

Factors Affecting Administrative Performance of Employees in Oil and Gas Companies in the Kurdistan Region of Iraq

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1. Introduction

Oil and gas resources are crucial for economic stability and quality of life, greatly impacting the global economy and living standards in developed countries. Their influence reaches political and social conditions. In developing areas like Kurdistan, traditional Western exploration methods encounter obstacles. As resources diminish, diverse and innovative techniques for Kurdistan's pre-salt reserves become increasingly necessary. (AHMED DIREYE, 2018).

Over the past fifty years the world has become increasingly reliant on oil and gas resources. Proper management of these resources can yield far reaching effects, including economic, social, and political development. This is particularly true for developing economies. Unfortunately, many developing economies lack the proper systems to harness these resources. This desire for a better quality of life through oil and gas resources extends to Kurdistan in Northern Iraq. With huge, untapped reserves backing an insatiable need for improved social and economic conditions, Kurdistan is one of the only places in the world where oil and gas exploration has hardly begun. However, this lack of exploration is expected to change in the coming years with the help of several large oil and gas companies. Still, before this infrastructure can be built, an understanding of the unique challenges facing oil and gas exploration in the Kurdistan Region of Iraq is required (Akbar & Khaleel Hassoo, 2018).

The oil and gas industry has a specific and unique process through which oil and gas exploration, development, and production occurs. Knowledge of this process, or its main aspects, is essential to understanding the unique challenges facing the industry in the Kurdistan region of Iraq. Broadly speaking, the oil and gas exploration process can be divided into four main phases, including, regional and local geology interpretation, previously collected data analysis, obtaining and collecting new data, and data interpretation and geological modeling. Upon completion of the process with positive results, oil and gas resources are delineated and the development and production phases commence.

2. Overview of the Oil and Gas Sector in the Kurdistan Region

The oil and gas sector in the Kurdistan Region is one of the most important sectors in terms of productivity, job creation, and investment. However, the development of this sector still headlines and drastically changes from day to day. Instead of using the oil revenues to develop the mutual oil and gas sector in the Region, uncontrolled and uncontrollable profits by the KGOC were disturbingly used by the mega-political parties in taking huge wages for agents and directors who were coming from Tehran or Baghdad. On the other hand, this problem neglected the mutual service sector for the consequences of the common people to be able to achieve better lives and due to the oil spare revenues not achieving jobs for the management groups (AHMED DIREYE, 2018).

The Kurdistan oil region has a huge untapped reserve for oil, gas, and even many derivatives and related structures all over the world. Nevertheless, this objective precious wealth, unfortunately, serves the political parties in the benefits, economy, and make a living in the cost of the society, not to speak about environmental effects. Hence, it looks attractively interesting for investors for exploitation but even through this opportunity there are still many limitations for undesirable regulations. Oil revenues exist in the Region since 2002 but it transformed to

overtly useable since 2008; therefore, it is worth to examine to what extent this wealth affects the behaviour of such an economically active and wealthy business community.

This sector is untapped inner wealth for the Kurdistan Region of Iraq but it has both abundant opportunities and threats for redemption, utilization, and regaining this wealth. When fledged with a considerable opportunity, there should also be careful firmer threats. Hence, the oil and gas sector in the Kurdistan region looks much opportunistic and attractive due to its wealth and resource. However, this wealth sometimes could not be harnessed without competent, loyal, independent, and wise human resources. Though many companies gained exaggerated retention, recruitment, engagements, engagements, and researches; providing the organisations who dispose of the only derivation of such a valid precious wealth would have obliged competency.

3. Importance of Administrative Performance

The development of work in general and administrative work in particular has become of great interest and concern to all organizations in this era of globalization, advanced displays and rapid developments in various fields. It has also become a living necessity, given the transformations that society is witnessing every day.

Administrative performance means the ability to carry out work efficiently, a skill that enables employees in institutions to perform their duties and responsibilities optimally. Administrative performance is considered one of the administrative functions, represented by planning, organization, and leadership direction, control, coordination, and follow-up of others' efforts to achieve common goals (Al-Frijawy et al., 2019).

The field of oil and gas in Iraq is undergoing major developments, making many international companies invest in this field, but these companies did not realize the importance of developing the administrative performance of employees. In addition, the absence of a standard to measure administrative performance leads them to adopt and implement this work standard and highlight its dimensions. Therefore, this study aimed to: identify the importance of measuring the administrative performance of employees in the oil and gas sector in the Kurdistan Region of Iraq, determine the most used methods for measuring the administrative performance of employees in oil and gas companies in the Kurdistan Region of Iraq. Improving this sector through recommendations that could increase its administrative performance. All questions were answered through interviews with a number of experts in the oil industry in the Kurdistan Region of Iraq.

This study makes recommendations about the importance of measuring the administrative performance of employees in oil and gas companies in the Kurdistan Region of Iraq. These recommendations and suggestions will enable managers and researchers in this area to expand, enrich, and develop this study. It also provides some recommendations and points for future studies in the area of measuring the administrative performance of employees in the oil and gas sector and other sectors in the Kurdistan Region of Iraq (AHMED DIREYE, 2018).

4. Key Factors Influencing Administrative Performance

Administrative performance refers to the level of authority, freedom or ability of an individual or organisation with the intent of achieving a desired administrative outcome (Al-Frijawy et al., 2019). It is the effectiveness with which gathered resources are used and made available to

do the specified work in an organisation to achieve its goals. Factors influencing administrative performance include training, rules and regulations, performance appraisal systems, reward systems, use of output data in decision making, human resource planning, staffing, risk factors and work environment (AHMED DIREYE, 2018). A low level of administrative performance means that individual or group functions poorly in pre-determined administrative tasks and procedures or fail to comply with/influence them in some way or another.

Training: The concept of training is closely connected to the concept of development due to the prevailing notion that training is a vital part of development within organizations and in people. Training can improve administrative performance of employees in terms of knowledge, skill, competency and appropriate concept of the job performed. The company must insert budget for staff training and give such opportunity to all employees at each level performance. Training of employees on the other hand must match the future goals/needs of the company.

Rules and regulations: Making policy rules and regulations for employees is a crucial element which affects the performance of the company. Without well-defined rules and regulations, the employees may face difficulties in handling their assignments. Activities of the employees may also go unmonitored. Hence the company must have pre-defined and strict rules and regulations for employees and provide them training regarding those rules and regulations. Arrangement of rules and regulations in the self-proposed routine format is also a crucial need for oil and gas companies in Kurdistan region of Iraq.

4.1. Organizational Structure

The study sample was composed of 37 employees for the statistical analysis. The researcher created a questionnaire consisting of three dimensions with 36 approved paragraphs. The results of the validity and reliability of the tool were accepted, and the researchers distributed the questionnaire to workers in oil companies. The sample consists of several dimensions, ages, and academic qualifications, and the statistical methods used in the analysis were arithmetic mean, standard deviation, regression coefficient, internal consistency factor, and variance inflation factor.

The researcher conducted the third chapter, including the study area, society, and sample size, a description of the study tool, methods of applying the study tool, and statistical methods and tools. The fourth chapter contains the presentation of the results. The first section provides a demographic description of the respondents, and in the second section, the main hypothesis and sub-hypothesis were tested with a discussion of the results obtained.

Section 4.1 showed that the employees' answers on the paragraphs of the organizational structure variable in the Oil and Gas Companies in the Kurdistan Region of Iraq were somewhat satisfactory. Regarding the sub-dimensions of the organizational structure variables, it was shown that employees' answers regarding the organizational attitude and the organizational model dimensions were somewhat moderate. In contrast, the respondents showed that the oil companies' organizational structure in the Kurdistan Region somewhat affects employees' administrative performance.

Section 4.2 showed that the employees' answers on the paragraphs of the administrative performance variable in the Oil and Gas Companies in the Kurdistan Region of Iraq were somewhat satisfactory. However, it was found that the employees' answers regarding the

dimensions of the administrative performance variables in the oil companies of the Kurdistan Region vary from moderate to high.

4.2. Leadership Styles

Leadership style is the behavior pattern of a person who seeks to influence the activities of a subordinate with a purpose of directing the achievement of a goal. It refers to a pattern of individual behavior, which is directed toward the goal achievement. Companies that have good leaders can be well run and efficient organizations where employees are motivated to perform better and find satisfaction in their work (Saleh Nasser Abdulla Al Mansoori et al., 2018). On the other hand, companies are not well run and seem to be more confused, where the work climate is less appealing; here employees are simply going through the motions.

