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ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

THE MANAGEMENT SCOUTING BEHAVIORS OF EMPLOYEES IN OIL & GAS COMPANIES IN IRAQ

THESIS

Hawra'a Salah Hassan Al-Maliki

Department of Business

Business Administration Program

January, 2021

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Thesis Advisor: Asst. Prof. Dr. Çiğdem ÖZARI

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ONAY FORMU

DECLARATION

I hereby declare with the respect that the study "The Management Scoutıng Behavıors Of Employees In Oıl & Gas Companıes In Iraq " which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (…/…/2021).

Hawra'a Salah

FOREWORD

This thesis is dedicated to: My beloved parents and My wonderful people Which they always supported and encouraged and believed in me.

First of all, I would like to thank my creator Allah for putting me in this path and awarding me the ability to issue my thesis.

Second, I would like to thank my beloved parents for their trust in my ability to take this important step in my life and start this great experience in another place far from them.

Third, I would like to thank the amazing people whom where a part of this journey from the first step till the end by giving me all the types of support I needed.

And lastly, I would like to thank my mentor who without her guidance this thesis will not be. Asst. Prof. Dr. Çiğdem ÖZARI thank you for your efforts and guidance during this study.

Finally this achievement was a dream which became true …

January 2021 Hawra'a Salah Hassan Al-Maliki

THE MANAGEMENT SCOUTING BEHAVIORS OF EMPLOYEES IN OIL & GAS COMPANIES IN IRAQ

ABSTRACT

The main purpose of this study is to identify the influences of employees' job and organizational engagement on their scouting behavior in oil and gas companies. Oil and Gas Companies are chosen as a population because it is very important sector from many sides, this sector has a crucial effect on the world economy. The study also investigates the structural mechanisms between the effectiveness of quality of organization-employees relationship, intrinsic motivation, creative process engagement, and training effectiveness. By enable companies to allow more employees to participate in the collection of active information and to allow more employees to exchange habits, lead to more opportunities for creativity. We analyze the effect on creative initiative and success in management of individual-level motivations, through the power of trust and commitment and satisfaction feelings the employees have for their organizations. The creativity process engagement available in the environment of the organization which motivate the employee to articulate communication effort in this environment to generate creative ideas that are not only original, but also useful to their company. The present study builds on the connectivity parameters of employees at both personal (e.g., intrinsic motivation of creativity, innovative process involvement) and organizational/administrative levels (e.g., the quality of employees' perceived relationship with their organization, perceived training effectiveness) when developing a model that connects the scouting behaviors of employees and their context in a comprehensive measured way.

Simple and multiple regression methods were demonstrated among the variables to the examinations of the hypothesis in this study. In accordance with prior results, we found a significant effect of the reliability of the correlation between organization and employees on scouting, demonstrating how a relationship-building strategy is extremely important for organizations to accommodate the efficient

information behavior of employees. And another important finding conclude that the task of human resources management performs a part as a motivation for workplace engagement by creating an incentive for employee to engage in training, which also effect increases their scouting behavior.

Keywords: Scouting, Employees, creativity, Motivation, Management**.**

IRAK'TAKİ PETROL VE GAZ ŞİRKETLERİ ÇALIŞAN DAVRANIŞLARININ İZCİ TEKNİĞİ İLE YÖNETİMİ

ÖZET

Bu çalışmanın ana amacı petrol ve gaz şirketlerinde çalışanların iş ve örgütsel bağlılıklarının davranışları üzerine etkileri yönetim izci tekniği ile belirlemektir. Petrol ve gaz şirketlerinin anakütle olarak seçilmesinin nedeni bu şirketlerinin dünya ekonomisi üzerindeki etkisinin önemli olmasıdır. Bu çalışma aynı zamanda; organizasyon-çalışan ilişkisinin kalitesi, içsel motivasyon, yaratıcı süreç katılımı ve eğitim etkinliği arasındaki yapısal mekanizmaları da araştırmaktadır. Yönetimde gerçekleştirilen bireysel düzeydeki motivasyonların yaratıcı inisiyatif üzerindeki etkisi analiz edilmiştir. Şirketler daha fazla çalışanın aktif bilgilerin toplanmasına, katılmasına ve daha fazla çalışanın iş birliği yapmasına izin vererek, yaratıcılık için daha fazla fırsat yaratır. Bu çalışmada, çalışanların organizasyonlarına duydukları güven, bağlılık gücü ve memnuniyet duyguları ile bireysel düzeydeki motivasyonların yönetiminde yaratıcı inisiyatif ve başarı üzerindeki etkisi analiz edilmiştir. Organizasyon ortamında mevcut olan yaratıcılık süreci ve çalışanların bu sürece katılımı ve iletişim çabası, şirketler için sadece orijinal değil yararlı olan yaratıcı fikirler oluşmasını da sağlar. Mevcut çalışma, çalışanların hem kişisel (örneğin, yaratıcılığın içsel motivasyonu, yenilikçi süreç katılımı) hem de organizasyonel/idari seviyelerde (örneğin, çalışanların organizasyonlarıyla algılanan ilişkilerinin kalitesi, algılanan eğitim etkinliği) bağlantı parametrelerini değerlendirir ve araştırır.

