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Strategic Organizing and Workforces Performance of Iraqi Oil Companies

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ABSTRACT

Strategic organizing is an organizational management activity that must be effective and measurable implemented in the company to achieve the desired results. The organization as a well-implemented strategic plan to manage the external changes. The aim of the research is to reveal the extent of the impact of strategic organizing on the performance of workforces in Iraqi oil companies. The research was conducted in Basra Oil Company as a field of study. The researcher adopted a major hypothesis that (there is a statistically significant impact of strategic organizing and its variables on the performance workforces of Iraqi oil companies. Sample of (145 people) was selected, and the questionnaire was used as a tool for data collection. The result the most important of which is (the Iraqi oil companies need to work according to the concepts and requirements of strategic organizing).

Keywords: Strategic organizing, Workforces Performance, Oil Companies.

1. INTRODUCTION

Strategic organizing is an organizational management activity that is used to set priorities, focus energy, resources, and strengthen operations. It ensures that workforces and other stakeholders are working toward common goals, establish agreement around intended results, assess, and adjust the organization's direction in response to a changing environment (Kabeyi, 2019). Therefore, strategic organizing is related to a decision that businesses make to achieve overall performance (Akello, 2014). Strategic organizing is an organization's direction for reaching suitable behavior to attain the performance of workforces in Iraq oil companies (Yang et al., 2012). Strategic organizing describes the overall and long-term perspective of the organization. This enables the administration to detect any changes in the environment, and to maintain its correct direction towards the future (Höglund et al., 2018 Abdullah et al., 2021). Iraqi oil companies need this kind of planning to be able to work successfully with unstable and uncontrollable environmental forces that can significantly affect a decision-making process. For this reason, a sample of Iraqi oil companies was chosen as a field of study, as they form one of the strategic companies among the others. Besides, the possibility of obtaining extensive data from them, the improvement of the performance of its workforces has great economic returns for the country. The problem of the study was summarized in the possibility of revealing the impact of strategic organizing on the performance of workforces in Iraqi oil companies. The hypothesis of the study is based on statistically significant effect of strategic organizing on the performance of workforces in Iraqi oil companies. The sample of the study was concerned with the information available from books and scientific journal to collect field data questionnaire was borrowed from the questionnaire that the researcher used in his doctoral thesis, (Meaning that it is ready in terms of validity, reliability, and internal consistency for use in the current study). The research structure included an introduction and Four parts: the first: the research methodology, the second: the theoretical framework, the third: the study design, its method, and the fourth: the field study The research reached a set of results, the most important of which are:

2. RESEARCH DESIGN AND METHOD

2.1 Purpose: Exploring the role that strategic organizing plays in improving the performance of workforces in oil companies.

2.2 The problem: the comments of specialists indicate that the two problems facing oil companies are (competition and changes in the markets) (Alvarez et al., 2018). These problems require a holistic, long-term perspective to detect change, and the flexibility of response. These problems can be confronted through strategic organizing and improving the performance of workforces. Iraqi oil companies lack to strategic organizing, and ignorance of the basics of its construction and implementation. Hence, these problems should be addressed through the following question: to what extent can the formulation and implementation of strategic organizing contributes to improving the performance of workforces in Iraqi oil companies.

In its theoretical study, the research followed the deductive approach in terms of (Presentation, decomposition, and discussion). As for the field side, it followed the quantitative approach using some appropriate statistical methods for analysis and verification of hypotheses. The research relies on a basic source of data collection, on Questionnaire: The designed specifically for this purpose. The questionnaires were distributed to the study population of (145 people). 145 valid for analysis were recovered, the secondary sources found in the books and references of foreign materials related to the subject, the documents and scientific articles, the previous researches and studies and the internet sources dealing with the subject of the study, what is meant here is to lead and measure the questionnaires based on an honest study.

Questions mode measure the clarity, comprehensiveness and vocabulary of the questionnaire and are understandable to those who will be covered by the questionnaire and also are valid for statistical analysis. The validity of the questionnaires is determined through the submission of the questionnaires to the supervisor of the research to investigate the effectiveness of the questionnaires and to achieve the objective of the study and to measure the accuracy of what has been developed, as well as through the ability of tools used in research to measure the intended measurement , for the consistency of the study, that means each paragraph of the questionnaire is consistent with the area that belongs to the paragraph, for the purposes of internal homogeneity verification, the Konbach alpha test, and for the purposes of validity tests of hypotheses, used some appropriate statistical methods.

2.3 Objectives :

To expose the possibility of developing strategic organizing for the Iraqi oil companies.

- To expose the level of performance of workers in the Iraqi oil companies.
- To expose the possibility of strategic organizing in the Iraqi companies in terms of improving the performance of workforces.