There are various theories on leadership style that are evident in the approach taken by various organizations. Leadership theory usually covers six basic approaches. These are the Weber's bureaucratic theory, the behavioral theories, contingency factors, systems theory, creativity and task-relationship approach. In accordance with these theories, leadership behaviors (or style) have been historically classified using various systems. A survey was conducted in 1985 to look into leaders. And these leaders were characterized as destroyers, builders, and retrenchers. Since leadership might be viewed as a complex construct that governs the art of social control, pre-conditions leading to effectiveness in executive leadership have long been sought.

One major reason for the difficulty in studying leadership is that it includes such a wide variety of sentiments, attitudes, and behaviors. A large number of studies have identified different aspects of leadership that are believed to influence leadership effectiveness. A common factor among those studies is an early job of dividing the important characteristics of leadership into two realms describing both the leader's attitudes toward his or her followers and the leader's task. The multifactor leadership questionnaire developed has been empirically verified in which leadership behaviors were operationalized in terms of transformational, transactional, and laissez-faire styles.

The distribution of these styles in different countries has been examined. The results of a cross-national study including more than 2,500 managers from seven nations suggested that transformational and transactional leadership is generally effective in most cultural contexts. On the contrary, the laissez-faire style is found to be least effective everywhere. Both transformational and transactional leadership are perceivable across nations. The transformational leadership is positively and transactionally related to social and economic development in countries and collectively. The transformation score of the Iranian managers falls short compared to most other nations whereas transactions are much rarer.

4.3. Employee Motivation

Employee motivation, which is considered as a key factor affecting administrative performance of employees in the oil and gas companies in the Kurdistan region of Iraq, was evaluated in this research tool and is described in this section. It concerns the efforts made by the administrator to develop employee performance in oil and gas companies in the Kurdistan region of Iraq. Since oil and gas companies possess large capitals, skills and help, the administrative soundness is a necessity in them. The companies in question must focus on enhancing the performance of human resources and altering their general strategy to improve the quality and productivity of their employees. Considering the confined financial ability of

the oil and gas companies, educational workshops or seminars relying on existing staff to disseminate information among employees are suggested to avoid wasting expenses on inviting outsiders or enrolling employees in expensive courses. The research tool revealed that employees in oil and gas companies in the Kurdistan region of Iraq were admitted as low averages by the sub-item, i.e. working aptitude, policy and procedure, physical, job requisition, economic standard of living, relationship and emotional, working experience, pension, and after-service benefits.

On the other hand, in Iraq, the relatively new and vulnerable oil and gas industry must face the fierce competition or rivalry of the current investors and beacon for newcomers as the businesses of many oil and gas companies are focused on getting considerable benefits from efficient and effective talents. Therefore, Iraqi oil and gas companies regarded as monopolist businesses must prioritize all the functioning domains. Attraction or recruitment must be the first priority while conducting the other domains which are considered as secondary. However, recruitment should not be considered as a panacea, as hiring newcomers brings about considerable concerns, e.g. integration into the workplace settings, adjustment measurement, and other capability assessments, all of which may swing the companies into greater turmoil rather than advantage. Thus, oil and gas companies in the Kurdistan region of Iraq are advised to review all the claimant hiring amends within the recruitment policy of the executive. It is also recommended that some sub-components under the compensation sub-criterion should be emphasized such as salary, financial support, promotion, and overtime payment.

4.4. Training and Development

The Oil and Gas sector is distinguished by great technological advancement, and everyone ought to be adequately familiar with modernity trends. Furthermore, regular training for new employees is required before commencing work to give them essential training on the company's policies and rules. Additionally, employees are trained and developed every month, with the administration organizing professional courses for personnel who request training opportunities. Training is a continual process that updates and refreshes prior training. Technology company officials provide travel training on a routine basis to engineers in order to implement, update, and train them on systems in new programs. Employees in the accounting department obtain training on the systems utilized in oil and gas firms in order to become acquainted with them. To assess employee performance development, officers are assigned to each department with the task of enhancing and developing employee talent in this sector. Professional training tasks must also include the oil and gas department staff, who are qualified and necessary for this profession in order to increase employee productivity in this sector.

The importance of a training programs is highlighted with respect to employees' administrative performance in oil and gas companies. Moreover, it plays a pivotal role in achieving the effectiveness, efficiency, and performance of the employees at administrative levels in oil and gas companies (elhassen ALLAOUI et al., 2017). It helps to reduce all the types of costs resulting from breakdown of production machinery, processing factories and wells. It helps to keep up with the technical and technological developments of the world of oil, especially that trainings are in partnership with foreign big companies or to be outside the country.

Additionally, training programs also play a major role in the basic modern program that is considered a basic an important accountancy program for recording, accounts rating and output

and giving it some of these names such as – (Imran Khan & Nawzad Abdullah, 2019). Such advanced training programs assist employees in auditing accounts performances on a monthly, quarterly, semi-annual, and yearly basis and articulation of clear and precise finance reports that contain huge numbers. By these programs, manpower also provides a complete age for the ratings and is the basis of other evaluation process.

4.5. Work Environment

A proper work environment includes good facilities and an appropriate and acceptable atmosphere. Studies conducted in financial and banking institutions indicated that the work environment is affecting all aspects of financial and banking institutions; the results indicated that the work environment has a great impact on job performance. Factors such as noise and light influence the job situation of employees. Furthermore, the managers and administrators of active companies should try to reduce environmental factors on employees. Environmental factors such as lack of job security, prejudice in salary, and lack of meritocracy, and ability for the job are affecting the job situation of Health, Safety, and Environment (HSE) employees. Major environmental factors affecting employees were also examined. Lack of correct assessment and weak relations of administration were recognized as effective managerial factors on job stress.

Studies conducted in financial and banking institutions indicated that the service environment covers the physical environment that an organization provides for employees and clients' activities. The area in which employees perform their function, such as the size and attractiveness of the organization, adequate lighting, heating, and appropriate and acceptable atmosphere for concentration and high performance, can all affect the productivity and administrative performance of employees. Barriers and hurdles in the work environment can directly be reflected in employee performance. Employees working unwillingly in inappropriate sized office areas or open offices may be disturbed by the communication behaviors of their companions. As one participant stated, if they have several meetings at other departments and they return back to their desks in a noisy room, it is difficult for them to concentrate again. After these distractions, some participants indicated that they have difficulty in lifting their concentration again.

5. Cultural Influences on Performance

A description of some aspects of the local cultural norms, with expected attitudes and behaviour that affect the administrative performance of employees in oil and gas companies in the Kurdistan Region of Iraq, is supplied by the following cultural factors: The importance of hospitality is usually embedded in a person or persons born and raised in a typical Kurdish town, city or village. Anything done for others, be it big or small, or even when somebody meets another person he or she does not know very well, the latter ought to ask the former to visit him/her at home. Such a meeting entails that he/she must on prerequisite give a present, money or food all the time or if not, the person shunned, scolded and disrespected. Nowadays, this issue is, to a certain extent overstated, especially in cities. Nonetheless, oil or gas companies' employees usually display this behaviour in hotels and foreign business events. For that reason, companies must be sensitive to this issue, including its precautions. Besides, nearby these cities, there are a lot of harmless people. Their knowledge of business and their lifetime efforts to harvest fruits of business are lower to the extent that makes their existence a risk for

employees, even if they are mostly harmless. The officials and staff members of oil or gas companies shall draw attention to this issue, lest the company not get in trouble.

The last point is discrimination among people with respect to tribe. Similar to some Middle Eastern countries, Iraq has a wide variety of tribes, 22 tribes among 8 main tribes in the Kurdistan Region of Iraq in particular. Although in a shocking extent of four pieces, Kurdistan can conveniently be divided into Sugar Tribe-Duhok, Spid Tribe-Erbil, Bya Tribe-Suleimani, and Nehanda Tribe-Halabja, it can also be divided into how social ties are tied. People with the same tribe share kinship among; as such one man may have hundreds of relatives in a single tribe. This kinship comforts them particularly in matters like assisting in buying vehicles, helping in the occurrence of marriages, politicking in similar political entities and opting for officials in public offices. Therefore, tribal ties compel individuals keep standards, beliefs, and behaviours toward strangers specifically in public environments as would be done with familiar persons. This might well be functional within tribes, since default trust is plentiful; however, outwardly, this controlling system loses its effectiveness. How development is overseen in oil and gas companies in the Kurdistan Region of Iraq resumes being a point of issue. There is some hard-working tribe. Usually, recruitment procedures and performance evaluations are made exclusively through existing tribal affiliations, precluding individuals who have relatives in either policy-making or neighbouring employees.