Basit ve çoklu regresyon analizi ile çalışmadaki hipotezlerin doğruluğu araştırılmıştır. Önceki çalışmalara uygun olan bulgular elde edilmiştir. Bu bulgulardan biri kurum ve çalışanlar arasındaki korelasyonun varlığıdır. Bu ilişkinin varlığı ise kurma stratejisinin organizasyonların çalışanların verimli bilgi davranışına uyum sağlaması için son derece önemli olduğunu gösterir. Modelden elde edilen bulgular sonucunda, çalışanlar ile başarılı ilişkilerin sürdürülmesinin kuruluşlar için üretken sonuçlar ortaya koyduğu gözlemlenmiştir. Kuruluşların tüm gereksinimleri karşılayan

bir atmosfer oluşturması, sadece mutlu çalışanlara değil, aynı zamanda heyecanlı çalışanlarla da sağlanmaktadır. Ve bir başka önemli bulgu da insan kaynakları yönetimi görevinin, çalışanın eğitime katılmasını teşvik ederek işyeri katılımı için bir motivasyon olarak rol oynadığı ve bu da onların izcilik davranışını artırdığı sonucuna varıyor.

Anahtar Kelimeler: İzci Tekniği, Çalışanlar, Yaratıcılık, Motivasyon, Yönetim.

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ABBREVIATIONS

ECBs	: Strategic Importance of Employees' Communicative Behaviors
EORs	: Organization-employee Relationships
OD	: Organization Development
EIP	: Employee Involvement and Participation
POS	: Perceived organizational support

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I. INTRODUCTION

In any successful organization the tracking “scouting “ of the employees’ behavior is one of the mainstay to these organizations, and to reach the right bath of behaviors & relationship of employees with the Management and organization; there is a plenty of circumstances, conditions and needs which both the management and employees should follow-up. Considered as one of the strategic constituencies to any organization, the behavior of employee; could be key factors in reaching a novelty inside any organization. This research will be analyzing the employees' performance, creativity, development and for sure behaviors, which the Managements side of each organization should be aware of them. And the reasons affecting this method (the scouting behavior of employees) and what is the steps or actions that management need to apply for achieving the positive results they are looking for. That’s why organizational Managements must search for ways to be more innovate, creative, competitive and successful. Because of their interact with external publics daily Employees are regarded as one of the most important strategic audience. And for any business objectives, employees are considered as one of the most important assets of companies. It is useful that employees interact with their environment to determine organizational needs, also it is important to generate creative ideas. This leads to more opportunities for creativity to be accomplished by knowledge exchanged selectively by workers (Park, 2014, pp. 1-30). When it is about scouting behaviors for the individuals’ problem-solving activities in the workplace, there could be a high convergent in the concepts between scouting and creativity of the employees. Which is considered as successful employee-management outcomes for the human resource (Rhee, 2011, pp. 243–268).

Successful organizations know how to motivate employees to achieve the target the are planned to follow and to know how to build a backup relationship with them. And this is an important reason for these organizations to have a system for employees to put them into managerial process so they can participate that they can be able to help in defining emerging problems or opportunities, practices or creative

thoughts which lead to innovation. Organization must be aware of employees that they are one of the most strategic publics, which they can contribute in the innovation process of the organization and they can make it more entrepreneurial by the information they deliver through their behaviors in the tasks and work routines.

A. Implications for successful management:

1. Putting the right person to the perfect position, every individual in the organization should be combined in the right task or position, management should never hesitate to make the necessary changes when needed.
2. The adequate information, is a mainstay for strengthening employee performance, there should be rewards on performance
3. Trust is very important, when employees feels they can contribute decision making in the critical conditions and also participate in the proceedings, they will be ready to set work goals, and give their own benefit packages, and increase productivity and there will be quality in work.
4. Feedbacks are strengthening points, employees need to hear the good comments when the right work is done, also the immediate warnings is required.
5. Rewards are important ingredients in the organization, to stimulate the good actions.

B. Background about Oil and Gas companies in Iraq:

Iraq started its oil exploration and productivity in the 1920s under the terms of extensive franchise granted to consortium of international petrol companies which were known as the Turkish petroleum company and later they were known as the Iraq petroleum company. The Iraq's oil resource and production were nationally accomplished by 1975 (Blanchard, Iraq: Oil and Gas Legislation,, 2008, p. 1).

