department who holds the responsibility for the human capital development. The participation selection has therefore been based on these two working titles. The respondents were selected based on their experience with the organization and their position in the organization in order to ensure that the most reasonable data will be conducted.

The aim has therefore been to collect the data from both groups and combine it in order to analyze it and draw a conclusion which may help in answering the research questions since it comes from the perspective of two main and important roles of the organization. The respondents held positions such as head of department, department manager, recruited specialist, general manager, training & project manager and HR manager. Moreover, the respondents worked in different fields such as Banks, governmental agencies, retail business and with private training projects.

Interview Code C=Corporate H=HR	Title	Employment Time	Interview Time	Works for	City Based	Interview Type
C1	Department Manager	10 Years	45 Min	Government Agency	Gävle, Sweden	Face-to.Face
C2	Department Manager	5 Years	40 Min	Government Agency	Gävle, Sweden	phone call
C3	Head of a department	3 years	40 Min	Bank	Dubai, UAE	Botim
C4	Head of Department	7 Years	30 Min	RTP (Road & Transport)	Dubai, UAE	Botim
C5	Project Manager	5 Years	47 Min	Bank	Beirut, Lebanon	Botim
H1	Recruitment specialist and HR policies	2 Years	37 Min	Bank	Dubai, UAE	Botim
H2	General manager, HR manager	6 years	35 Min	Retail	Dubai, UAE	Botim
H3	Training projects leader	5 Years	42 Min	Training Projects	Otlen, Switzerland	Botim
H4	HR Manager	12 years	52 Min	Bank	Beirut, Lebanon	Botim
H5	Teamleader	X	34 Min	Government Agency	Stockholm, Sweden	Face-to-face

Table 3. Participation selection, Source: Own.

3.10 Interview process

As mentioned earlier regarding the research structure of this paper which follows a qualitative research approach, narrative inquiry and a semi-structured interview process. In this research paper 10 interviews were conducted.

The interview process was divided into two parts, the first part which was based on 7 respondents were conducted through video calls through Botim and 1 phone call. The second part which was based on 2 respondents were conducted through face-to-face interviews. The questions were explained and discussed with the respondents as well as the aim of the research in order to ensure that the respondents are aware of what they will discuss.

All the interviews were recorded with the permission of the respondents. The interviews were conducted based on three languages, Arabic, Swedish and English. The interviews were translated into the English language afterward since we speak both Arabic and Swedish fluently as well as the English language, therefore there was no translating error occurred.

3.10.1 Face-to-face

Sturges & Hanrahan (2004) explained that face-to-face interview does successfully fits under qualitative research approach, semi-structured and in-depth interviews. Face-to-face interviews are considered to be more flexible for the respondents where they are more able to express their feelings and themselves overall. The two interviews which were conducted through face-to-face interviews were located in Stockholm and Gävle, Sweden. The interview took around 40 minutes where the respondents answered the questions which were based on semi-structured interview. There were some notes taken during the interview with the respondents in order to make it easier to follow up and analyze the interview afterward. When the interview was finished, we listened once again to the voice record and summarized the interview and wrote all the important points related to the topic and questions.

3.10.2 Botim

Seitz (2016) stated that due to the rise of video-based software applications such as Skype and other programs as well, the world has witnessed a revolution on how to conduct interviews from any place of the world without the need of being physically there. 7 of our 10 interviews were conducted through the application Botim which works similar to the famous application Skype.

One interview was conducted from Olten, Switzerland, 2 were conducted from Beirut, Lebanon and 4 from Dubai, UAE. The process was the same for all these 7 interviews. We first ensured that both our and the respondent's internet connection were strong and called them. The interviews followed the same structure as the face-to-face interview where we asked the respondents questions and they answered it as well as adding their own experiences and assumptions. After the interview were done, we summarized and analyzed the interviews.

3.11 Trustworthiness

Shenton (2004) explained the importance of trustworthiness of a research paper, especially the research done with qualitative research approach. The trustworthiness is always questioned by readers and therefore Shenton (2004) illustrated four points that cover the trustworthiness of a research paper.

The credibility in which it measures the internal validity (Shenton, 2004) with other words, it's used to measure and test what it is actually intended. The interviews always started with a presentation of both the researcher and the aim of the research paper. A short explanation about the research topic was also discussed. This was done to ensure that the respondents are aware of the purpose of the interview as well as to create a warmer and familiarity environment for the respondents to be unstressed while talking (Shenton, 2004). Shenton (2004) also mentioned honesty as an important point by the respondents which sometimes a question mark could be due to the fear of the questions asked by the researcher and the fear of the managers.

To ensure honesty from the respondents, we explained that there are no right and wrong questions rather than we only seek to hear their version of the story and that this study is to help the organization to perform even better in its performance and it could only be done with the help of the respondents to find new solutions. The respondents were also conscious that their managers are aware of the interview and have given the green lights to the respondents. To ensure that the information and data given by the respondents is honest and reliable, we rephrased and asked similar questions in different time of the interview which is aimed to the same answer. The answers were the same even though the questions were somewhat different.

Transferability

Transferability refers to external validity and its main purpose is to measure the extent to which the findings of a study could be applied to other situations (Shenton, 2004). In order to ensure easily transferability, we used thick description to assist the determination of whether these findings could be valid in other situations or not (Schwandt, Lincoln & Guba, 2007).

Dependability

Dependability refers to the preference to reliability and with other words, to show that if this research were repeated in the same context, methods and participants, similar results would be obtained (Shenton, 2004). To ensure dependability, the data collection and analysis process were clearly presented step by step. The paradigm that informed the whole study were also presented as well as describing the researcher's role, bias and background of the research (Trochim, 2006; Yilmaz, 2013).

Confirmability

Confirmability refers to the preference to objectivity and to what extent the findings were affected by personal interests and biases (Shenton, 2004). In this research paper, the audit trail strategy was used. Notes were taken during the interviews and were recorded to review them after. A type of coding was also used but just two divide the research questions into corporation employees and HR employees. These two were later merged in order to give a better explanation and assumptions of the topic by the organizational roles (Carcary, 2009).

3.11.1 Ethics

The ethics of this research paper has been taken into consideration throughout the whole process of the study. The topic and literature review were taken based on relevant theories and everything used in the literature review were referenced and backed up to its main author. The respondents were informed about the possibility of being anonymous during the whole interview process and they all preferred to be so which their request was respected from our side. Moreover, as mentioned in the respondent selection, all respondents were carefully selected based on their position in the organization and their working time.

4. Empirical Findings

In this chapter, the empirical data which was conducted through the respondents during the interviews will be presented. The transcriptions from each interview will be presented in the appendix at the end of this research paper.

4.1 Organizational performance

All the respondents were aware of the organizational performance and defined the term based on their point of view. They all agreed that organizational performance is the overall performance measured by the organization in order to achieve its objectives and business in time. But they all had different opinions on how organizational performance should be measured. The respondents said that there are different factors that the organization should consider while measuring its performance, for instance, H3 & H4 indicated that the financial indicators are the most important aspect which an organization should consider while analyzing its performance since it reflects the company's growth and health.