5.1. Local Cultural Norms

The workflows, norms, and practices that guide the formation and implementation of administrative tasks are shaped, in part, by national or local cultures. One of the most salient features of the local culture of the Kurdistan region of Iraq is the prominence of strong innate local aspirations and objectives for employment, relative to aspirations for attainment of specific queues of success in favor of the organization. In other words, the flow of work is often defined in an informal and ad-hoc fashion by the expectations of the high quantity and quality of the delivery of tasks within the cultural norms of the region, independent of his/her assigned formal role or position. This was clear from several examples of contingent or tactical decisions (or tasks) that were culturally frowned upon and triggered reactions of protest. These included the unexpected grasp of the role of decision maker for the community, as well as the suggestion of longer working hours.

In accordance with dimensions of culture, the local culture of the Kurdistan region can be classified as low power distance, in the sense that employees desire cooperation and think of their organizations as teams. This is specifically accentuated in the decision-making and implementation of administrative tasks, which dominate the outcomes of social interactions by an individual, with possessions and tasks of others expected to be treated as their own. However, due to the low tolerance of challenge or ambiguity, employees in the local culture of the Kurdistan region sometimes feel free to observe hard deadlines or local conventions, to the extreme point of breaking or circumventing the rules altogether. To balance aspirations and objectives, there is an action-tendency of deception, whereby employees are expected to find alternative channels or work-arounds to cope or recover from task failures. The factor was generally perceived as reducing perceived task complexity or saliency through informal buffer time and escapes, triggering a snowballing effect whereby the consumption of resources on these attempts to escape from regulations could either cross the borders of permitting

assumptions and dissipating learning, adoption of acceptable workarounds for the organization, or spillover damages to others.

5.2. Impact of Tribal Affiliations

In the work environment of oil and gas companies in the Kurdistan Region of Iraq, tribal affiliations and clanship structure have a considerable impact on human resource practices. Generally, religion plays a very important role in everyday life in Kurdistan. Despite people's various religious and political affiliations, what binds them together is being Kurdish and as such it creates one category called the "Kurdish people". Following this consensus goes the clanship structure which is a very central part of the Kurdish culture. Generally, the Kurdish concept of both cultural heritages stands firm on solidarity and helping each other out. In this vein, the well-being of an individual is seen as the well-being of the whole group. This is even paramount in relation to oil and gas companies where being close or connected to a superficial authority can play a decisive role on hiring and other such human resources related decisions. In other words, in order to resist against the outsourcing of grievances individuals are present in the industry on the basis of the recommendations received from influential individuals.

In contrast to some southern European countries, tribal affiliations are mostly detrimental to the performance of employees in oil and gas companies in the Kurdistan Region of Iraq. In the oil and gas companies, it is not uncommon to see someone without a technical background be placed in a highly technical position due to tribal affiliations and nepotism. In this respect, in the Kurdistan oil and gas industry somewhat paradoxically, one of the core functions of a leader should be ignored. Most probably as a result of nepotism, there are able and competent leaders but many leaders in the industry end up in this position purely as a result of tribal affiliations. The outcome of this would be a sense of restriction on the ability of useful resources or able individuals to reach the company. As a result, it is highly complicated for an entity or a company to attract fresh blood and necessary abilities. It should be noted that difficulties do not stop here for firms and companies. Even in the instances of job positions filled through methodology, there are times when confrontations take place and there is a sense of unreliability and deficit of information in relation to them.

6. Economic Factors

Economic factors are critical on the administrative performance of employees. Acknowledged economic factors were turnover, retirements, employee willingness to start up other firms, and promotions ((Ayoub) Hasan, 2018). The extent of respondent's agreement on economic factors was high on regarding willingness to start up new firms with means (M= 4.35), turnover with means (M= 4.27), promotion factors with means (M= 4.12), and retirements with means (M= 3.88). Noted that job promotion has positive influences on employees' administrative performance. When a job promotion is offered, generally a job applies for the old job. However, because of that, the other job that continues depends on job announcements or somebody who left a firm for another job. It could have a link in turn over with job promotion; there tried to balance that situation. This equation on these factors and employee administrative performance was difficult to discuss by literature. Failure of business certain administrative has a withdrawal of employees with no abilities from the firms. In that case, a firm could influence by positive turnover to a decrease in financial burden like paying taxes. On the other hand, at least needs from financial in range of seeking and recruiting employees in desired abilities.

6.1. Market Fluctuations

Meanwhile, Employee performance in every organization is a crucial issue. Organizations should meet their objectives or goals through proper employee performance. This is why the management of employee performance is critical. From the determinant, it is apparent that research has to do a lot with the challenges affecting employee performance in organizations (AHMED DIREYE, 2018). There are different research topics on this subject, but with reference to the literature reviewed, many studies have illustrated contemporary factors affecting employee performance and improvement in various industries. However, no efforts have been conducted on studying factors affecting employee performance in the oil and gas industry in the Kurdistan region of Iraq. As a result, the proposed study aims to fill this gap.

Market relevance fluctuations are uncertainties in market conditions that can arise from vital price shocks/gain, leading to potentially far-reaching and severe effects on economy and society at large. Oil price volatility changes in switching costs of explanatory and dependent variables capture variation in market significance, while cross-city and cross-time variation, in productivity reflect its moderating effects. The effect of global oil price shocks on the economies of oil-exporting countries over the past four decades along with an exogenous sudden decline in oil price. They use a structural vector-autoregressive model to show that the impact of the oil price shocks on output, investment, and consumption is immediate and persistent when the oil price rises, whereas an oil price drop leads to a slower and weaker response. They also find long-lasting effects on the terms of trade and the exchange rate after oil price fluctuations.

6.2. Investment Levels

This research was conducted to study the administrative performance in oil and gas organizations in the Kurdistan region of Iraq, to assess the levels of administrative performance in oil and gas organizations, and to identify the factors affecting administrative performance in oil and gas organizations in the Kurdistan region of Iraq (Al-Frijawy et al., 2019). The research relied primarily on the descriptive analytical approach and used a questionnaire as an instrument for data collection with a validity and stability test. The data were statistically analyzed using computer packages to extract the appropriate statistical results. This was followed by a set of statistical examinations on the light of specific statistical measures (mean, standard deviation, and the T-test). The relationships between various factors were examined using a Pearson Correlation Coefficient matrix. The data collected from the questionnaire were organized based on data entry. The results showed that the level of administrative performance among employees in oil and gas organizations in the Kurdistan region of Iraq was average. There was an effect of planning levels, organizational structures, recruitment levels, communication levels, and investment levels.

In terms of future directions, first, this study has been conducted in the Kurdistan region; therefore, it can be repeated in other countries or cities at the same time as this study, on the condition that the same tools are used. Second, this study focused on oil and gas organizations; therefore, it can be implemented in other government and private organizations. Various future study interests can emerge from this research, which can be achieved by studying the factors affecting administrative performance such as organizational changes, health, safety, security, quality, and information technology. This list is just a start; many hypotheses can emerge.

In terms of practical implications, it is indicated that oil and gas organizations in the Kurdistan region of Iraq should conduct workshops for their employees to raise their awareness of the importance of investment in influencing the administrative performance of oil and gas organizations. Executive management can conduct periodic meetings for organizational employees to propose their ideas and thoughts on administrative performance levels. Organizational management should develop investment policies to govern the administrative performance of oil and gas organizations.

7. Technological Advancements

The government, society, and communities grow gradually, and industries require the new technology and innovation process to increase their contribution to very high levels. Because of this, many universities with technology are trying to rise the industrial process in different areas. University researchers do extensive research in many areas. All oil and gas industries require knowledge, technology, and design of modern optimization technological methods. (AHMED DIREYE, 2018).