2.4 Importance:

- Providing researchers with theoretical information and field data on formulating and implementing strategic organizing, and its role in improving the performance of workers in oil companies.
- Helping professional managers how to manage strategic organizing in their companies.
- Obtaining potential economic benefits from implementing strategic organizing in oil companies.

2.5 Determinants:

- Difficulty in obtaining field data from specialists in Iraqi oil companies.
- The respondent sample needs direct explanations about the questionnaire questions.
- The complex political conditions the country is going through.

2.6 Hypnotical diagram and hypotheses:

- Hypnotical diagram:

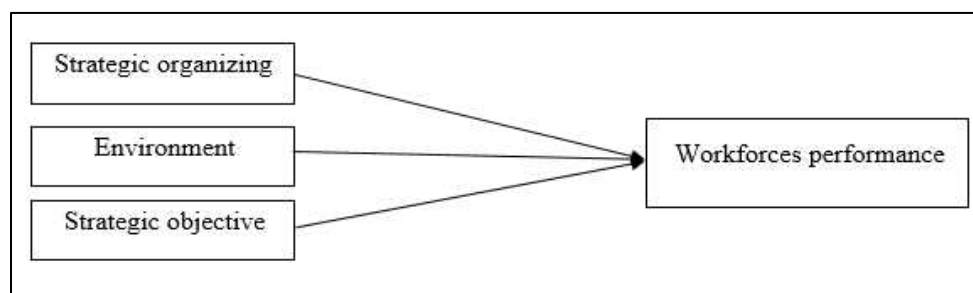


Figure 1: Hypnotical diagram

Hypotheses

Hypothesis (1): There is a statistically significant impact of the independent variable strategic organizing on the performance of workforces in Iraqi oil companies.

Hypothesis (2): There is a statistically significant impact of the independent variable (strategic objective) on Workforces performance in Iraqi oil companies.

Hypothesis (3): There is a statistically significant effect of the independent variable (Environment) on Workforces performance in Iraqi oil companies.

3. THEORETICAL FRAMEWORK

3.1 Strategic organizing : Presentation and Analysis:

Nowadays, oil companies face a complex and rapidly changing environment, due to their global business prospects, intense competition, and the difficulty in forecasting demand (Fattouh et al., 2018). In this case, oil companies should adapt to the characteristics of this new environment, by working according to the requirements of strategic organizing (Owolabi & Makinde, 2012). Most organizations were interested in formulating the strategic plan (Douglas, 2003). The plan without effective and measurable implementation has no plan at all, regardless of the efficiency of the plan; it must be implemented well to achieve the desired result (Jabbar, & Hussein, 2017 & Mehmood, Mohd-Rashid, Ong, & Abbas, 2021). There are many factors that would contribute to the successful implementation of strategic organizing such as organizational structure, organizational culture; appropriateness of resources, leadership; technology, and innovation. (Yang et al., 2012). These factors are related to technology, competencies, and activities are very crucial to define a company's business. They indicate to the boundaries within the organization operates (Belair-Gagnon & Holton, 2018). Diverse companies have broad business functions and definitions compared to small business enterprises. Thus, a vision should be formulated to describe how the organization will organize itself in the future. Therefore, strategic organizing defines and separates organization's vision, mission, strategy details, and the integrated relationship among these strategic elements. The success of implementing strategic organizing depends on important part on the quality of workforce's performance, because several studies have concluded that there is a positive relationship between strategic organizing and performance of workforces in oil companies (McIlquham, 2011 & Aman-Ullah, Aziz, Ibrahim, Mehmood, & Abbas, 2021).

3.2 Workforces Performance:

The performance of the workforces presents the actual outputs or results of their work field. The performance of the workforces is affected the level of contribution to the progress of the overall performance of the organization. Thereby, it is necessary to identify the factors on which the performance of workforces depends on to improve and develop this performance. Factors Influencing Workforces's Performance is the job stress, physical stress, psychological stress, organizational stress, motivation, communication (Muhammad et al., 2017). Characteristics of stress and confusion may appear on workers in oil companies, as a result of the lack of long-term strategic organizing. The resulting from this loss of clarity in future work could effect on strategic organizing on the performance of workforces.

3.3 Relationship between strategic organizing and workforces's performance:

Ensuring successful strategic organizing procedures greatly help in achieving the organization's strategic goals, because it describes an organized formula to follow up the implementation steps for the future. However, these measures may face some problems arising from various factors, including those that result from the perceptions and practices of the managers of oil companies. Because they lack comprehensive and long-term strategic organizing skills, and their lack of information about this type of planning, it has become necessary for managers of oil companies to know that the strategy for implementing planning is (Communication, Interpretation, Adoption, and Legislation), this helps to clarify and regularize the roles of all workforces in the oil company. Accordingly, it appears that there is a clear relationship between the strategic organizing process, and subsequent implementation decisions, and the role of the implementers in the success of implementing these decisions, but the difficulty appears in the implementation of these strategic decisions, due to the complexity resulting from.