H1 & H2 highlighted the importance of human capital development in the organizational performance, meaning that it's the most important indicator to consider while measuring the performance. H2 indicated that having a developed human capital in terms of skills and knowledge can be presented as the organization's main tool in achieving its financial and customer-related strategies by effectively using the organization's internal processes and policies.

C2, C3, C4 & H5 measured the organizational performance from another perspective by focusing on different indicators rather than being specific to a single indicator. C2, C4 & H5 said that the performance should be measured based on both customers and employee's satisfaction. While C3 meant that financial indicators as well as customer satisfaction is the most important factors to consider while measuring the organizational performance.

C3 who works in the banking sector said that *most of the bank strategies focuses on creating profits and in order to get this done they should have more customers and that's why they focus on attracting more customers through their services which eventually can generate more financial profits.*

C5 stated that the internal business process is the most crucial indicator that organizations should focus on while measuring its performance because an organization should be built on correct pillars internally to be able to perform on its other objectives.

C1 stated that it's difficult for the organization to just focus on specific indicators while measuring the organizational performance. In their organization it is important that they have satisfied employees, customers as well as financial indicators such as cutting costs.

4.1.1 Balanced scorecard

The balanced scorecard as a tool was somewhat not very known among the respondents. Only 6 respondents have heard or worked with it. 3 respondents have never heard about it before, while 1 had only basic knowledge about the topic. After explaining the term balanced scorecard for the respondents, they were then able to relate it into what perspectives of the balanced scorecard their own organizations are using while measuring their organizational performance. Moreover, they all defined it as a tool that is being used to measure organizational performance by using four perspectives.

C1 was among the respondents who had never heard or worked with the balanced scorecard before. He works as a department manager in one of Sweden's biggest government agencies, he explained that for them in the agency it is important that the balance between all the perspectives is taken under consideration for their business to work. Their main objective is to provide customers with the best and accurate services needed and to do so, it's important to have the trained employees who can provide these services. From a financial perspective, the main idea is to cut any unnecessary costs that could occur.

One of the definitions used by the respondents is the one by C5 who said that *"The balanced scorecard is used to evaluate the performance of the different departments of an organization, it is based on key performance indicators (KPIs) that quantify the performance of the employees"*. C5 works as a project manager in the banking sector and explains that for them in the bank, the internal business processes indicators are the most crucial perspective. This because organizations need to build internally to get the best financial and customer performance. Besides, this automatically leads to organization growth which entails employee learning.

C2 & H5 were both among the respondents who did not know about the balanced scorecard. C2, C4 & H5 mentioned the importance of the customer and employee satisfaction, therefore they could only relate it to both customer and learning & growth perspective of the balanced scorecard.

C2 who also works as a department manager in one of Sweden's biggest government agencies explained that for their agency the financial indicator is not essential since they receive the yearly payment from the government and spends it very accurately. Since its a government-owned agency the main objective is therefore not on gaining financial resources. The two most important perspectives for their agency are instead the customer and learning & growth perspective. The agency measures their performance based on the customer's survey which is mostly based on the application process time. As more the agency manages to finish applications on time as more, they will receive customer satisfaction. In order to do so, the agency needs well-trained employees, which C2 indicates it as an important measurement for the organizational performance.

H5 who works for one of the Swedish municipalities in Stockholm had the same perceptions as C2, they both works for government-owned agencies. Therefore, the perspectives that the municipalities were the same as the agency.

The balanced scorecard was not the only tool used by one of the respondents. C4 mentioned that in their organization they also use the Triple Bottom Line as a measurement tool. C4 as head of a department in one of the biggest governmental authorities in the UAE. according to C4, the most essential indicators for the evaluation of their organizational performance are those related to customer perspective and employee perspectives of the Balanced Scorecard. C4 explains that by saying that having customers that are satisfied by their services and products is the main aim of their business strategies and to achieve that they must have developed and employees that are motivated and innovative which are capable of providing these services and products. Hence, having developed human capital can lead to providing their customers with superior services in terms of quality and satisfaction.

H1 and H2 said that their organizations consider indicators related to the learning & growth perspective of the Balanced Scorecard when measuring its organizational performance. H1 said that "*How their employees feel is the priority in a sense if they are motivated and*

developed so the company can reach its other objectives ". H1 works as a recruitment specialist in the banking sector in UAE. According to respondent H1, it is very essential to consider aspects related to their employee satisfaction and development which prepares the organization to be more prepared for its future challenges.

H2 who currently occupies the position of general manager in a trading company in UAE stated that they do consider indicators related to its employees such as learning & growth while evaluating their performance since the organization depends on its employees to be differentiated from its rivals in the local market.

H3 and H4 related their organizational performance measurement to the financial perspective of the Balanced Scorecard. H3 had some basic knowledge about the Balanced Scorecard and for what purposes it's being used. He works in a private sector in Switzerland which specialized in providing training packages and programs to many other organizations in the local market indicated that companies should consider aspects related to the sales volume, in other words, they consider aspects related to the financial perspectives of the Balanced Scorecard to be able to survive in the market by saying that *"They consider the profit is the main benchmark to evaluate the company's success"*.

H4 agreed on the same point by saying that indicators related to the financial perspective of the Balanced Scorecard are the main pillar for evaluation of their organization's business by saying that the financial indicators are the most critical measure they focus on because it reflects the organization's growth.

C3 who works as a head of departments in one of the leading banks in the banking sector in UAE indicated that the most crucial perspective of the Balanced Scorecard for their organization is the customer and financial perspective because as a bank the most goals and objectives are designed to create more profit and to fulfill these goals. The bank has to attract as many new customers as possible and at the same time, taking care of their existing customers. Therefore, they pay extra attention to indicators related to their financial performance and indicators related to customer satisfaction.

4.2. Human capital

All the respondents had the knowledge about what human capital was and all of them except H3 agreed on the importance of the human capital factor in their organizations and how they work towards developing it. The respondents were also asked about whether the human capital is considered to be an investment or a cost.

Among the definitions said by the respondents C5 defined human capital as *"The most important part of the business. It is necessary for the management team to set an efficient human capital target that would be able to complete the business flow and lead to the growth of the company"*. When the question regarding whether human capital is considered as an investment or not. C5 answered that with planned development, the human capital can be a great investment for the company. In their workplace it's being done in two ways. First, the management studies the requirements of every department under the organization and set a sufficient number of employees required to complete the business flow. Second, the company turns its human capital into an efficient team through continuous learning and development.

Respondents H5, C1 & C2 indicated that developing the human capital within the organization is an investment that can generate great outcomes in the future. Since H5, C1 & C2 organizational performance is evaluated based on services and benefits that afforded to its customers, that's why having the right human capital formation is the most important factor that affects the organizational performance.

Furthermore, C1 explained that having developed employees makes managing them easier in terms of achieving individual goals and organization's objectives since the employees in an organization represent the organization's greatest asset.