According to the Oil and Gas Journal, Iraq has 115 billion barrels of proven oil reserves and this is means Iraq is the world's third-largest reserve. In April 2007, oil

industry consultants IHS estimated that Iraq’s proven and probable reserves equal 116 billion barrels, with a potential additional 100 billion barrels in largely unexplored western areas. There is no doubt that Iraq's oil and gas reserves are significant. Before going into any of the details concerning the output of those reserves, it seems reasonable to notice that the bulk of the nation's export earnings come from the export of oil, with virtually none coming from the trade of natural gas, except for a very limited amount produced by liquefied natural and propane gas shipments. In fact, the historical evidence demonstrates that which is around 60 per cent of the natural gas extracted in Iraq is pumped in tandem with the production of crude oil, and a significant portion of this not flared is then re-injected to support in the recovery of crude oil. 50 Some of the gas generated in accordance with the manufacture of crude including so-called non-associated gas is extracted and was become accessible to be used, just about entirely of a domestic virtue. For example, it has been forecasted in 2007 that Iraq manufactured about 124 billion cubic feet (bcf) of gas, with approximately 52 bcf flared and instead only 30 bcf utilized by consumers (Blanchard, Iraq: Oil and Gas Legislation,, 2008, p. 3).

C. Aim of the Study

The objective of this study is to enable companies to allow more employees to participate in the collection of active information and to allow more employees to exchange habits that lead to more opportunities for creativity through employee data. The engagement of employees in communicative action is an important factor to encourage them, which is in addition to the potential of the individual to be productive in their work. Management should be constantly aware that the development of a strong relationship with employees has been stressed as a primary factor in the success of the organization (Lee, 2018, pp. 286–294).

D. Hypotheses of the study

The study will be based on the following hypotheses:

1. H_{A0}: The quality of employees' perceived relationship with their organization is positively related to their scouting behavior.

H_{A1}: The quality of employees' perceived relationship with their organization

is negatively related to their scouting behavior.

2. H_{B0}: Individuals' intrinsic motivation for creativity is positively related to the quality of employees' perceived relationship with their organization

H_{B1}: Individuals' intrinsic motivation for creativity is negatively related to the quality of employees' perceived relationship with their organization.

3. H_{C0}: Individuals' intrinsic motivation for creativity is positively related to their creative process engagement.

H_{C1}: Individuals' intrinsic motivation for negatively is positively related to their creative process engagement.

4. H_{D0}: Employees' creative process engagement is positively related to employees' scouting behavior.

H_{D1}: Employees' creative process engagement is negatively related to employees' scouting behavior.

5. H_{E0}: Employees' perceived training effectiveness is positively related to their motivation.

H_{E1}: Employees' perceived training effectiveness is negatively related to their motivation.

6. H_{F0}: Individuals' intrinsic motivation for creativity is positively related to their scouting behavior.

H_{F1}: Individuals' intrinsic motivation for creativity is negatively related to their scouting behavior.

In this study we have stated the problem and it's subproblems, and by this work we have stated the hypothesis of the research, and all these points will be explained in chapter III specifically.

E. Rationale and Significance of the Study

This research studying the factors that help in improving the motivation of employees in organizations and focusing how successful organizations in knowledge of how to motivate employees' innovation, encouraging voluntary work improvement and information aggregation which it leads to quality in organizational behavior and

mutual beneficial relationship between employees and management. This will lead to bottom up an innovation, effectivity of organization, by the activity of employees' motivation to keep a keen eye on signals that comes from surrounding environment and to circulate the information within the organization.

F. Definition of the Terminology

Employee: Any individual considered as a labor in any organization that was providing a vacancy to work in it. The work could be part-time or full-time depending on the contract of employment.

Management: Management is the science and art of getting people together to accomplish desired goals and objectives by coordinating and integrating all available resources efficiently and effectively.

Management is a process of planning, decision making, organizing, leading, motivation and controlling the human resources, financial, physical, and information resources of an organization to reach its goals in an efficient and effective manner (Bohlouli, et al., 2017, p. 84).

Organization: which is a consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals. (Robbins, 2016).

Scouting: is "employees' voluntary communication efforts to bring relevant information to the organization" (Rhee, 2011).

Creativity: Creative individuals and the processes by which they manifest their creativity have excited a good deal of interest and curiosity. (John R. Hayes , Carnegie Mellon, 1989, p. 18).

Motivation: Motivation represents "those psychological process that cause the arousal, direction, and persistence of voluntary actions that are goal oriented. Motivation as defined by (Trevor W. Robbins, 1996, pp. 228-236) is the "willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need".

Organizational behavior (OB): is a field of study that investigates the impact individuals, groups, and structure have on behavior within organizations, for the

purpose of applying such knowledge toward improving an organization's effectiveness (Robbins, 2016).

Training: is essential for increasing the incidence of innovative thinking techniques, so it could generate educational advantages which could instill experience in the assignment realm. Training involves providing new or existing employees the expertise maybe they just need to carry out respective duties (Dessler, 2013, p. 246).

Employee training: is an educational perspective: To enhance work presentation, it requires a fairly positive shift among workers. Training therefore requires educating modern qualifications, awareness, perceptions, and/or attitude. (David A. DeCenzo, 2013, p. 202).

Employee development: It is defined as future oriented and more concerned with education. (David A. DeCenzo, 2013, p. 205).

Employee involvement and Participation (EIP): is a mechanism that incorporates feedback from workers to strengthen their contribution to organizational performance. (Robbins, 2016, p. 294).

Perceived organizational support (POS): is the magnitude in which workers truly believe certain accomplishments are appreciated by the organization and their well-being. (Stephen P. Robbins, 2016, p. 117).