The large number of variables related to the formulation and implementation of the strategic decision, from here the importance of improving and developing the knowledge and skills of workforces in oil companies. The leaders of the Iraqi oil companies work to integrate strategic decisions (Planning and Implementation) within the oil company (Said & Rhys, 2016). This will contribute to improving the partial productivity of workers and the total productivity at the level of the company. From here, the main role of the strategic plan is to improve the performance of workers in the Iraqi oil company.

4. RESULT AND DISCUSSION

4.1 DESCRIPTIVE STATISTICS

A - Statistical description of strategic organizing variables.

Table 1 includes the values of the mean, standard deviation, and the level of significance of the strategic organizing variables as shows in the following:

Table 1: *Statistical Description of Strategic Organizing Variables*

No	Paragraph	Relative arithmetic mean	Deviation Standard	Test value	Probability Value Sgi.	Ranking
1	The vision and mission of strategic organizing	80.592	.820	.413	.000	1
2	The strategic goals	72.044	.326	4.076	.000	2
3	The internal environment	8.548	.318	.515	.000	4
4	The external environment	16.611	.106	4.959	.000	3

- The significant values of all the variables of strategic organizing were ($0.00 < 0.100$). The significance of the test indicates the acceptance of the arithmetic mean as a measure of the importance of strategic organizing variables from the point of view of the sample members. The two most important variables from the point of view of the sample members are (The vision and mission of strategic organizing, The strategic goals).
- The importance of the external environment is one of the variables of strategic organizing, so it is added to the previous two variables, so that strategic organizing can be measured through these three variables (The vision and mission of strategic organizing). The strategic goals, environment

Results: Adopting the arithmetic mean to measure the importance of the strategic organizing variables from the point of view of the sample members and determining the variables that will be used to measure the main variable (strategic organizing).

B- Statistical description of human resource variables

Table 2 includes the values of the mean, standard deviation, and the level of significance of human resource variables

Table 2: *Statistical Description of Human Resource Variables*

No	Paragraph	Average Account	Relative arithmetic mean	deviation Standard	Test value	Probability Value Sgi.	Ranking
1	The polarization	140	37.020	.675	3.757	.000	4
2	The choice	.203	16.854	.098	.457	.000	5
3	The training	.675	63.737	.293	.209	.000	3
4	The stimulation	141	80.592	1.099	6.084	.000	2
5	Workforces' performance indicators	1.708	80.592	.192	8.911	.000	1

- Adopting the arithmetic mean to measure the importance of human resource variables from the point of view of the sample members, and determining the variables that will be used to measure the main variable (human resource).
- The relative arithmetic mean values for the components human resource are sequenced as follows: The polarization (37.020), The choice (16.854), The training (63.737), (The stimulation 80.592), workforces 'performance indicators (80.592). The significant values of all the variables of human resource were ($0.00 < 0.100$). The significance of the test indicates the acceptance of the arithmetic mean as a measure of the importance of human resource variables from the point of view of the sample members. (The two most important variables from the point of view of the sample members are (workforces 'performance indicators the

stimulation). so that human resource can be measured through these two variables (workforces 'performance indicators. The stimulation),

Result: The research will be used (workforces 'performance indicators) to express the main dependent variable (workforces 'performance).

4.2 CAUSAL STATISTICS: HYPOTHESIS TESTING

The relationship between the main variables of the study clarified from the table (3) that includes the correlation between the main variables (Strategic organizing, and the Workforces performance in oil companies understudy) the following:

-The value of the correlation coefficient between the two main variables (strategic organizing, and the performance of workers in oil companies) was (.329 **), and with a significant level ($0.00 < 0.01$).

-This means the significance of the correlation model and the acceptance of the relationship between the two main variables (strategic organizing and the performance of workforces in the oil companies under study).

Table 3: *The Relationship Between the Main Variables of the Study*

	Strategic organizing	Workforces performance
Strategic organizing	1.000 0.000	0.390** 0.000
Workforces performance	0.329 ** 0.000	1.000

Note. Sample size 145, (Pearson correlation coefficient 2 tail), (Level of significance 0,01).

Result 3: The dependent variable (the performance of the workforces) changes in the same direction as the change of the independent variable (strategic organizing), and at the level of (sig) relation equal (.329 **).

- Hypothesis (1): There is a statistically significant impact of the independent variable strategic organizing on the performance of workforces In Iraqi oil companies, the sample of the study.