C3 indicated that developing the human capital of an organization is not considered a cost rather than investment. Since everything related to sales, processes development, customer services are executed by the employees of the organization. Hence, the quality of the organization's employees will be reflected in the organizational performance.

The respondent C4 also has agreed that developing the human capital of the organization is an investment and it is not a cost since the human capital of the organizations in the C4 case

considered to be the organization's most important tool in creating the image that the organization targets.

the respondent C5 supported the previously mentioned respondents by indicating that developing human capital is an investment because they present the most important part of the business and its very crucial to have an efficient human capital in the organization to have a better business flow.

According to the respondent H2, their organization has decided to focus on something that differentiates them from their rivals and that's why the organization invests in developing their employees to add more innovative and quality to their performance.

H3 stated that it can be both based on the culture and the strategy of the organization as there are many factors to be considered before getting into strategies that work with developing the organizational human capital, for example, the organizations should have enough financial resources to cover the costs of human capital development activities.

The respondent H4 indicated that developing the human capital of an organization is an investment because it is the key factor for the organizational development and all practices that target developing the human capital of the organization will be translated into a sustainable organizational performance since the human capital is the central part of restructuring organizations.

4.2.1 Human capital approaches

In the previous section, the human capital as a term was discussed with the respondents regarding their perceptions and importance of human capital within the organization. When asking the respondents about what actions they take to develop their human capital, the answers were different.

Intelligence tests

Regarding whether the organizations of the respondents is using intelligence tests during the recruitment processes or not. 6 of 10 respondents said yes while the other 4 said no for different reasons.

The respondents who worked for the government agencies had the same answers regarding whether their organization is using intelligence test or not. C1, C2 & H5 explained that these tests are more likely used when recruiting for higher positions in the organizations such as managerial positions. The intelligent test was not only used when recruiting external but was also used internally within the organization. C1 said that *"We use intelligent tests when our employees apply for higher or even different positions, mostly to see whether he would fit in this position or not"*.

The three respondents, C3, C5 & H4 who work for the private banking sectors shared the same answers as well. H4 said that *"The test is designed to measure a person's level of intelligence."* C3 agreed on that by also adding that *"They are used in order to capture more information about the behavior and general skills"*. They all use intelligence test in form of assessment programs which is based on the position the person is applying for. These tests are then evaluated and compared with the other candidates, the one who suits the requirements most is the one who gets the role. The reasons behind using such tests were the same.

The four respondents who said that they do not have such a test explained different reasons behind it. The three respondents, H1, H2 & H3 said that such programs are very costly for the organizations and that the interviews the HR does with the candidates are enough to measure the candidate's ability. For C4, the concept of such tests was considered new for their organization. The organization does not use these tests, but they would not mind using it in the future.

Health

When the respondents were asked about the health programs that the organization is using in their workplace, all the respondents explained that the organization offers health programs in one way or another. The programs were divided between health awareness, quit smoking, job safety. The respondents were also asked whether the organization offers flexible working times or not.

The three respondents, C1, C2 & H5 who works for the governmental agencies explained that the organization offers the employees the possibility to pay up to 80% of their health-related activities such as gym card, massage sessions and any other sport or health related activities.

Moreover, the agency/municipality offers the employees courses such as how to handle stress if needed. For both C1 & C2 the working hours were flexible which means that there is an option to work from home when needed. C2 said that the reasons behind their programs is that *"We have health programs because we believe that if our employees feel healthy it will make them more productive. It will minimize their absence from work and increase their energy to work in a better way."*

Three of the respondents had the same health programs offered by their organizations. C5, H2 & H4 had job safety as health programs where not only the "How to perform the task safely without taking any unnecessary risk" is presented but also firefighting and first aid programs. H4 said that their organization is using such awareness program in order to provide the workforce with knowledge and skills to perform the work in a way that it's safe for the employees. Both H2 & H4 have flexibility in the workplace to work from home when needed while C5 does not provide such an option.

Four of the respondents offer other health programs with awards to motivate employees into focusing on their health. C3, C4, H1 & H3 says that their organization offers quit smoking programs in order to obtain a non-smoking area. C4 offers awards for the employees who quit smoking in order to motivate the employees. While they all also offer weight loss programs as well as challenges between the employees, gym and other activists as well.

Education

According to the respondents C1, C2 & H5, most of the jobs in their organizations do not require a specific level of education and when education is a requirement then a bachelor's degree is the most wanted education. the organizations of the mentioned respondents do not offer any type of education to their employees, but they do offer the option of keeping the employee position on hold if the employee decided to go away for some educational purposes which can be great support from the organization side.

The respondent C3 indicated that the minimum required education level to apply for jobs in the organization is the bachelor's degree and when the organization offers any type of education is usually limited to specific positions like managerial positions and usually can be through online education and other external partners. C4 said that the period of education programs offered differs based on the type of education and the type of position that the employee holds.

The respondent C4 has agreed on the statement given by C3 by saying that their organizations also require a bachelor's degree for most of the jobs and it goes to be higher education levels for higher positions. C4 stated that education programs are usually given based on the position and the level of the positions and it also can be internal via online ways or through an external third party.

The respondent C5 stated that the minimum asked for education level in the organization is a bachelor's degree, in addition to that, our respondent said that the organization does not offer any education programs regardless of the employee's job position.

The minimum type of education required to apply for jobs in the organization according to respondent H1 depends on the type of job and it changes based on the level of the job without giving more information about the most wanted education level that the organization demands to apply for most jobs. The respondent H1 stated that the organization offers educational programs through external financial institutes and hence the organization sends sometimes some employees to special education programs to those local financial institutes. The length of these education programs depends on the type of education and it can be from six months up to two years.

The respondent H2 stated that type of education required depends on the type of the job, for example, it can be a bachelor degree and 5 years' experience and in other cases, it can be a master degree and two years' experience, consequently, it depends on the kind of the job applied for.

In addition to that, the respondents H2 clarified why the organization does not send employees for education programs since they believe that these education programs will yield positive outcomes for the employees and not for the organization and later on it can be used to get other jobs in other organizations which presents a lost cost in terms of financial resources and human capital resources.

H2 indicated that this point of view has been changed lately and the organization started to invest in its employees by sending them for some education programs but not at the wide range. Our respondents H2 organization sends employees to education programs but only those who have contracts that indicate they will get education programs as part of the contract

benefits. The organizations usually send employees to local schools and universities to get the education programs. Regarding the length of these education programs, it can take different periods based on the type of the program and the position of the employee as well.

According to the respondent H3, the minimum education level required to apply for most of the jobs in the organization is the bachelor's degree and the organization does not provide any education programs for the employees.

The respondent H4 stated that the minimum education level which is required for most of the jobs for most jobs in the organization is the bachelor degree, in addition to that, the organization usually sends employees to different education programs like programs related to the banking studies and certification since these programs assist the employees in their daily tasks.