Strategic importance of employees' communicative behaviors is a process that uses employees' input to increase their commitment to organizational success. If workers are engaged in decisions that increase their autonomy and control over their work lives, they will become more motivated, more committed to the organization, more productive, and more satisfied with their jobs (Linn Van Dyne, 2003, pp. 1359–1392).

Intrinsic motivation: Intrinsic motivation is defined as the innate human desire to apply and advance one's skills or abilities through practice or challenge (Ryan & Deci, 2001).

Hypothesis: is a logical implication, a rational supposition, an informed guess. This gives a preliminary interpretation for a phenomenon being examined. This will steer your thoughts to alternative sources of information that can help to address one or maybe more sub-problems and the key study issue in the process (Leedy & Ormrod

, 2010, p. 4).

Theory: is an ordered collection of ideas and values developed to describe a given phenomenon (Leedy & Ormrod , 2010, p. 7).

Quantitative: quantitative research was outlined as a distinctive research strategy. It was described in very broad terms as involving the collection of numerical data and as exhibiting a deductive view of the relationship between theory and research, a predilection for a natural science approach (and of positivism in particular), and as having an objectivistic conception of social reality (Bryman & Bell, 2011, pp. 26,27).

Data examination: Data examination is a time-consuming yet important initial phase in any study sometimes ignored by analysts. Here, the researcher measures the effect of missed data, recognizes outliers and checks for the assumptions from which most multivariate approaches underlie.

Normality: Degree at whom the provided data distribution matches a normal distribution (Hair Jr. , Black, Babin , & Anderson , 2014).

Simple Linear Regression: means a relationship of straight line (Hanke & Wichern , 2014, p. 175).

G. Structure of the Study

Chapter 1 gives a detailed outlook about the Management scouting behaviors of Employees and the need for this study towards oil & gas companies in Iraq. While chapter 2 is about exploring the existing literature related to scouting behaviors of Employees in other studies and what Management are capable to do in order to motivate the employees to be successful organizations. In chapter 3, this chapter describes the primary frameworks and hypotheses to shape a hypothesis that were being investigated. The chapter 4, This chapter addresses the essential stages of testing methodology adopted throughout the study into this combined methodology. Chapter 5, This chapter explains the search outcomes of data that have been formerly collected. Finally, in Chapter 6, This is the Final chapter of the research which is include the best ideas and results we could reach in the entire work we have made to reach our aims and objectives of this study.

II. LITERATURE REVIEW

This chapter is to address the concepts related to key variables of the study, which will be explaining how management scouting employees' communicative behavior and what is the degree this can affect the relationship between the employees and their organizations, also how motivation for creativity affect the scouting of employees' relationships with their organization, and how creative process engagement need to motivate individuals so they be able to solve the work problems and so on this will take us to the scouting behaviors and how it is positively or negatively affected by trainings, which are organized by management to help employees reach the levels which are the organizations and management scouting for them.

A. Strategic importance of employees' communicative behaviors (ECBs):

In the organizational performance, employees' behaviors are in the first flight to be recognized, all through the disciplines which include business, human resources, and communication management have attempted to put these behaviors in conceptualization from different perspectives. For example, (Linn Van Dyne, 2003, pp. 1359–1392)and (Morrison, 2014, pp. 173–197) conceptualized employee sound and silence behaviors as possession of multiple dimensions, recognizing employees' different motivations to prohibit or explicit ideas, information, and point of views about improvements in work. Two fundamental factors have been stated by academic estimation: job satisfaction and job alternatives, employees who are satisfied in their jobs (for example, they are pleased with their salaries, expecting a promotion, happy with the environment of the work and the tasks they are assigned to do) will maintain in their jobs, otherwise they will tend to leave. In the measuring the similar level of dissatisfaction, employees dealing with more alternatives will tend to leave vice versa with those of a little alternatives (Terence R. Mitchell, 2011, pp. 96-108).

The relationship of organization-public can be defined in practicability as a variable which is specific sub-dimensionally clarified. Taking example, (D.Bruning,

1998, pp. 55-65) surveyed the literature in interpersonal communication and social psychology and distinguished five dimensions of organization-public relationships which are: trust, openness, involvement, and commitment. It is very clear that the quality of relationships effectiveness on the communication behavior of employees could be sturdy when the disturbance and recession happens in the organization, if any employee was having proper relationship of a long-term experienced with the organization in which they are working in it, in this case they will consider these problems in this organization as their own, and this will motivate them to support and find the accurate information so they get their organization out of this disturbance as fast as it is possible. And vis versa, if the employees were experienced bad-quality relationships, they wouldn't interfere and will try to isolate their selves in the organization's problems and will try to quit the work in the organization if it's possible. And the worst scenario is that they would affirm the external public who can be able to attack and criticize the organization and this will lead to problematic status to the management of the organization.