Now a day, the advanced qualifiers in oil and gas area purchase about 200 machines and equipment, including advanced drilling machinery, to work in oil and gas exploration and development. This could increase income generation from oil and gas for government budget and community. Because of this, efforts are continuing to add a human-resourced group in oil and gas industries. The ministry for upgrading the oil and gas activity in the Kurdistan has planned to add technical remote knowledge and technological inputs through PhD on site trainer. The purpose of this work is to design and qualify money generation added technology at very high efficiencies. This is a very huge, complete, and innovative service. This requires an organization of suitable solar energy geometry with a very long duration for designs, implementation, and testing of sophisticated oil separation units. A design requires modern designs for new thumping, vibrating, squeezing, or quasi-cracking mechanical thermo-acoustic equipment. Advanced knowledge inputs such as knowledge of a chemical reaction design for naphtha modern utilization such as benzene, toluene, ethyl benzene, and derivative for these and high-end plastic materials design chemical process designs.

Offshore for the modern scientific knowledge of these areas and new laboratory sector rooms equipment, design of state-of-the-art small-scale fillers, and chemical laboratory designs. In addition, new education for these aspects is required. Modern geology solar seismic knowledge and designs of new hydro electric stations for gas fields scanning design. Monitoring for all equipment is required for.

Now a day, oil production in Siberian and North Inexorable is estimated to decrease by 5-7 million barrels daily. The government could face a severe production market price drop when production in the marine Gulf countries, Iraq, and Libya is raised. Evaluation of the above tasks with delivery and a proportion of in the Kurdistan area is required.

7.1. Impact of Technology on Efficiency

In recent years, the application of technology has become one of the most significant factors in the oil and gas sector due to the age of globalization, requiring a better and faster performance of workers in various fields. First of all, it is worth mentioning that with the application of technology, perfect exploration results and rapid analysis of large volumes of data can be obtained (Bolanle Bolodeoku et al., 2022). At the same time, routine processes, maintenance

operations, seismic explorations, and automated drilling operations are performed rapidly and accurately with the help of technology. The great digitization of the oil and gas industry has also provided engineers and geologists with tools for more integrated, collaborative, and thorough assessments of the subsurface development candidates. Moreover, with the rapid advancement of technology, equipment planning and maintenance systems, drilling/sampling and maintenance equipment, and earthquake monitoring and vibration-based detection techniques continue to develop and evolve. In addition to all the advantages of technology, which accelerate the performance of workers, the application of technology should also be considered as one of the factors that negatively affect the performance of employees in oil and gas companies. Technological innovations such as virtual reality, deep learning, machine learning, artificial intelligence, and especially robotics are used in procedures and applications such as clean-up and deactivation of platforms virtually and semiautomatically. Automation of procedures with the help of robotics and artificial intelligence can enable the completion of complex processes without human intervention, thereby increasing the dynamic range of machine capabilities, reducing costs, and increasing consumer efficiency. However, some technologies or their applications may be entirely new to the employees, requiring a learning period. During this learning/adjustment period, the implementation of new technologies may increase the accident rate related to their use due to ignorance of the machine's operation. In addition, the gap between the number of generated data and the number of interpretations of the data and the necessary lack of expertise may temporarily reduce productivity. In addition, operational challenges and health issues, such as a lack of control or inaccessibility of information outside work, difficulties following the daily regimen, or not having social interactions with colleagues, are some of the reasons why this rapid digitization may negatively affect employee performance.

7.2. Training for New Technologies

In recent years, the petroleum industry has witnessed great developments in terms of extraction technologies as well as crude oil processing. Consequently, the oil companies operating in Algeria are requested to remain abreast of the latest developments (elhassen ALLAOUI et al., 2017). Unfortunately, the required training for the employees is not provided. The elderly employees, who have long experience in the field, are expected to transfer the required knowledge to the junior employees. However, there are also damages such as the explosion in the pumps or the blockage of piping. Therefore, for safe management of the facilities and to ensure reliability of the Work Control Command, the engineers should be trained on the new technologies. Otherwise, the products of in-house operations would suffer from emissions damage.

In addition to preserving the heritage of the oil technology develop, the latter also allows it to be used in the other sectors. Even though the prime task is not to produce raw material for other sectors, experience is acquired and R&D activities in petroleum products is undertaken. Such training is expected to present new applications. Consequently, the training would help the company, even if it is impossible to get any economic returns. Hence, training programs regarding new technologies is more vital for performance improvement.

8. Regulatory Environment

The oil and gas industry in the Kurdistan Region of Iraq has grown continuously in recent years, and this growth is expected to continue. Many foreign companies, particularly oil and

gas, have shown interest in investing in the oil and gas sector in the Kurdistan Region of Iraq. This has created many vacancies in oil and gas companies, including jobs in the administration. Candidates interested in administrative jobs in oil and gas companies in the Kurdistan Region of Iraq must submit their CVs and supporting documents to the Human Resources Department. The Human Resources Management Department screens the CVs and supporting documents and selects suitable candidates to take part in the interview process. During the interview and selection, most system applicants complain that their documents and CVs are not acceptable in oil and gas companies. The selecting persons disagree with their selection and grading because the results of the examination, interview, and selection scores are not known to the candidates. The present research surveyed and analyzed the factors affecting administrative performance in oil and gas companies in the Kurdistan Region of Iraq. The findings of this research will promote performance commercial awareness and knowledge of oil and gas among the educated workforce in the Kurdistan Region of Iraq. The output of this research can fill the gap in the international body of knowledge. More importantly, the findings of this research will provide valuable hints for stakeholders in oil and gas companies, government policymakers, and education providers in the Kurdistan Region of Iraq to take strategic measures and action to alleviate the barriers to performance improve employee selection process and capability in oil and gas companies in the Kurdistan Region of Iraq. (Nooruldeen M. Nory, 2017) The study is aimed at the factors affecting administrative performance in oil and gas companies in the Kurdistan Region of Iraq. A batch of factors influencing administrative performance for educational workforce in oil and gas companies in the Kurdistan Region of Iraq was identified as the independent variables. The independent variables include; an employee's level of education; recruitment, selection, and placement process; and the regulatory environment. The dependent variable, narrowed down to administrative performance, is focused on with considerations of administrative department duties in oil and gas companies in Kurdistan Region of Iraq. The output of this research will fill the gap in the international body of knowledge, promote performance commercial awareness and knowledge of oil and gas among the educated workforce in the Kurdistan Region of Iraq. It can also provide valuable hints for stakeholders in oil and gas companies, government policymakers, and education providers in the Kurdistan Region of Iraq to take strategic measures and actions to alleviate the barriers to performance, improve employee selection processes, and capabilities in oil and gas companies in the Kurdistan Region of Iraq.

8.1. Government Policies

The personal and collective perceptions of the members of an organization regarding the objectives, strategies, policies, and processes of that organization make up its image, which is viewed through the lens of time and space (AHMED DIREYE, 2018). The image of an organization influences how the general population and special interest groups, such as employees, stakeholders, competitors, etc. view that organization. Creating a positive image through internal and external public relations is essential to developing a more stable and sustainable organization culture. This image manifests itself in the organization's performance, growth and development, quality of products or services, security of personnel, customer service, training, education, and development of employees, humanitarian programs, fair allocation of profits, etc. Consequently, the formulation of societal policies and local and national development strategies needs to be transparent and justifiable to the general public. In addition, measures taken at the local level to execute those policies need to be communicated

in a manner accessible to the general public as well. For a sustainable organization, the essence of an internal image is one of the most important goals as it ensures that the objectives of the organization will materialize. An organization's development is a consequence of a system of public perceptions regarding that organization. In other words, it is the collective perceptions of the members of that organization regarding the objectives, strategies, policies, and processes that make up its internal image. The external image is the perceptions of the general population and special interest groups regarding that organization. Stakeholders, employees, customers, the general population, competitors, and many other groups develop perceptions about the organization and use those to model their interactions with that organization and each other. Over time, those macro perceptions of the organization result in an external image of the organization that has a major impact on its development.