Training

All the respondents stated that initial training is provided by the organizations when new employees joining the organization, but the difference was in the way these initial training were conducted.

The respondents C1, C2 have indicated that providing the initial training as an introduction training packages which targets providing the employees with the knowledge needed to perform their daily tasks in the specific area that they will be placed at. In addition to that, C1 said that the new joiners employees do not work alone for the first six month since they will be supervised by another employees which have been in the organization for a longer time, and this method considered as well as an initial training for the new employees.

C3, C4, C5, H1, H3, H2 & H4, shared the same way of providing initial training which indicates that new employees will be going through a rotation process between different departments of the organization to get a collectivistic orientation to attain a basic knowledge about the daily practiced tasks in the organization and have an idea about the other departments work tasks. The difference between the previously mentioned seven respondents and the respondent H5, the agency provides introduction training based on one-day training with other employees together with a supervisor.

All the respondents except the respondent H5 indicated that there is a need for updating training as another way to develop the human capital of an organization and keep it acknowledged about all changes related to their work and jobs but at the same time the respondent's different reason behind provided updating trainings.

The respondent C1 and C2 explained the reason behind updating training by saying since the organization works with rules and laws derived from the Swedish Social Code and these rules keep on changing from time to time and updated training are very necessary to not offend any new rule and all services are grounded to right laws and rules. The length of updating training in case the respondents C1 and C2 can take from half an hour up to days based on the type of changes that occurred in the Swedish Social Code.

The respondents C4, C5, H1, H2, H3 & H4 explained the reason behind updating training by saying that it is based on the need of the employees for developing specific aspects of their performance and to gain new skills to overcome some specific issues in the working place. The need for updating training usually discovered in most organization after analyzing annual appraisal that is done by the department managers for the department employees, data related to appraisals are sent to the human resources department of the organization and based on these data new updating training packages will be designed to recover the decay found in the employees performance appraisals. The length of updating training can also take up to days based on the need and type of updating training afford to recover the problems.

The respondent H5 explained the reason behind not providing any updating training by saying that most of the employees working with jobs that are already designed and very specific, in addition to that, the nature of employee's jobs usually are very stable and not many changes occurred in these job areas.

Skills

The question regarding the skills of the employees were divided into two parts. The first part discussed which skills the organizations seeks when recruiting and the second part is how does the organization develop the skills of the employees. Teamwork was the skills that all the respondents agreed on its importance as it is the core competence all the candidates should have. Other skills were also discussed but according to all the respondents the skills needed depends on the organization's business.

Apart from the team working, skills such as customer service minded, accurately and quality based were discussed by the three respondents, C1, C2 & H5 who work in the governmental agencies. Since the governmental agencies mainly work with clients, therefore, their customer service has to be at a high level in order to reach customer satisfaction. C2 explained that accuracy is very important in their business. Since the employees work with sensitive client's applications which is based on legal aspects it's therefore important that the employees are aware of the details while giving any final decision regarding the applications. The three respondents said that the agency prefers candidates who already have those skills, but it is also possible under some circumstances to develop these skills under training for those candidates with low skills.

C4, C5 & H1 talked about skills needed in the organization which is mainly based on the position and tasks of the job but in their case skills such as commitment, MS word & excel, and skills related to customer services. These skills are mainly being developed through engaging in workshops based on team activities inside as well outside the organization. Moreover, the organization holds training sessions that use different cases for the employees to solve it.

C3, H2, H3 & H4 discussed skills such as time management, adaptability, persuasion, creativity and negotiating as important for the organization's business. These skills are essential while applying for the position in order to get the job. H3 said that "*The organization looks for already skilled people*".

Table 4. Summary of empirical findings, Source: Own

This table summarize the empirical findings from the respondents. The main findings noticed is the division within the respondents that created two groups. The first group represented the public sector which is based on respondents working for government agencies. The second group represented the private sector which was based on respondents working for banks and other private business and projects.

Concepts	Findings
Organizational Performance	<ul style="list-style-type: none"> - Good knowledge about organizational performance - Different ways to measure the performance such as customer & employee satisfaction, financial growths
Balanced Scorecard	<ul style="list-style-type: none"> - Public sector was not familiar with the term - Private sector was familiar - Perspectives used based on the organization's business - Private sectors consider all the perspectives but not necessarily at the same time - Public sectors consider learning & growth and customer perspective
Human Capital	<ul style="list-style-type: none"> - Human capital is considered to be a long-term investment for the organization - Human capital a key factor in the organizational performance and development
Human Capital Approaches	
Training	<ul style="list-style-type: none"> - Initial training used in the form of introduction training mainly through supervision and rotation between different departments - Updated training used in order to keep the employees updated with rules and laws
Education	<ul style="list-style-type: none"> - Bachelor's degree as a minimum requirement - Education programs usually used for managerial positions through online, internal and external programs - Program time usually around 6 months – 2 years
Intelligence	<ul style="list-style-type: none"> - Tests often used when recruiting for higher positions. - Considered as a cost and new approach for

	<p>some respondents</p> <ul style="list-style-type: none"> - Used to test the candidate's abilities and possibilities to get a job - Traditional interviews are used as a substitute
Skills	<ul style="list-style-type: none"> - Required based on the position, job and task - Teamwork considered as the most important skill - Other important skills such as - customer service, accurately, time management, adaptability, persuasion, and creativity - Organizations usually look for candidates who already have these skills
Health	<ul style="list-style-type: none"> - Different health programs such as handling stress, quit smoking, job safety, flexible working hours, activities, and sport & health discounts - Used in order to increase the health awareness among the employees and decrease the injuries and absences

5. Analysis

This chapter links the data conducted from the respondents with the literature review in order to help in understanding why such actions is being taken.

5.1 Organizational Performance

All the respondents agreed on defining the organizational performance as the process of organizations reaching its goals and business objectives through its strategies which confirms the definition used by Richards et al., (2019) regarding how organizations execute their strategies set by its managers to achieve the desired goals.

It was clear that the organizational performance measurement is different for each of the respondents. The respondents had different assumptions on what factors should be considered while measuring the performance of the organization and whether it should focus on specific or different indicators at the same time. Singh et al., (2016) explained that organizational performance could be measured based on different indicators such as stakeholder support and involvement, organizational learning, human capital, social networks, human resources, and management practices.

Two of the respondents believed that organizations should use financial indicators to measure the performance of the organization mainly because it reflects the growth of the firm which is according to Charreaux & Desbrières, (2001) supports the shareholder theory which indicates that the outcomes of any organizations actions and activities should contribute to the wealth of its owners in terms of monetary and financial results.

Six of the respondents indicated that organizations should mainly focus on their employee development and customer satisfaction indicators while evaluating their performance. Since the respondents believe that employees developments contribute towards increasing their innovative and that will consequently increase the level of satisfaction for their customers which is backing Hubbard (2009) statement of stakeholder value creation theory which indicated that organizations have more responsibility than asserting on a financial contribution to its owners. Hubbard (2009) explained that organizations are responsible to

focus on groups that are directly and indirectly related to the organization's actions and practices, such as employees, suppliers and customers.