1. Organization-employee relationships (EORs)

Many ecumenical inquiries focused on the organization-employee relationships and have seen it as a very valuable operator which has the ability to link the human resource management and strategies to substantial business outcomes, and the dedication of employees to the work, and the performance of their job. Organizations give a special attention to the scouting behaviors of employees because of it is strategic significance. Organizations might acquire worthful information through the explanation and picking out the information, forwarding, and sharing behaviors of employees, which is happening by formal steps and channels. Four factors of relationship particularly were declared between an organization and its employees: trust, mutuality dominance, commitment, and satisfaction, in a study which debated as a concept by (Grunig, 1999, p. 40).

A heavily debated principle of this will be based on (Grunig, 1999, p. 40) study, whom proposed four measures of the quality association between an entity and its community: trust, control mutuality, commitment and satisfaction. Trust corresponds to that of the extent of assurance and propensity of one entity to try and open to the other and includes three configurations: honesty, reliability and professionalism.

Regulation of reciprocity shows the degree to which the parties decide on who has the appropriate capacity to control others. Commitment is the degree in which every entity feels that it really is good enough to justify investing resources along the relationship to preserve and promote. In final aspect, satisfaction, is represented as the degree to whom each member feels in favor of each other as optimistic expectations are reinforced about the relationship (Grunig, 1999, p. 40). The organization-public partnership is a conductor of organizational efficiency has therefore been especially confirmed, playing a critical key position in sculpting and maintaining a company's image. The EOR in literature on human resources management is frequently viewed as requiring such reciprocating duties (Russell Cropanzano, 2005, pp. 874-900). Organizations are constantly looking for successful ways to communicate with their workers and to establish long-lasting, mutually beneficial partnerships (Russell Cropanzano, 2005, pp. 874-900). Research on public relations have shown the impact of various influences on the EOR's repression and perceptions.

2. Factors that are related to EOR quality

Organizations continually search for innovative ways that connect with their workers and to establish long-lasting, mutually advantageous partnerships (Richard D. Waters, 2013). Public relations research recently revealed the effect of various influences as a factor on both the views and assumptions of the EOR. In comparison, (Ni, 2007, pp. 53-70) identified different influential factors and categorized them under three grades, employee, organizational, and macro-environmental; these factors include employee orientation, senior management priorities and management habits, organizational evolutionary stages, and organizational structures. (HuaJiang, 2012, pp. 231-245) analyzed the role of the EOR on aspects of employment-life confrontation and found that considerations such as equity, time-oriented labor-life confrontations and functional equity utilized the collaboration with employers. Through their analysis of the alliance for both EOR and ethical decision-making among young employees of the public relations corporation (Tiffany Derville Gallicano, 2012, pp. 222–242) the members observed that they do have a stronger relationship with their employers if they perceived fewer constraints on their discretion in ethical decision-making. Managers ought to be concerned in the attitudes of their employees, since attitudes impact behavior and suggest possible complications. Establishing a happier workforce is just not an assurance of good organizational presentation, yet evidence

overwhelmingly indicates that attempts by managers to enhance employee tendencies could undoubtedly lead to proactive results, including improved organizational productivity, elevated customer satisfaction and expanded profits (Robbins, 2016, p. 130). Motivation as described by (Trevor W. Robbins, 1996, pp. 228-236) is the "desire to impose a high degree of effort towards organizational targets, determined by the capacity of the effort to meet those individual needs."

B. Motivations for scouting: organizational efforts

Motivation was stemmed from the Latin word mover, indicating to move (Sunil Ramlall, 2004, pp. 52-63) Motivation depicts "those psychological mechanism which causes the enthusiasm, direction, and assertiveness of goal-oriented cooperative behavior. (Robbins, 2016, p. 247) defined motivation as the mechanisms which compensate for the strength, direction and persistence of an individual's efforts to achieve an objective. Though general motivation requires efforts against some goal. In this con The motivation of person to carry out an activity relies on the anticipated fulfilling consequences — or benefits — of participating in that activity, and perhaps even the strength of their desires for these advantages. (Henry Sauermann, 2010) pointed to personal desires as reasons for these contingent job advantages (incentives).text, a need is an internal situation which making certain results look appealing. Individuals could adapt towards a vast array of contractual incentives just like compensation, intellectual competition, or peer acknowledgement. Employees are often more likely to cooperate and share ideas while they were involved of a working community with guidelines for communicating thoughts, opinions and strongest practices to encourage innovation, expression and information exchange among employees (Morrison, Elizabeth W., 2011, pp. 373-412). Previous research on employee motivation has demonstrated a broad variety of motivations, involving earnings aspirations, intellectual challenges, job development, appreciation, social welfare changes, rather than the urge towards power and accountability. Even though all of these motivations are likely to be essential to workers in general, recent research work has concentrated primarily on a narrower range of motivations, involving the urge for intellectually stimulating jobs, revenue and appreciation (Henry Sauermann, 2010). Identifying, examining and questioning the motivation theories is appropriate considering the substantial investments in employee retention strategies across

organizations. Bottom-up retention of workers in companies that recognize what motivates people is increasingly essential to organizational success. Employees for whom variations are respected, who truly believe appreciated and those which possess the opportunity to function within positions customized to their certain talents and desires will indeed be inspired to implement at the maximum standards. Employee engagement may also boost efficiency, dedication to working objectives, motivation as well as job satisfaction. We could not, nevertheless, ignore the important role that organizational incentives play in shaping motivation. To increase employee engagement for successful organizational results, compensation, incentives and genuine advantages must have been consciously and thoughtfully planned.