8.2. Compliance Challenges

As per the suggestion while sending the survey questionnaire to participants to fill it advisory comments were provided for some of the questions. Following the feedback, it was decided to conduct another in-depth semi-structured interview with some of the experts on the subject matter committee from different oil and gas companies who would provide in-depth insight into the topic. Follow this text shows the analysis of the data collected through interviews with experts from oil and gas companies. To validate the factors affecting administrative performance of employees in oil and gas companies in the Kurdistan Region of Iraq direct semi-structured interviews were conducted with five experts on the subject matter from oil and gas companies in the Kurdistan Region of Iraq. Follow this text presents the analysis of the qualitative data collected through interviews. Experts in petroleum commission stated that compliance was seen as top priority for most oil and gas companies in the KRI and no one wanted to be compliant. This however was hampered by a complete lack of compliance culture among most of the laws, regulation and internal policy at most of the oil and gas companies. The harsh penalties included cancellation of licenses intended to allow oil and gas companies not complying with laws or regulations however the reality also clearly showing that compliance was not top priority as most oil and gas companies continued about their business with no notice. All experts were of the opinion that extensive training and development need to be undertaken so that a full compliance culture could be created within oil and gas companies in the KRI. Training for compliance created an environment where all staff were compliant ensuring that everyone took personal responsibility for compliance. Further the compliance internal policy discussed properly with ensured staff understanding and not take compliance as token and ensure clarity on reporting mechanisms so breaches could be raised internally rather than reported to regulators. Experts holding high positions emphasized the importance of checking and double checking. They said each company had more than one checking mechanism from supervisors, managing directors and independent internal or external audit ensuring that nothing could go unnoticed for a long time. The companies usually checked it from different angles to find any nonconformances to be fixed accordingly.

9. Employee Engagement Strategies

The research goal was to identify the factors affecting administrative performance of employees in oil and gas companies in the Kurdistan region of Iraq. The main problems were the economic shocks in the oil price, the government budget was getting narrower. The researcher distributed 700 questionnaires to the employee administrative officers in oil and gas

companies in the Kurdistan region of Iraq. The management of oil and gas companies in Kurdistan region of Iraq should apply employee engagement strategies in the workplace to improve the performance of administrative officers in the company. Company management should be familiar on how to offer engagement motivational strategies such as effective work. Employee engagement assessment and survey may lead to engage employees in the performance at the workplace. Employee engagement evaluation results when employees are not appropriately engaged in the performance tasks. Managerial actions such as motivational theory and information out to the company management would lead to properly engage employees in the tasks assigned by the company (Islam Rony & Mohd Suki, 2017). Company management performance was not appropriately evaluating and surveying employee engagement in the Kurdistan region of Iraq. In this particular case of the company context, management has low performance in engaging employees in the workplace productivity. To reach high performance in company productivity, it must appropriately evaluate and survey employee engagement in the company. Company management could set performance measurement structure. In order to evaluate company management performance, it is needed to set performance measurement structure. It could be set using SMART criteria on how to measure company management performance. Company management performance measurement could be classified into two aspects, i.e. working engagement and companionship (AHMED DIREYE, 2018). Working engagement performance would describe how engaged the employees in the performance would be expected by the company in high performance. Companionship performance would give description on the company engagement to the employees as a compensation and award after the employee's performance.

9.1. Communication Practices

A meta-analysis of 181 samples tracked all previous studies individually. Studies with flaws were excluded, but some tests in earlier studies couldn't be used. The remaining 92 studies produced a much smaller set of analysis values. Unfortunately, for this test data, the expected effect was phrased in different ways and planned without standard ranges. A full-scale meta-analysis is underway. A preliminary analysis is attached. This analysis contains five samples from earlier studies. Analyzer away any orientation factor. In these five previous studies, the effects here were incidental to the main ambition. So this is added evidence of an overall average low effect. While all of these variables are still deemed contextually relevant, specific request wording and arguments with significant positive values appear to alter the effect.

Nonetheless, added concerns are significant moderation from implementer and agent condition, outcome predictor design, and implemented proposal awareness. These results provide expected additional qualifications. Implementers, as largely requested respondents, nonetheless consistently downplay proposal quality and expected effect. Predictors design, as proposed question wording, significantly impacted study results. Consultations that imitated speech listings produced much smaller expectations of proposal effect than those worded as questions and lists. Outside awareness, as derivative request design and framing, did not yield moderation with awareness. The distinct theory of persuasion-based effects – proposal preference change – was underexplored. Despite doubts over this direct effect having suitable evidence, linked models of the extent this construct mediate secondary phenomena were well supported. Additionally untested and moderately and consistently unlikely across studies was an expected positive association with pre-battle bias.

Results educated by this theory portray selection as a matter of chosen valuation rather than falsifiability. Respondents ultimately recorded how true each proposal was on a 5-point scale, ranging from 1 to 5. Answers converted to a -1 to 1 scale. Response averages significantly differed, yielding consistency and meaningfulness. Overall modulations from implementer and design remained significant, while offer condition much less so. These findings remained when limiting analysis only to past hard design requests.

9.2. Feedback Mechanisms

Non-financial mechanisms are set up to assess the quality of outcomes and prevent the loss of the feedback loop. Specifically, studies argue that it is best to delay transfers until the completion of the outcome when outcomes are hard to assess or when there is a risk of an undesired outcome. An in-depth review of the literature reveals possible mismatches in regulatory and feedback mechanisms used for risk protection tactics. Guidance is offered on how performance feedback may be improved. Risk mitigation approaches are adopted in sponsorship to address mission drift.

Diverse feedback mechanisms are used, including quarterly progress reports, ongoing information sharing, and risk assessments with requests for changes in reserves. But few disclosure requirements are enforced, and mechanisms may be weak in cases of negative feedback. The design of the performance feedback loop is described to illustrate how knowledge transfer and risk protection interplaying with outcome assessment are built into the performance feedback loop. An organization's performance it pays for is examined to theorize how silent partners, who determine their partners' fortunes from afar, govern their partners' behaviors, with the focus on the feedback loop via monitoring mechanisms. Given capital constraints, a funding organization must first determine contracts that allocate a funding resource. It is shown that with respect to its purpose, a multi-outcome project creates dilemmas diverging from its goal. The incentive/monitoring structure of feedback loops that solves the inherent dilemmas of a multi-outcome project is constructed.

Feedback mechanisms often at best require the funded organization to disclose the total number of audit scores, but an internal score despite a failing score is often concealed. Even if a fix is coercively sought, it will often only apply to the defect that has been observed, leaving the overall situation something of a blackbox. Disclosing method and target-specific performance/outcome measurements to specific audience is often not enforced (Islam Rony & Mohd Suki, 2017). Consequently, corrective action may make a complete breakdown almost impossible, though the precautionary spiral can still be co-opted.

10. Impact of External Factors

External factors are those factors outside of the enterprise and that cannot be controlled by the enterprise. These factors comprise rules, policies, foreign oil companies that enjoy large privileges with foreign governments, lack of assistance from the federal government, and lack of new refineries and production stations, low transport systems of oil and gas in the ministries, and old refineries and production stations in oil and gas companies. A significant group of respondents agree with the external factors impacting the performance of administrative functions in oil and gas companies in the Kurdistan Region of Iraq. The arithmetic average of all external factors is (2.62) and the standard deviation is (0.51), which implies that external factors affect employee performance. Other studies concluded that human resources

management is the systematic planning and control of a network of basic organizational processes that affect and involve all organizational members. Operations include human resources, planning, job design, job analysis, recruitment, training, performance appraisal and review, compensation, employee protection, representation, and organizational improvements (Al-Frijawy et al., 2019).

10.1. Political Stability

The economy of the Kurdistan Region of Iraq has a lot of potential, thanks to its oil and gas resources. The oil and gas industry has a major impact on developing countries. For a long time, it was one of the fastest-growing industries in the world. To boost their administrative performance, organizations analyze their internal and external factors. In order to increase the successful performance of oil and gas companies in the Kurdistan Region of Iraq, this study examines the external political, economic, social, and technological factors (PEST) that hinder or encourage administrative performance. This study focuses on better understanding of the external factors and organizations in the oil and gas sector and make an important contribution to administrative performance by identifying factors. The majority of oil and gas companies in the Kurdistan Region of Iraq are developing companies. The understanding of these external factors can help these organizations increase their success ((Ayoub) Hasan, 2018).