The newest approaches applied in the field of measuring organizational performance are based on considering more than one factor during the evaluation process. According to the empirical findings, one of the respondents stated that it might not be practical for an organization to only consider a single factor to evaluate the organization's performance. Therefore, the evaluation should consider factors related to many factors such as satisfied employees, customers as well as financial indicators which is confirmed by Mohammadi et al., (2019) which indicated that organizations should apply an approach which accumulates more than one measure to offers a holistic view of an organization's business performance.

5.1.1 Balanced Scorecard

The balanced scorecard was not known among all the respondents, three of the respondents who work for governmental agencies had never heard or worked with the tool before. This could be for the reason that Muda et al., (2018) discussed the balanced scorecard was mainly adopted for the private sector at first and since the respondent works for governmental agencies the measurement tools were different.

The empirical findings showed that the respondents either focused on one specific perspective of the balanced scorecard or different perspectives. The main reason behind that was released on the organization's main business. Cebeci (2018); Hansen & Schaltegger (2016) explained that the vision and objectives of the firm play a major role in deciding on which perspective the focus should be. It was obvious that the respondents have chosen perspectives based on the organization's business.

Respondents who chose learning & growth perspective explained that organization focuses on its employees to have the most trained and motivated employees which are according to Harden & Upton (2016) prevents long term opportunities for the firm. In addition to that the customer perspective was used for the case of C2, C4 & H5 since their organizational vision is to achieve as much customer satisfaction as possible which Harden & Upton (2016) it as a strategy that leads to the growth of revenues.

The respondents who had the focus on financial perspective such as H3, H4 & C3 works in banks and training projects for clients which is related to private sectors. Their performance measurement was according to Zahoor & Sahaf (2018) considered as traditional measurements.

The differences between private and public sectors by Muda et al., (2018); Moullin, (2017) reflects the two groups of respondents. H3, H4 & C3 who represent the private sector of an organization aims for gaining growth and cutting costs in the short term which also Harden & Upton (2016) explained that financial perspective aims for the short-term growth. While C1, C2 & H5 who represent the public sector focuses on perspectives that is according to Dobrovič et al., (2018) is considered non-financial such as learning & growth and customer perspectives. These respondents confirmed that by saying that their agency receives yearly payment from the government which allows them to spend it on the business needed. Therefore, the objective is not on gaining financial growth but possibly cutting costs.

5.2 Human Capital

The human capital of an organization is considered as the most of firms business pillars and this statement is confirmed by Kucharčíková et al., (2018) by referring to the human capital of a firm as one of the most important components of its intellectual capital which can yield good market value for firms when it is incorporated with other financial assets of the firm.

According to the empirical findings, the respondent C5 indicated that human capital of an organization presents the efficiency that improves the flow of businesses in the firms and consequently contributes to the growth of the firm, which is confirmed by Kucharčíková et al. (2018) by saying that human capital represents the sum on individuals knowledge which generates the organization's collective ability to solve different challenges in the firm since they present the tacit knowledge and skills which are used for their daily work tasks.

Investing in developing the organization's human capital has always been the dilemma that managers and leaders have to deal with while forming a strategy assigned for improving and developing the employees of the firm. Furthermore, Lin et al., (2017) indicated that managing the human capital of a firm can be achieved through two approaches, investing in the human capital and enhancing the human capital of a firm and both approaches consist of different methods to achieve the purposes of each approach.

According to the empirical findings, the respondents H5, C1 & C2 considered developing the human capital of an organization as an investment for greater returns in the future, which is confirmed by Lin et al., (2017) by saying that the development of the human capital can be done by affording job training and education programs, as well as providing them with a learning path that can fulfill the employees and the organization's goals and objectives.

As mentioned in the empirical findings and specifically, the respondent C3, having developed employees in the organizations can add more efficiency to the organizational performance, hence organizations can develop its employees and at the same time deploying strategies that attract in developed and skilled employees. This approach was presented by Lin et al., (2017) by stating that certain firms deploy strategies that attract developed employees through its firm's vision, recruiting strategies, goals and brand attractiveness.

Moreover, All the organization's activities and actions such as, forming strategies, sales, customer services are executed by humans, hence investing in developing the human capital of organizations will be reflected in the shape of quality and innovation which are present in these actions. The respondent C3 who holds a managerial positions in banking sector stated that firm should adopt strategies that insist on investing in their human capital and Afrah (2016) confirmed that by stating that the banking business in Nigeria has the best workforce which ultimately assisted the Nigerian financial sector to be ready to meet the challenges of new changeable economy since they are equipped their employees with the right knowledge, skills, competencies, and attitude to overcome challenges related to the new dynamic economy.

5.2.1 Human Capital Approaches

Intelligence Tests

The use of intelligence tests varied among the respondents where some of their organizations used it and some did not. Among the three intelligence categories social, abstract and mechanical presented by Altindag & Kösedagi (2015) The respondents who used these tests usually use it for purposes as measuring the personal level of intelligence, behavior and general skills of the candidate. These aspects are linked to the abstract and mechanical intelligence while social intelligence was not mentioned by the respondents even though the

respondents, later on, indicate teamwork as the most important skill which requires social intelligence in order to be able to adapt to other colleges to build a team.

Financial causes such as costs were some reasons for respondents who did not use intelligence as an assessment tool. The substitute tool was the interviews which Saad et al., (1999) named as the traditional knowledge. The reason might be that these respondents work for the private sector and do not want to take any unnecessary cost since assessment tools sometimes lack accuracy. (Kantrowitz & Dainis, 2014)

The only external intelligence test was done within three organizations. The organizations used tests for managers who applied for other managerial roles within the organization. Ormee (2016) explained this as an advantage for the organizations to place their employees more correctly based on the information gathered from these tests.

Health

Despite the high cost of the health programs (Bevan, 2010). The Organizations are focusing on the health and well-being of its employees which all of the respondents also confirmed. All the respondents had different types of health programs within the organization with the purpose to increase the awareness of its employees about taking care of their health. C1, C2 & H5 who said that their agencies pay around 80% of its employee's sport and health activity annually explained that the main purpose is that they believe that if the employees have a healthy life it will contribute towards more productivity at work which Jonathan & Mbogo (2016) explained.

Jonathan & Mbogo (2016) explained that health programs could save lives when raising the awareness about the safety of the job. Therefore C2, H2 & H5 offered job safety courses or programs to make the employees aware of the job danger and how to perform the task without taking unnecessary risks.

The organizations are not only focusing on health programs related to the organization or task of the job but is also targeting the personal factors within the employees. For example, in the case of C3, C4, H1 & H3 the organization is offering courses to quit smoking and weight loose courses. This is a strategy for the organizations that confirms Grant et al., (2007)

explanation which aims to decrease the sick days within the employees which is considered as a high cost for the organizations.