Hypothesis (1 above) Test):

Table 4: *Regression of the Dependent Variable (the Performance of Workforces in the Oil Companies Under Study) On the Independent Variable (Strategic Organizing)*

Model	R	R square	Adjusted R square	Std. error of estimated	Sig	Commitment
1	.326a	.106	.100	.717	0.00	The value of the level of the significance of the test model = (0.00 < 0.10), indicating the significance of the test model, and the acceptance of the first hypothesis that: (There is a statistically significant impact of the independent variable strategic organizing on the performance of workforces In Iraqi oil companies, the sample of the study).

The result 4: The positive and **significant** response of the main depend variable (performance of workforces in oil companies) to the independent variable (Strategic organizing).

Result 5: The change in the independent variable strategic organizing results in a change of (10.6%) in the dependent variable (The performance of workforces in the oil companies under study).

Hypothesis (2): There is a statistically significant effect of the independent variable (strategic objective) on Workforces performance in Iraqi oil companies. Study sample.

Table 5: *Regression of the Dependent Variable (The Performance of Workforces in the Oil Companies Under Study) On the Independent Variable (Strategic Objective)*

Model	R	R square	Adjusted R square	Std. error of Estimated	Sig	Commitment
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1	0.457	0.209	.203	.675	0.00	The value of the level of the significance of the test model = (0.00 < 0.10), indicating the significance of the test model, and the acceptance of the hypothesis (2) that: (There is a statistically significant impact of the independent variable strategic objective on the performance of workforces In Iraqi oil companies, the sample of the study).
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Result 5: The positive and **significant** response to the main depend variable (Performance of workforces in oil companies) to the independent variable (Strategic objective).

The result 6: The change in the independent variable strategic objective results in a change of (20.9 %) in the dependent variable (the performance of workforces in the oil companies under study).

- Hypothesis (3): There is a statistically significant effect of the independent variable (environment) on Workforces performance in Iraqi oil companies. Study sample.

Hypothesis (3 above) Test:

Table 6: Regression of the dependent variable (Workforces 's performance) on independent variable (Environment)

Model	R	R square	Adjusted R square	Std. error of estimated	sig	Commitment
1	.465a	0.216	.210	.672	0>00	The value of the level of the significance of the test model = (0.00 < 0.10), indicating the significance of the test model, and the acceptance of the hypothesis (3) that: (There is a statistically significant effect of the independent variable (environment) on workforces performance in Iraqi oil companies. Study sample.

The result 7: the positive and **significant** response to the main depend variable (Performance of the workforces in oil companies) to the independent variable (Environment).

Result 8: The change in the independent variable environment results in a change of (21,6 %) in the dependent variable (the performance of workforces in the oil companies under study).

The research paper reveals the extent of the impact of strategic organizing on the performance level of workers in Iraqi oil companies. The current study showed the positive impact of strategic organizing in improving the performance of workforces. By using an extensive analysis, some observations or results need interpretation as follows:

The two results (1, 2) indicated that the arithmetic mean measure the sample members interest in the research variables. The result (3) revealed the positive and significance relationship between the two main variables (strategic organizing, and the performance of workforces in the in Iraqi oil companies. Meaning that the changes in one variable are associated with the changes in the other variable to enable the identification of variables that can reveal the causal relationships between them. The other results refer to the percentages of the level of influence of the independent variable on the dependent variable for each test model. These percentages indicate the causal relationships of the independent and dependent variables in each test model, and confirm that strategic organizing and its variables.

5. CONCLUSIONS & RECOMANDATIONS

1 - Conclusions

The possibility of adopting the arithmetic is to measure the importance of variables (independent and dependent) from the sample members. It is possible to adopt strategic organizing and its main variables (strategic objective and environment) as the dimensions on which strategic organizing is based on oil companies. The relationship and the positive impact of strategic organizing in improving the performance of workforces in the companies under study. The oil companies need to work in accordance with the requirements of the strategic organizing process, to organize a response for long-term requirements.

2 - Recommendations

First: Recommendation: (Clarify and circulate the concept of strategic organizing to all Workforces in the oil companies under study through):

- Population The culture of strategic organizing through reading aids on the concept of strategic organizing, such as (small pamphlets, guiding guides, and specialized books).
- Participation in the developmental and specialized training courses at the national and international levels.
- Preparing specialized programs to develop the performance of workforces in the field of strategic organizing.

Second: Recommendation: (Preparing the requirements for implementing all strategic organizing in the oil companies under study) through:

- Contracting with specialists or specialized offices in the process of implementing strategic organizing in oil companies.
- Developing an integrated program for the implementation of strategic organizing in the oil companies.
- Supporting senior management for all operations and procedures for implementing strategic organizing in the oil companies under study.

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