The study investigated the significant external factors affecting the administrative performance of oil and gas companies in the Kurdistan Region of Iraq. Analyzing the impact of each factor, how each factor can hinder or encourage the administrative performance of oil and gas companies, and what the oil and gas companies can do to counteract the negative impact of these factors were the primary objectives. The study was conducted among relevant respondents who have knowledge of internal and external factors in the oil and gas companies being studied. Political, economic, social, and technological factors were the main themes of the questionnaire. The data were then analyzed using descriptive statistics. The findings of the study indicate that political stability, government support of the oil and gas sector, and governmental bureaucracy are the three political factors that have the greatest impact on administrative performance (AHMED DIREYE, 2018).

10.2. Global Oil Prices

This chapter presents the findings of a study that investigated the factors affecting the administrative performance of employees in oil and gas companies in the Kurdistan Region of Iraq. A descriptive analytical approach was adopted, with a questionnaire distributed to managers and heads of departments in 14 oil and gas companies. The results were analyzed using the SPSS program and correlation test. The findings revealed that administrative performance was high, with global oil prices having a significant effect on performance. The study recommended continuous follow-up on the political interests of oil-producing countries to maintain price stability and minimize the impact on local markets.

The oil industry is considered the backbone of the Iraqi economy, and the Kurdistan Region of Iraq has a share of this industry and a significant source of revenue. The local market price of oil is highly affected by the prices on the global market, as oil trading is done under international agreements, and oil is usually traded in dollars. Thus, the crude oil prices in India and Asia increase and decrease based on the expected prices on the global market (Hakim Mhamad & Taher Saeed, 2016). Because of the major changes in prices, oil companies in the

region seek ways that might work in their favor, such as reducing employees' salaries and service payments for contractors. Thus, this research was conducted to evaluate whether local oil prices affect employee performance.

The research results revealed that the administrative performance of employees in oil and gas companies was high, especially in terms of the global oil prices factor. The oil price lag and price expectations had the highest mean. Global oil prices, production, and price announcement had the highest degree to which they affected the administrative performance of employees. The findings also revealed a significant impact of global oil prices on the administrative performance of employees. The correlation coefficient was 0.902, which indicated a very strong correlation between the two variables. The t-statistics at the 0.000 level of significance indicated that the null hypothesis was rejected, and there was a significant effect of global oil prices on the administrative performance of employees (AHMED DIREYE, 2018).

11. Case Studies

The government of the federal republic of Iraq granted KRG an autonomous status in 2005 and an opportunity to develop its oil and gas sector. Kurdistan Region currently has 48 contracts with the companies from around the world for exploring and utilizing oil fields, plus 4 contracts for gas fields. These companies employ about 2000 workers in total and have produced 8 million barrels of oil per month. This study investigates "the factors affecting the administrative performance of employees in oil and gas companies in the Kurdistan Region of Iraq (KRG)". This study includes the introduction of oil and gas industry in KRG, and sources of theories. The methodologies employed for collecting the data include random sampling, questionnaires and interview. SPSS is used for analyzing the data with relational statistics method. It contains one hundred questionnaires distributed to KRG oil and gas companies, with a sample of 80 respondents, of which 78 responses were received (98%). A trial research was conducted on eight respondents to test the relevancy and reliability of the questionnaires. In order to analyze the data for each item Kolmogorov-Smirnov Test was conducted before running the main tests. Descriptive statistical analysis was applied to find the most important set of criteria for the factors affecting job satisfaction and motivation of public sector employees. Independent T-test and ANOVA test were used to examine the Hypothesis between factors affecting the job satisfaction of male and female employees, and between employees in different public sector institutions. The research concluded that employees in different public sector institutions have different perceptions of the factors affecting their job satisfaction level, while there was no significant difference in the perceptions of male and female public sector employees (AHMED DIREYE, 2018). PERFORMANCES FORMULATION: The compensation factor is the fourth performance indicator among oil and gas companies in the Kurdistan Region of Iraq. The average item is (3.1377) which is interpreted to be neutral. This is a significant fact to consider by human resource managers and other responsible individuals in this sector as it may lead to high turnover of the most qualified employees, which is a big loss for oil and gas companies. Higher salary increases motivation toward work to make creative outputs. Gaining prestige and reputation is important but it is confirmed that if the compensation is adequate, employees can be satisfied. The leadership style factor is the third performance indicator among oil and gas companies in the Kurdistan Region of Iraq. The average item is (3.2551) which is interpreted to be neutral. This indicates that there is weak implementation of this factor at present. The existence of a standard performance evaluation process which measures and records the

employees' task accomplishments is significant for improvement of human resource performance (Akabay & khaleel Hassoo, 2018).

11.1. Successful Companies

After independence, Asia has faced challenges such as rebellions and invasions, which have awakened national unity sentiments. In order to remain united, country companies need to focus on new reconstructive efforts (AHMED DIREYE, 2018). Company executives need to implement strategies based on the fact that treating companies as a single entity is not workable. Treating any company as a national or a member of a family of companies, mega companies, all fascinated by oil and gas and with far-flung locations, does not conform to proven management principles. Concentration of effort is a critical factor in these endeavors. A recent company study propagating national unity goals in specifics discussed several measures to enhance performance. The initial word in these performance-enhancing measures was "decentralization." Range-wise or structure-wise decentralization is based purely on technological willingness and it should be devoid of political intentions whatsoever. An exploration company group could have one exploration group for deep water with range-wise distributed exploration company interests and onshore exploration company interests owned by the same company. There can be other deep-water interests outside this scenario but they should not be treated as part of a national company.

Range-wise groupings masquerading as a company should not be imposed on oil and gas companies claiming nationality from any country group. Already there are instances of new and not-so-new national groups misusing decrees for appointing company members contrary to the smartest recommendations made on professional grounds. This has been detrimental in some cases to the optimum performance of the respective exploration and producing company teams. Considering the burst of initiatives on national unity efforts this past year and realities of the work done during the past year, it has come to light that the responsibilities of certain upper-level companies need to be re-distributed upwards to provide the necessary levels of company performance on company objectives. The last company meeting made recommendations to enhance the performance of the Oil and Gas Company. These recommendations suggested performance-enhancing measures that had been inherently recommended by country contacts and company sources.

11.2. Companies Facing Challenges

In this study, companies were questioned about their understanding of factors affecting their employees' performance and if they are facing big challenges due to these factors. Most companies acknowledged that employee performance has several factors. However, the results still indicate companies are facing big challenges. The items related to companies facing challenges regarding employee performance factors were subdivided into three factors after applying EFA with Promax rotation: training programs, leadership style, and work conditions. Item loadings of factors training programs ranged from 0.892 to 0.645. The higher item loadings were owned by item 3, which was "Management should provide (handling) trainings to employees." Regarding factor leadership style, item loadings ranged from 0.841 to 0.638 with the higher ownership for item 1, which was "Leadership style was mainly sold." Lastly, items under factor work conditions ranged from 0.830 to 0.640, and the higher item loading was represented by item 5, which states "The management does not consider employee's opinions and suggestions." Leadership style was the first un-rotated item, which signals the

newness of styles and the gap of knowledge of novel leadership styles or unpreparedness of leadership style of companies regarding leadership relationship with performance will provide a further meaning in depth.

The indicator of “Leadership style was mainly sold” from option one has very important implications. The qualitative and exploratory nature of leadership styles’ knowledge of companies in oil and gas production or other industries in the KRI could be addressed to better understand “the basic need for addressing this knowledge gap” (AHMED DIREYE, 2018). On the other hand, item loadings also indicate companies have their challenges in measuring or managing performance from training programs or method formulation view. The assessment of needed training programs could help to understand specific operative challenges in this view. Besides statistical analysis, focus group discussions may help to provide in-depth exploration of new or unprocessed styles and the difficulty in assessing performance management from a training program standpoint.

12. Research Methodology

The main objective of this study is to identify and analyze factors affecting the administrative performance of employees in oil and gas companies in the Kurdistan Region of Iraq. In line with the above objective, two sub-objectives are considered: first, to explore the factors affecting the administrative performance of employees in oil and gas companies; and second, to investigate the impact of factors on the administrative performance of employees in oil and gas companies. Maltreatment of employees in oil and gas companies, personal behavior and interpersonal skills of employees, bureaucracy of work procedures, compatibility of work motivation, administrative performance of employees is measured by three dimensions of work frequency, work bias, and work process compliance. Descriptive style is the most appropriate way for reporting research problems (AHMED DIREYE, 2018). As for the nature of this research problem, both quantitative and qualitative approaches are utilized including both primary and secondary sources of data. For the quantitative part, 200 structured questionnaires were distributed for the employees in oil and gas companies. Independent samples t-test and one-way ANOVA is used to analyze the difference between groups mean and correlation and regression is used to analyze the extent of association and precision in variables.