The organization is also focusing on the well-being of the rest of its employees, which according to C3, C4, H1 & H3 the organization purpose of quitting smoking is also to obtain a non-smoking area for the other employees as well, which according to Grant et al., (2007) will increase the employee satisfaction which will result in increased productivity and trust for the organization management.

Education

The organization is setting a bachelor's degree as the minimum requirement for the candidates when applying for the job which all the respondents confirmed their organizations do and for H2 case even higher based on the position. The reasons behind such requirements are different but except to ensure quality within the candidates but also as France-Harris et al., (2019) due to the high cost of these programs. Its, therefore, easier and cost-saving for the organizations to hire these candidates rather than educate them.

To save these costs and at the same time motivate and invest in the employees to get educated the agencies for C1, C2 & H5 do not offer educational programs themselves but they do allow the employees to get educated while saving their positions during the educational time. This strategy allows the agencies to hire a replacement for this employee with the same or even lower salary and in return receive a more educated employee in return with either the same or higher salary which is according to France-Harris et al., (2019) also considered as saving cost.

The educational program costs are being an obstacle for the organizations it's becoming a fear for the employers that the employees will use such programs for private use. H2 organization fears that the employees might leave for another job after receiving such programs therefore the organization does not send its employees for these programs. In order to decrease these types of problems the C3, C4, H1 & H4 offer educational programs only of higher positions such as managerial ones. The programs are either internal or external which in both cases according to Van Zyl (2017).; Abomeh & Peace (2015) cheaper than the professional courses.

H4 explained that these programs assist the employees in their daily tasks which is according to Abomeh & Peace (2015) an opportunity for the employees to get assisted by specialists in the fields which in this case is another external banking center.

Training:

Faggian et al., (2019), stated that there are five approaches that organizations usually apply for enhancing its human capital competencies and training is one of these approaches.

providing training programs for the firm employees can increase the firm's competitiveness and contribute to the success of the firm.

The respondent H2 stated the mission of their organizations is innovation centered and that's why they invest in developing the human capital of the firm to translate these innovations to superior services provided to their customers which eventually will differentiate them from their rival in the market. This was stated by Esteban-Lloret et al., (2018) by indicating that providing the proper training program for the employees in an organization has become an essential issue for the success of these organizations since it contributes to achieving a competitive advantage.

Majority of organizations provide training programs for new employees, these type of training programs usually named the introduction training and the initial training (Dragomiroiu et al., 2014). Organizations apply the initial training for various reasons based on the area which is the organizations doing business in (Dragomiroiu et al., 2014).

For instance, according to the respondents C1 and C2, their organizations provide the initial training by affording an introduction training package that aims at providing the new employees with basic knowledge to perform regular work assignments. this statement was backed by (Dragomiroiu et al., 2014).

By stating that the initial training programs are executed as a starting point of developing employees' skills. furthermore, the respondents C1 and C2 affirmed on the importance of introduction training as the most important phase of training since it contributes to the self-development of the new employees to feel safe and motivated in the first period of their employment and to achieve that they will be supervised by older employees for the next six months before starting working alone.

Besides the previously mentioned way of applying initial training in most of the firms, most of the respondents indicated that organization might go for rotation methods as an introductory training program for new employees. Job rotation as an initial training can assist the new employees to attain many different skills and at the same time getting a collectivistic orientation about regular work-related assignments in different departments of the organizations. Having said that, rotation programs will help new employees to know which part of the process and business flow they will be contributing to and this was explained by Dragomiroiu et al., (2014). by explaining that initial training contributes to increasing developing new employee's work-related skills as a very important starting point for new employees in the organization.

In addition to the initial training, many organizations provide an updating training packages like maintenance training, booster training and refresher training (Smith, 2001; McCabe, et al., 2007). All The respondents reasoned the updating training programs to cover the issues of decaying in competencies attained in the previous programs such as the initial training or the introduction training programs (Dragomiroiu et al., 2014).

For instance, the respondents C1 and C2 reasoned their updating training by saying since the organization's functions based or rules derived from the Swedish Social Code and these rules change from time to time. Therefore, providing updating training like refreshing training is crucial to maintain the same level of quality and accuracy of the provided services. Having said that, it's crucial for the employee development and productivity to keep them oriented by the new changes and this statement is confirmed by Smith (2001); McCabe (2007) by indicating that refreshing and maintenance training considered as the best tool to create a specific set of skill levels to stop the decaying in employees performance which can affect the image and productivity of the entire organization.

Another justification is used to clarify the need for updating training forms. As most of the respondents mentioned, updating training might be applied to recover the deficiency identified by employee's annual performance appraisals. Therefore, the need for updating training comes to develop specific areas related to employees work-related assignments and this was backed up by McCabe (2007) by saying updating training is essential to level up the skills of employees to recover the delicacy in their competency which was previously highlighted in their performance appraisals.

Moreover, in addition to training as an approach to develop the human capital of an organization, coaching and mentorship also can be used for the same purpose. According to all the respondents who have recognized what was the purpose behind coaching and mentoring the human capital, their organizations apply mentorship and coaching but mostly in an informal way. The respondents stated that approaches as mentorship and coaching stimulate changes in employees behaviors which contributes to developing the organizational performance and this was confirmed by Boak & Crabbe, (2019), by indicating that in addition to training, coaching is one of the approaches that is applied by organizations to encourage changes in their employee's behavior and attitudes.

Skills

The skills demand seems to be based on the task or role of the employee. Each task required specific skills for the organizations. According to all the respondent's team working was seen as the most important skill that the organizations of the respondents sought. This is due to different reasons but mostly to avoid external problems that could occur within the organization. Tarricone & Luca (2002) highlighted the importance of team working as a skill, meaning that good teamwork decreases misunderstandings and argues at the workplace, which could result in negative consequences such as delays in performing the tasks as well as dissatisfaction and un-motivational employees.

According to the respondents C4, C5 & H1, skills related to commitment and discipline are required in their organization to perform work related tasks on time without delaying avoiding affecting the organization image. Suleman (2018) confirmed our respondent's statement by saying that employees should have skills related to discipline and commitment.

Due to the nature of many organizations, especially organizations using governmental rules and legitimation, skills related to truthfulness and accuracy are demanded strongly. Furthermore, because of legal aspects of application that employees manage, respondents C1, C2 and H5, stated accuracy is very crucial in their organizations and hence employees with skills related to certainty and truthfulness are highly needed. Suarta et al., (2017) indicated that there are some specific skills related to employability that has a strong demand, and this is clearly seen in the explanation of the respondents C1, C2 and H5.

Skills related to time management, creativity, adaptability, persuasion and negotiating are essential for most organizations business since they have direct impact positively or negatively on firm's performance. The respondents C3, H2, H3 and H4 indication that previously mentioned skills are very important and preferred by organizations. According to Zohar (2015) negotiation skills indicated the ability to finalize business deals in a way that satisfies all parties involved in these deals, hence having employees with the right persuasion and negotiating skills can add success to the firm businesses.