C. organization development (OD)

Today, OD has gained renewed importance. Either triggered through globalization, tough economic circumstances, fusions or strategies of quality improvement, numerous companies had already changed their way of doing business dramatically (David A. DeCenzo, 2013, p. 207). No matter which position OD plays in an organization, an person well-versed in organizational patterns necessitates facilitation. The growth of organizations promotes long-term, systemic improvements. Its emphasis is on constructively shifting behaviors and morals among employees of the organization so that they can more easily and quickly acclimate to the new directions of the organization and be more efficient. One essential concern of OD, however, is its dependence on employee engagement to promote an atmosphere of open correspondence and confidence. Individuals involved in OD activities agree that transition will cause tension for employees. Thus, OD aims to engage organizational leaders in the alterations that impact their work and seeks their views on how creativity affects them (David A. DeCenzo, 2013, p. 210).

D. Employees creative process:

Lately, companies are becoming much more encouraged to promote innovation among their employees (Christian.E. Shalley, 2004, pp. 33-53) because suggestions from workers to supervisors to develop operations, goods and services could really offer competitiveness significant benefits (Isabel C. Botero, 2009, pp. 84-104). And to talk about creativity and creative process we've collected the following information:

Creativity: Creative people as well as the mechanisms via which they demonstrate their creativity have disturbed a great deal of concern and curiosity. (John R. Hayes , Carnegie Mellon, 1989, p. 18). Creative "is a word with several meanings. It is often used to characterize people's ability to create creative works if they may have completed any work or not yet (John R. Hayes , Carnegie Mellon, 1989, p. 18). despite the usual application of the word creativity to people, instances of creative processes appear into the natural world. The physical mechanisms of cosmological and biological progression that compose the substratum of our existence illustrate spontaneous innovation, as have the broader sociological and economic systems through which humanity function. Creativity is the property of an aggregation in each of these domains which emerges from the sophisticated interactions of internal constituents with external influences. the very important characteristic of psychodynamic systems is imagination too (John R. Hayes , Carnegie Mellon, 1989, p. 18). Given the vagaries of these judgments, there seems to be a core of three assessments which encompass the determination of a creative act:

(1) The behavior should be seen as unique or novel;

(2) it would rather be considered beneficial or intriguing; and

(3) it should exemplify well on the creator's opinion.

All three of these requirements seem necessary if an act is to be considered artistic.

1. Creative process engagement

For order to engage in a creative process people should be sufficiently inspired to be innovative. This his research also regarded creativity's intrinsic motivation more as an antecedent of individual factors, referring to the degree to which an individual is self-originated, involved in a task, and engaged in it towards the benefit of the assignments themselves. It is taken into consideration an proven indicator of creativity at workplace as just an independent factor (Christian.E. Shalley, 2004, pp. 33-53). The more connections an person has to the necessary aspects of a problem, the larger the possibility that he should find a creative approach. (Zhang & Bartol, 2010, pp. 107–128) Stated, that the extent towards involvement in creative activity fluctuates, If a person pays scant interest to a problem and opts to limitedly participate during its resolution, solutions that not be innovative and productive. At the other side,

innovative ideas can be created when an person dedicates significant attention to the matter and wants to participate completely in the creative process— that is, he or she thoroughly explores the issue throughout multiple point of views; collects information which is multifaceted yet related; then develops a spectrum of approaches.

2. Creative problem solving

Clear and general description of creativity is hard to offer. It's better that we refrain ourselves from the study of ingenuity about problem-solving duties (Vidal, 2004, p. 18) (Vidal, 2004, p. 18) into:

a. Question theories by challenging the foundation for problem wording;

b. Identify rhythms and since uncertainty as well as complication are typically caused by basic rhythms that guide them, until realized, to a remedy for the problem;

c. Thinking in novel approaches indicates searching for rhythms from various viewpoints: moral or empirical, organizational or bureaucratic, interpersonal or psychological, and observational or comprehensive;

d. link or associate, since several innovative opinions arise from the interaction between two thoughts or perceptions;

e. take chances, as there is certainly a chance that your plans will collapse because of several circumstances outside your control; and

f. Taking advantage of an opportunity means taking a calibrated threat to take ownership of an introduction that will authorize the innovative solution to move further.