Executive & personal administration, planning, direction & technology administration, work motivation & environmental management, and systems affect the administrative performance of employees in oil and gas companies in Kurdistan region of Iraq. Focus groups interview results indicated personal behavior & interpersonal skills of employees, bureaucracy of work procedures, maltreatment of employees, compatibility of work motivation, fitting the employee's skill into the post of appointment, and regular training regarding work related with impacting factors on the administrative performance of employees in oil and gas companies. Personal behavior & interpersonal skills of employees, bureaucracy of work procedures, and maltreatment of employees has a positive influence on the administrative performance of employees. The aforementioned factors explained 81.5 percent of variations in the administrative performance of employees. The other suggested factors such as focus on work motivation & fitting the employee's skill into the post of appointment, horizon of work, and competency of work-related technology are suggested for further researchers.

12.1. Data Collection Methods

The research methodology employed in the study is quantitative, descriptive, and correlational, with an emphasis on the survey approach to collect data using a questionnaire. The sample framework includes all the employees (administrators and experts) of oil and gas companies listed in the Kurdistan Region of Iraq. This dataset consists of 541 employees with identified job titles in the form of job descriptions that describe their responsibilities in relation to their job titles and company in the region's oil and gas industries. This population is in accordance with the categorization made by the United Nations Development Program.

The researchers also used the Krejcie and Morgan formula to determine the sample size from the population of 541 employees, including a margin of error of 0.5 ($N=541$, $\rho = 0.5$). The sample size will be 223 employees to achieve a 90% confidence level and a 10% margin of error. A stratified random sampling technique was adopted to select the sample from the large population. The selection of employees vulnerable to respond to the questionnaire was made through assigning randomly generated numbers for the entire population and then extracting samples.

As for the variables of the study, the researchers used instruments developed by prior studies. The organizational variables include work overload, role ambiguity, and organizational motivation, which were taken from (Ebrahimi Samarin & Givaryan, 2015). The research instrument is a questionnaire, which is a major instrument for collecting quantitative data. In preparing the questionnaire, the researchers used a five-point Likert scale method, ranging from 1-Strongly Disagree to 5-Strongly Agree.

12.2. Analysis Techniques

To analyze the limits of this research, the limitations will be presented in two sections. The first section will explain how the limits, such as the geographic region, the number of organizations, and the number of respondents affect the generalization of the research results while providing suggestions for future research. The second section will explain the limits imposed by the research design, such as research type, research participants, various measures, analysis method, and potential bias/error.

The limitations of research on the administrative performance of employees in oil companies in the Kurdistan region of Iraq regarding general research will be discussed first. First, the geographic region limits the generalization of the research results. The demographic structure, political and economic situation, and culture of each geographic region can affect various organizational issues, such as human resources management variables and performance. Therefore, it cannot be generalized that the identified situations in this research exist in regions with different conditions. The second limit is the number of organizations due to the dangerous situation in the region. Unexpected events during the research caused some of the organizations to be inaccessible, and thus lesser study organizations had to be selected. In addition, the data collection process extended longer than expected due to various temporal limitations. Thus, it cannot be generalized that the current situations of oil companies are currently the same in other oil companies in the region. While this situation can create a source for future research, it does not allow consideration of all the oil companies in the region. It is recommended for coming studies to consider wider sample organizations. The last limit due to the characteristics of study respondents is the number of people directly belonging to oil companies in the region.

The data collection process of some organizations that were previously accessible was longer than planned, and as such, they were dropped. Thus, while it is known that there are more than 3728 administrative employees in the region, the results were drawn from 292 administrative employees in 6 oil companies. It is recommended that more employee participants be included in the research when conditions allow it to examine this performance further and create different period comparison opportunities.

The limitations of studying on the administrative performance of employees in oil companies in the Kurdistan region of Iraq regarding research design will be discussed next. Research type limits, such as cross-sectional time horizon, restricts the ability to say that the societal, organizational, and personal factors have a positive or negative impact. The second limit is that the listed organizations note that they are oil companies according to their public records, but there is no institutional statement by the government. The possibility of some oil companies being a dealer and operating less under the supervision of the central government cannot be ruled out. The third limit is the varied chance of influences of other managers and executives. It is a probable situation that prevents the conclusion regarding the positive/negative impact. The fourth limitation is after the removal of items that did not comply with the research demographic structure or other quality results post-exploratory factor analysis, dimensions with only two items were observed. The absence of a minimum of three items for some dimensions to create better factor scales may have limited it regarding the quality and usefulness of the current design. Only dimensional and total desirability mean scores could be tested without items themselves. The fifth limitation is that subjects receiving the survey either directly completed on their devices or a selected tool outside the workplace completed on behalf of some without direct attention. Failure to prioritize only direct respondents can limit the reliability of the data received. Finally, while qualitative methods were transformed toward semi-structural and unsupervised interviews to gain extended knowledge regarding this performance, the number raised may not be enough to clarify some contradictory or unclear ideas. Thus, it may restrict to further time- and effort-consuming understandings and evaluations.

13. Findings and Discussion

The research on factors influencing administrative performance of employees in oil and gas companies in Kurdistan region of Iraq was carried out using survey questionnaire method. The survey instrument was designed by the researcher to help in collecting data and finding answers to the question concerning the independent variables involved in the study, which are, remuneration, leadership style, training and growth of employees, work place environment, and the dependent variable, which is employee performance. The model of study was adapted from (AHMED DIREYE, 2018). Responses from a total of 143 respondents who filled in the instrument were subjected to non parametric statistical analysis procedures using statistical package for social science. This section presents the findings of the data analysis and the discussion comparing the findings with corresponding previously conducted studies in similar fields. 94% of the total respondents were male and 5% were females. And, majority of the respondents were aged between 31-40 years old; 69%. 24% of the respondents were aged from 21-30 years old. And finally, 7% of the respondents were aged above 40 years old. Therefore, the majority of the respondents were found to be in the age categories with very high level of academic qualification and work experience. 53% of the respondents were degree holders and 29% were holders of post-graduate degrees. Thus, almost all of the respondents have the

appropriate qualification to provide valid information regarding the research topic. When asked to indicate how many years of service have they spent in the respective organization, 80% of the respondents reported that they have served in the organization for 6 years or more. Thus, most respondents were expected to know how the factors affecting performance of employees in oil and gas companies work. 51% of the total respondents worked at managerial level while 49% worked at non-managerial level.

13.1. Key Findings

The results show that out of the total of 725 questionnaires that were distributed to the employees of the oil and gas companies, 354 completed questionnaires were returned and validly filled out. This shows a high response rate of 49%, indicating that the questions were carefully read and understood. The demographic characteristics of respondents considered in the study show that a little more than half of the employees are male (54.5%) and the remaining 45.5% are female. Regarding the age groups of the respondents, 15.8% are between the ages of (20–30) and 21.4% are between the ages of (31–40). Most of the participants fall into this age range and indicate having considerable working experience of 15.6%. About 60% of the respondents hold a bachelor's degree, while 18.6% have a master's degree, which indicates the need to conduct further training and educational programs for the employees with the ability to complete advanced degrees.

Furthermore, the statistics show that 40% of participants have been hired for 2 to 5 years, and this indicates that respondents have an acceptable level of experience in the oil and gas companies. The results also show that 64.1% of the employees are working in the administrative department, while the remaining are engaged in the financial and scientific departments. This shows that the administrative department is the biggest department in oil and gas companies, and this may positively or negatively affect the overall administrative performance of employees, and it is also the main focus of this research.

The primary objective of the current study was to investigate the factors affecting the administrative performance of employees in oil and gas companies in the Kurdistan Region of Iraq. The research improves the understanding of management and organizations in oil and gas companies in the Kurdistan Region of Iraq of the factors affecting the administrative performance of employees. The findings indicate that management–employee focus and an effective perception of target accomplishment and goal setting are crucial to enhancing employees' administrative performance (AHMED DIREYE, 2018). The study's findings also imply that when oil and gas companies in the Kurdistan Region of Iraq promote a high degree of trust between management and employees, this will positively impact the administrative performance of employees.