The Model

The figure 9, has been developed through the empirical findings of the previous chapter. The figure is divided in two categories based on the research questions. RQ1 has been developed to explain how and why each perspective is being used by the organizations. The second model illustrates the human capital approaches and how the approaches is being divided.

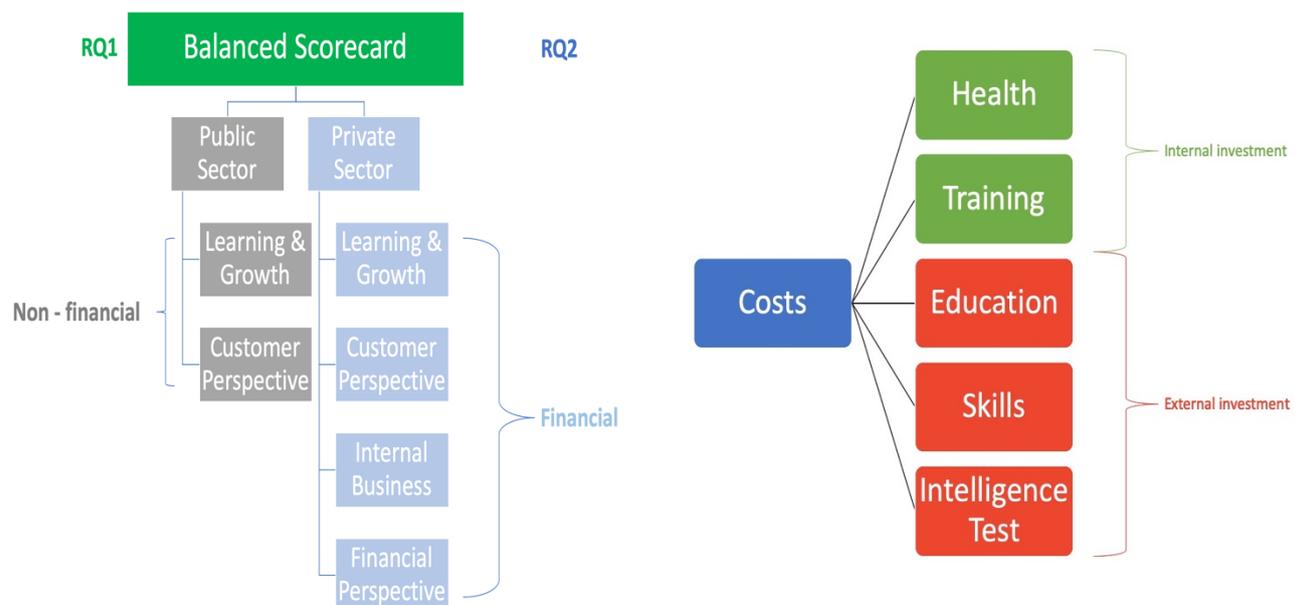


Figure 9 Balanced scorecard and human capital approaches division, Source: Own.

RQ1: Based on the analysis it becomes evident that there are two reasons that determines how the organizations use the balanced scorecard. The first reason is based on what business the organizations operates on, since different business requires different perspective to consider. The second reason relays on the sector that the organizations operate in whether it in the public or private sector.

The public sector is dependent on two perspective, the learning & growth and customer perspective. The learning & growth is important for the public sector since their main business is the contact with the customers and helping them with their applications. In order to obtain customer satisfaction, the organization are therefore in need for highly trained employees with service, punctuality and accuracy skills who are able to represent the organization image in a positive way.

The customer perspective is important for the public sector also for the reason that the customers plays a core pillar in the organization business since these organizations represents governmental authorities. The organization strives to develop the customer satisfaction and does it through conducting evaluation surveys based on the employee services and performance.

The organizations in public sector is not depended on both internal business and financial perspective for different reasons. The public sector is controlled and owned by the government, therefore its internal business processes is developed by the government itself with less impact to control it themselves. All the new systems and updates comes from the government and the public organizations only have to adapt to it without the opportunity to impact or influence it. The public organizations do not consider the financial factors since it is a nonfinancial organization that receives annually payment from the government. The financially factors relays only on cutting costs.

The private and public sector share the same focus and importance in learning & growth and customer perspective but differs from the public sector in two dimensions, the internal business process and financial perspectives. The private sector is depended on continually development of its products and services in order to gain competitive advantage in the market, therefore the internal business process is important for the private sector to stick out from its competitors and always have the newest technology. Since the private sector organizations is mainly self-depended, the financial outcomes are therefore important for the organization growth and survival. Therefore, the private sector has more responsibility when it comes to the financial factors by avoiding any unnecessarily actions and instead cutting it costs to save money.

RQ2:

It is evident that the use of the human capital five approaches relies on the financial aspects. All the five approaches are considered to be costly for the organizations to adapt, therefore not all organizations have the ability and the capability to use all the five approaches at the same time. Some approaches are considered to be more important or prioritized to adapt than the others mainly because of the cost and outcomes of the approaches. The five approaches have been divided into two groups based on the empirical findings, the internal and external investment. The internal investment refers to the investment that the organizations make within the organization by focusing and developing through its own money. The external investment is the opposite, where the organizations prefer to recruit candidates with the capabilities and abilities needed already. The internal investment contains of both health and training approach while the external investment contains of education, skills and intelligence test.

Health and training are two important approaches, which is according to the empirical findings, the two most prioritized approaches of the human capital. Health is considered to be the driver of the employees' wealth and motivation which decreases the turnovers and sick days. The organizations focus on health programs such as health awareness, quit smoking, job safety. The main reason behind the organization focus is to gain employee satisfaction and appreciation which will result into more productivity.

Training which is along with health approach the most important approaches is used by two types of training, introduction and updated training. The organizations use the introduction training which is based on initial by supervisors and rotation training through different departments during the start of the candidate working time in the organization to save time and money. The updated training is used mainly to minimize any further legal issues like rules change for example in governmental organizations.

Education, skills and intelligence test are three approaches in the external investment category mainly due to the high cost of such approaches. The organizations that uses any of these approaches does not necessarily mean that its being fully used. Education programs is being used for managerial positions in the organizations through either internal or external programs. Due to the highly cost of such programs, the organizations require candidates with minimum bachelor's degree. The education program time is considered as a cost for the

organizations as well since the employee is away from 6 month to 2 years. Skills is considered as a costly approach as well. Even though the organizations are in need of multiskilled candidates but due to the time and money consuming of developing the employee skills, the organizations are forced to recruit candidates with the already skills needed for the job and task. Intelligence test is another costly method that is mainly used for managerial positions. Due to the high cost of such tests, the organizations will still use the traditional methods instead.

The reason of why health and training are considered more important or prioritized for the organizations than education, skills and intelligence test is not because of the effectiveness of the approaches. Some approaches such as intelligence test could be considered as more effective than training since it predicts the right candidate for the job and decreases the chances of turnovers. The cost and need are the two main reasons behind the priorities, for example employee health is a changing factor that determines the wealth of both employee and organization. Therefore, the organization are in need of healthy employees in order to keep the productivity and decrease delays otherwise the outcomes could be very costly for the organizations.