We typically think regarding the possible (4P+T) model while innovative problem solving. T for devices can be seen as the glue holding together the 4 Pts. The 4 P's reflect the following characteristics, essential to solving creative problems:

- P for a person there is significant indications that individuals differ in their strategies of generating original thoughts and that imagination could be practiced and also improved like sporting competence;
- P for process, following a sequence of mechanism steps for problem-solving has been shown to be beneficial, some frameworks have been

established, a vital guidance there is a need for periods of manifold thoughts (making several possibilities) proceeded by a period of combinatorial thought (choosing a few for further elaboration), the importance of using a method is proven to exist while problem-solving among communities;

- P for product, there are several aspects of the final outcome of the problem-solving mechanism which can be consolidated towards achievng a more productive outcome, the product may be an item to be built, and (action) the strategy to be introduced, the structure to be modified, the vision to be represented or the process itself, Deliverables which are either objects or mechanisms include specific characteristics where could easily be used to render them further innovative and worthwhile; and
- P for "press," this is the corporate community that works with the other Ps, organizations, and societies as the immediate atmosphere that can stimulate / support or destroy innovative thought.

Relating this idea to the practical actions of employees, it is fair that workers engaged in or engaged in intellectual methods related to creativity are inclined to search, pick, carry and exchange knowledge related to the corporation in attempt to be innovative when finding solutions or fulfilling assignments on what is in the job.

E. Scouting behaviors

Scouting is the "voluntary contact actions by workers to deliver important knowledge to the organization" (Rhee, 2011, pp. 243-268). As said by (Dozier, 1986, pp. 1-29), environmental screening could be described as" the collection of public information, community responses to the organization, and community viewpoint on organization-significant issues" (Rhee, 2011, pp. 243–268). The conceptual foundation for scouting could be observed in literature along the environmental filtering. According to (Dozier, 1986, pp. 1-29), environmental scanner could be described through" the collection of community information, community attitudes to the organization, and community sentiment on the organization's difficulties". A certain research suggests scouting as the voluntary knowledge activities of the specific

employee, not just participating and finding information collected throughout the formal and informal encounters of the employee with strategic organizational stakeholders, yet, exchanging and transmitting this information to the company by the employee. Unlike the current literature on environmental mapping, scouting focuses on the cumulative amount of the cooperation endeavors of non-public relations professional employees. farther more, relying upon a study of related literature, megaphoning and scouting principles are combined in order to conceptualize micro-frontier ranging (Rhee, 2011, pp. 243-268).

1. Employee development

It's described as being directed towards the future and even more concerned with education. Aims might incorporate developing the capacity of an employee to realize and perceive information, or developing analytical thinking or problem-solving skills, and instead of conveying a collection of evidence or teaching a collection of mental abilities. Therefore, improvement concentrates mostly on the personal development of the employee. Productive workers trained for more critical placements have built analytical, personal relationships, intellectual and specialist qualifications (David A. DeCenzo, 2013, p. 205). It seems that effective organizations recognize when to facilitate the cooperative sharing of knowledge among employees as well as, in turn, are willing to develop a creative mentality by establishing professional relationships. This would be a mostly bottom-up construction of a creative, productive company, by encouraging single laborers to maintain a close eye on environmental signs and share these informations inside of the organization. The existing research provides conceptual itineraries and empirical proof about how and why specific employees becoming entrepreneurs and intelligence operators, and therefore what management approaches can build and capitalize on strategic standards in the intelligence attitudes of employees (Park, 2014).

F. Training effectiveness

Training is essential for increasing the incidence of innovative thinking techniques, so it could generate educational advantages which could instill experience in the assignment realm. Training involves providing new or existing employees the expertise maybe they just need to carry out respective duties (Dessler, 2013, p. 246).

Growing organization requires excellently adjusted, educated, and accomplished individuals to carry out its endeavors. Because roles had already got highly complicated with modern diverse organizations, this necessity of employee preparation has expanded (David A. DeCenzo, 2013, p. 201). Training programs toward advancement, job bidding (particularly in unionized jobs), or wage raises can be needed. With relation to all of the above, the company must make sure that the allocation requirements for training correspond to the task. In general, equivalent opportunities for training should indeed operate among all employees (David A. DeCenzo, 2013, p. 200). Employee training is an educational perspective: To enhance work presentation, it requires a fairly positive shift among workers. Training therefore requires educating modern qualifications, awareness, perceptions, and/or attitude (David A. DeCenzo, 2013, p. 202). That can indicate updating what employees believe, how they perform, or attitudes regarding certain jobs, colleagues, administrators, as well as the organization. Managers assess, likely with HRM support, what employees require to undergo training and whatever type the training will involve. This could mean demonstrating fresh web programmers that elaborate the sites, fresh salespeople how to market the company's product or new bosses how to accomplish the company's weekly budget. Simply making the existing jobholder describe the job to the fresh recruit, or a multi-training program involving workplace or internet lectures can be required. Training is in any scenario an activity which managers neglect at their own disadvantage. Getting high capacity employees doesn't guarantee that they will achieve success. They need to learn what to do, and how to do that. If they cannot, they're going to improvise or be doing something useful. As well, insufficient training can cause careless accountability for training. As one professional state it, it is obvious from the case law that the court would hold the employer responsible if an employer fails to train properly and an employee ultimately damages third parties. Employers must validate statements of ability and expertise by the claimant / employees, deliver appropriate training (especially when workers use hazardous materials), and review the training to guarantee that it effectively reduces dangers (Dessler, 2013, p. 246). Learning demands considerable skill and motivation, and both should be taken into consideration throughout the educational atmosphere of the training programs. Firstly, in concepts of capacity, the learner trainee requires (along with other stuff) the qualifications needed for reading, writing, and mathematics, and the foundation of education, competence, and intelligence. For

example, in contexts of intellectual ability, it is unusual that the forthcoming trainees would be homogeneous. Employees automatically realize that the preparation is a waste of time, if the curriculum you would like them to learn is outside their capacity to comprehend (Dessler, 2013, p. 251). Training is much more modern-day structured; it concentrates on the actual employment of persons, improving the unique capacities and expertise required to carry out their employment instantly (David A. DeCenzo, 2013, p. 202).