13.2. Implications for Management

The oil and gas industry continues to evolve, experiencing substantial shifts necessitating adjustments to the operational and administrative performance of oil and gas employee management levels. Attempts to investigate the variances within administrative and operational levels between oil and gas regional establishments led to the identification of common organizational arrangements across the vast companies and a high degree of uniformity in the governing legislation establishment and arrangements of almost all oil companies in the region. However, notable differences were also revealed between the surveyed companies concerning

high-level exam degree holders in technical engineering and the orientation of firms toward non-partner government management. The expectations from investigation engineers require full knowledge and familiarity with the executive side's legislation and regulations for the oil cycle. The improvement and development of administrative performance aim to maximize the output from oil policies that directly affect the national economy as the primary source of income for the Kurdistan Region of Iraq. Functions and processes included in the suggested aspect of investigations comprise financial and economic control, numerical data processing, work priorities, oil and gas technical engineering, oil field services supply and sustaining, big datasets processing, and follow-up of technical equipment provision and operation.

Professional programs of performance and practice engineering degrees and the establishment of an involved responsibility and qualification hiring scheme proved significant in feeding engineering cadres as per capacity, standards, and competence programs. Moreover, the necessity of enabling qualitative retrieval and invitational grading of engineering degrees in oil engineering and other valuable development oil smart management exists across the academic realm. It has become apparent that the underlying disciplines of orthodox oil administrative decisions had not been digitized and exist in contractual and resolution files only.

14. Recommendations for Improvement

To improve the administrative performance of employees in oil and gas companies throughout the Kurdistan Region of Iraq, the government and oil companies should consider the following recommendations, which are drawn from the findings of this study; recommendations are provided for the Kurdistan Region government and the oil and gas companies.

1. The KRG should obligate all private oil and gas companies to provide follow-up health care for employees injured at work, as well as sufficient compensation for unfortunate accidents. While health care is one of the responsibilities of oil and gas companies, the responsibility to build hospitals and clinics falls between the Ministry of Oil and the Ministry of Health; thus, the law should be updated and shared with the aforementioned ministries. Additional arrangements should be made for the insurance of workers to prevent any accidents due to the violence of political parties in the region and protect the lives of innocent people.
2. The KRG must screen the educational degrees of administrative employees prior to their employment, requiring them to take entrance exams as a criterion in order to employ the most qualified and competent workers. Additionally, job descriptions must be well-defined; this necessitates the obligation of human resource units to produce job descriptions that include competence, duties, and responsibilities. The KRG should continue to monitor oil and gas companies, requiring them to provide a yearly report and feedback on the educational level of their employees in order to identify the reasons for substandard qualifications.
3. The number of employees in administrative units must be properly determined according to the organizational chart, and human resource units must adhere to it. Moreover, the directors of administrative units should be aware that, even in a dictatorship, they should entail duties and responsibilities to their deputies in order to avoid neglect.
4. Companies should provide training courses in basic and technological computer skills, especially Microsoft Office. This training is essential in order to improve performance in

administrative work, as inexperienced employees may have difficulty becoming familiar with official paperwork.

5. Oil and gas companies should adhere to the minimum salary set by the KRG, as salaries that fall below the rate set by the government would not encourage workers to spend their effort and time for a company they regard as "abusive" toward their basic human rights.

6. Oil and gas companies must provide jobs and positions for administrative employees that motivate them to improve their work performance and encourage them to adhere to labor laws issued by the KRG.

7. Extracurricular activities should be provided, as these contribute to the development of employees' talents, as demonstrated in developed countries where sports, prayer, and cultural activities are legally mandated. This is especially important in the oil and gas sector, where productivity and creativity can deteriorate if there is no outlet for employee energies.

8. Employees should be accommodated financially and morally so that they can afford basic necessities: good living houses, health facilities for their families, schools for their children, and vehicles for transportation, especially in rural areas.

9. Organizations should develop ethical factors such as code-of-conduct systems and equal treatment and contain them within a law.

14.1. Best Practices

From the results it can be said that the respondents believe that planning human resources management, development and training of staff positively influences organization performance. Several recommendations will be formulated to improve the organization performance. The following have been identified as the most effective way selected to improve organization performance in planning human resource management, development and training of staff practice. It is recommended that the company follow good recruitment policy, job analysis, induction program, training and development policy and performance appraisal should be organized to strongly agree. The company selects individuals based on training and experience and standard procedures in the recruitment process should be followed should be agreed. Balance between supply and demand of labor force to avoid shortage or surplus should be planned. Job analysis, job specification and job description should be clear to facilitate recruitment and selection process. Assessment centers for recruitment and selection procedure should be organized. A systematic and formalized induction program for new employees should be provided. Training should be provided to enhance manager's capabilities to assess training needs and plan appropriate interventions. The organization should adapt to the changes through development programs. Performance appraisal should be documented and feedback should be provided for development purposes. Supervisors should be trained to enhance their capability in performance appraisal. Assessment centers should be organized for performance appraisal. Performance appraisal criteria should be based on job description (Al-Frijawy et al., 2019). On the other hand the following have been identified as the less effective way selected to improve organization performance in planning human resource management, development and training of staff practice. Managers should receive training to develop their capability in doing training needs analysis. Less indifference in terms of performance appraisal based on personal biases. Structured, documented and standardized performance appraisal for each department or

division should be organized by HRD. The organization should provide budget for local or overseas training or conferences for the top management or training officers. HRD office should be merged with policy planning department or office to become policy planning and HRD office.

14.2. Future Research Directions

More research has been carried out on the administration performance of organizations in the Kurdistan Region-Iraq. Thus, it is recommended that in-depth studies be conducted in oil companies under the supervision of the Ministry of Natural Resources to analyze factors such as the oil companies' contracts and their impact on oil exploration operations in the Kurdistan Region of Iraq. The other suggested studies targeted factors that affect the work environment in oil companies, such as turnover influence. Under the college of Administration, a statistical analysis of the factors affecting disclosure ability in the financial organization can also be conducted.

Focus on administrative issues, such as in Iraq under the speech of the oil minister, the oil consumption is very high and the impact of this consumption on the ethical and economical side. The mismanagement of the oil and gas is another subject that could be focused on. The basic concept of oil is the center of the ancestors and it would be one of the most protected natural resources. And last but not least, the study could be conducted on various companies and minor companies in the telecom sector.

15. Conclusion

In conclusion, this study presented the analysis of the results of research aimed at discovering the factors affecting administrative performance of employees in oil and gas companies in the Kurdistan Region of Iraq. The results of the analysis indicated that there are 17 factors affecting employee performance, among which 13 factors are located in the following four dimensions with the greatest influence: work environment, training and development, administrative features, and management styles. Oil and gas officials in the Kurdistan Region of Iraq should consider the importance of the results of this study in the education of their administrative performance. The study also discussed the methodological and thematic limitations. Finally, there were considerations for future studies.

It was noticed that preferable workplaces gain competitive advantage in a way that they can attract a larger pool of candidates for employment and keep their employees longer than their counterparts. This practice will help in reducing turnover costs, improving production rates, and increasing negligence at work, which will in turn aid in achieving organizational goals. Leading workplaces minimize workplace disputes, high absenteeism, and turnover rate, which will in turn reduce labor replacement costs, loss of competitive edge, and loss of re-fed time for new employees due to longer adaptation periods. High-performance workplaces have been utilized successfully in organizations around the globe regardless of organization size, sector, or location (AHMED DIREYE, 2018). Potential challenges organizations may face at their initial steps can be effectively managed by engaging the support of an experienced consultant – and or by introducing the process in a stepwise manner starting with a group of stakeholders in the organization.

Such objectives are usually achieved successfully through strategic human resource management. Nevertheless, macro-economic conditions prevailing in a country play an

essential role in determining the effectiveness of human resource management practices in organizations. After the security situation improved to some extent, the KRG's government put an emphasis on strengthening the economy, promoting the oil and gas industry, and putting away greater budgets for investments in infrastructure and the public sector and pursuing more professional workforce.

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