Training is compared two other approaches cheaper since the training is being inhouse. But the importance and prioritizing it by the organization is due to the fact that no matter how trained, educated and skilled the candidate is, he or she must adapt to the organization way of doing. Therefore, training, specially introduction and update training is a must in all organizations no matter what business it operates in.

With other words all approaches are somewhat important and costly, but some approaches can be replaced by others to at least reach the same outcomes. Therefore, these approaches which in this case are the health and training more prioritized for the organizations than the others. Whether the human capital is an investment for the organizations or not, seems to be an investment for those who can afford it and its more like a cost for other organizations rather than investment.

6. Conclusion

This chapter gives answers for the research questions that were asked in the first chapter. Moreover, a description about how this study contributes towards the literature review, limitations of this study and possible suggestions for future studies.

The aim of this study has been to understand from an organizational point of view the factors that they consider when measuring their performance. Mostly, for the purpose to understand why the human capital is being left behind for most of the organizations. Therefore, this study was important to gain information about the human capital approaches and how it could contribute towards a developed organizational performance.

Q1: What perspective of the balanced scorecard does the organization use?

The balanced scorecard four perspectives are equally important where no specific perspective is more important than the other one. The selection of the balanced scorecard perspective relays mainly on the business of the organizations. Each business requires different perspectives to use. Some organization have the need to use all the perspective while some other organizations do not have. The business sectors that the organizations operate in is also important for the decision of the perspective choice.

The organizations that operates in the public sector measured their performance based on non-financial indicators such as learning & growth and customer perspective because governmental agencies business is non-financial. Which means that the organizations in the private sector have the ability to focus more on the two perspectives due to the financial help it receives from the government.

On the other hand, the organizations that operates in the private sector measures their performance based on financial indicators, therefore the private sector are more in need for use of all perspectives in order to obtain a balanced organizational performance. But since the private sector is financially depended organizations, there is a risk that not all of the perspective will be equally focused or more likely not fully focused due to the cutting costs that the organizations strive for.

Q2: How does the organizations consider the human capital five approaches

The organizations are dividing the human capital five approaches into two categories. The external and internal investment. Health and training are linked to the internal investments while education, skills and intelligence test are being linked to the external investments. The human capital five approaches are as mentioned before equal important, but some approaches could be replaceable based on the organization need. The organizations are aware of the importance of each approach but due to financial reasons the organizations are therefore prioritizing the health and training approaches among the other three approaches.

Because of the financial obstacles that the organizations face when trying to adopt the human capital five approaches, the organizations are instead forced to consider few or some of the approaches. Even these approaches that is being considered is not often fully used by the organizations also due to the financial reasons. Some of these approaches is being used for managerial positions only, for example the intelligence tests and education approaches. That means that there are a lot of other employees that do not have same opportunity to benefit from the human capital approaches. Which in their eyes the human capital might be unfairly used by the organization.

The learning & growth perspective of the balanced scorecard and especially the human capital which was earlier mentioned as a perspective with less attention received among the other perspectives is now more understandable. The financial costs of such approaches force the organization to focus less on this perspective. Organizations with stronger financial capabilities are more likely to consider the human capital while organizations with less financial capacities might consider the human capital less or not at all. The organizations in the public sector for instance have the ability to focus on the human capital more since it is backed up by the government. The organizations in private sector need to think twice before since its main objective is the financial growth and cutting costs. Therefore, the human capital could be a question mark for them.

Contribution towards the literature review

This research contributes to the literature by adding in-depth data about the organizational performance and what tools the organizations are using to measure their performance as well as how important human capital is. It also contributed answers to Candela & Cardós (2009) statement that says 40% works with the balanced scorecard and only 17% is focusing on the learning & growth perspective. It also supported Bakan (2011) statement regarding the cost of the programs related to human capital which was seen as the biggest obstacle for the organizations in this research. It also supported Muda et al., (2018) about the balanced scorecard were first introduced for the private sector which was noticeable in this research by the public sector respondents. This research paper disagrees with what Candela & Cardos (2009) stated that the learning & growth is the most important perspective of the balanced scorecard. The findings showed that the importance of the perspectives lays on the type of business that the organization is working with. The research paper also contributed with the figure 9 that explains the use of the balanced scorecard based on which sector and how the human capital five approaches is considered.

Limitations and future research

The main limitation in this research paper is the theoretical resource from the article Candela & Cardós (2009) which represented the problematization of this research paper regarding the numbers of organizations using the balanced scorecard and learning & growth specifically since this article is from 2009 and is considered 11 years old. The limitation is therefore laying on the age of this article and how these numbers are still reliable in the date the research study and research data were conducted.

Moreover, the data collection was somewhat limited where only ten interviews that presented ten different organizations have been conducted to draw a conclusion for the research purpose and aim. Moreover, only one respondent from each organization was interviewed which could decrease the validity of this research. The research paper does not consider the culture as a factor that could be considered as a limitation since the interviews were conducted from four different countries and each country of the four has a different culture that could play a role in the respondent's data.

Furthermore, one more limitation is that this research does not consider any rules or regulations that affect the organizations based on its localization which could affect some of the data conducted.

This research managed to indicate two groups of respondents which are the public and private sector. The future research could be to investigate how the public and private sector differ from each other through a larger number of respondents and organizations.

Appendix

General question

1. Position
2. Employment time
3. Responsibilities

Organizational performance

1. What do you know about organisational performance, how do you define it?
2. Based on what factors does your organization measure the success of the company?

Balanced scorecard

1. What do you know about balanced scorecard? (if not, we explain, might be known as different name)
2. Rank from 1-4 between the balance, what the organization focus on most

Human capital

1. What do you know about human capital?
2. Do you believe that your organization consider the human capital?
3. What type of actions does your organization take towards its human capital?

Education

1. What education level is required in order to apply for the job?
Associate degree - Bachelor's degree - Master's degree - Doctoral degree - doesn't matter
2. What kind of education programs does the organisation offer?
3. Does the organisation send the employees for education programs outside the organisation, where?
4. How long does the education program take?

Training

1. How does the organisation perform initial training for new employees?
2. How does the organisation offer updating training?
3. How does the organisation train it employees to become more multi skilled?
4. Does the organisation offer any coaching or mentorship guiding?
5. Does the organisation follow a traditional or modern training methods and which?
6. How long does the training programs or courses take?

Intelligence

1. Does the organisation do any intelligence test before recruiting?
2. What is the intention behind such a test?
3. What type of interview does the organization do when recruiting a new candidate?

Skills

1. What employee skills is considered important for the organisation?
2. How does the organisation develop employee skills such as team working, problem solving and technological programs?
Health
 1. Which type of health awareness programs does the organisation offer? (job safety, stress and smoking)
 2. Does the organisation offer activity programs for it employees such as gym or collectivistic lunch rooms? 3. How is the working hours in your company? Flexible?

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