Every training that is followed by an organizational commitment must be cost effective. The advantages obtained will balance the educational experience expenses. it's not sufficient just to presume that any training an company conducts is impactful; they need to develop quantitative data to assess whether the training initiative is achieving its targets. Employees who consider their training as useful would be more motivated than others who have had no meaningful training or training.

G. Motivations for scouting: Individual characteristics

Intrinsic motivation is special to the participant and therefore can differentiate according to the role within the employee (Ryan & Deci, 2000). Intrinsic motivation is characterized as the inherent mortal urge through exercise or competition to implement and improve one's qualifications or capacities (Ryan & Deci, 2001). Organizations are comprised of individuals who strive with one another to meet targets. (David A. DeCenzo, 2013, p. 211). employee involvement and Participation (EIP) is a mechanism that incorporates feedback from workers to strengthen their contribution to organizational performance. When employees are participated in decision making which enhance their flexibility and influence over their working habits, they would appear highly empowered, further organization-driven, highly efficient, and even happier about their jobs. Such advantages wouldn't end with members— when teams are assigned greater autonomy regarding their jobs as well as through productivity and efficiency. Such advantages wouldn't end with members— when teams are assigned greater autonomy regarding their jobs as well as through productivity and efficiency (Robbins, 2016, p. 294). While employees might be intensely involved in identifying and discovering modern information regarding the corporation through their organization, motivations or interpersonal objectives that arise not just through administrative efforts but also through personal characteristics.

In this research, they propose two factors as individual characteristics that relate together with the creativity of employees throughout the workplace: creative process commitment of individuals, and intrinsic motivation for creativity. Organizations have to be advised that single laborers are not just an organization's nuts and bolts, they are also strategic entities which connect and facilitate organizational objectives and accumulate and extrapolate expertise that is important for organizational operations. There are communicative participants who are typically subjected to environmental indicators relevant to organizational objectives and strategic priorities and are ambidextrous whenever there's an opportunity to track, interpret and communicate the indicators through other individuals within an organization (Rhee, 2011, pp. 243–268).

It may not be difficult to assume that employees with effective performance interactions appear to participate in communicative activities that growing" strategic opportunities" and reduce" strategic dangers" (Jeong-NamKim, 2008, pp. 751-768). In other terms, certain workers with strong interactions are inclined to choose, promote, and exchange knowledge regarding their organization's advantageous features throughout their daily contact with other strategic publics — i.e., the optimistic megaphoning influence.

1. Organizational Commitment

An organizationally dedicated employee recognizes with a single institution and its objectives and wants to maintain a participant. An organization’s psychological dedication as well as trust in its principles is the "gold benchmark" for employee engagement. Employees who have been dedicated are fewer inclined to participate in job withdrawal even though they are unhappy since they maintain an impression of commitment or connection to the organization. And if workers have not been presently satisfied with their jobs, if they have been dedicated sufficiently, they are able to offer sacrifices to the organization (Stephen P. Robbins, 2016, p. 116). Perceived organizational support (POS) is the magnitude in which workers truly believe certain accomplishments are appreciated by the organization and their well-being. Individuals consider their organizations as being supportive when promotions are presumed equal, whenever employees provide a vote in decision making, and that when certain administrators are seen as accommodating (Stephen P. Robbins, 2016, p. 117).

2. Employee engagement

Employee participation is the participation, satisfaction with, and excitement of a person for the work he or she is performing. We may ask employees to measure engagement whether they have accessibility to resources and opportunities to acquire modern techniques, if they believe their job is fundamental and worthwhile, and whether communications with teammates and managers are satisfying. greatly involved employees have an enthusiasm for their jobs and have a strong bond with their businesses; disengaged workers have basically dropped out, bringing effort towards their jobs but not power or attention. Engagement is a major problem among most companies as researches demonstrate that little employees—between 17% and 29%—are strongly dedicated to their jobs (Robbins, 2016, p. 117).

Eventually, by incorporating managerial efforts with human characteristics, the investigators aim to assess if these two distinct variables are interconnected in attempt to better appreciate the various routes leading to the scouting actions of employees. For example, the motivational orientation of an person may influence how it perceives its organization (Narayan, 2015, pp. 214-224). In a common manner, individual intrinsic motivation can inspire people to participate in creative organizational operations.

III. CONCEPTUAL FRAMEWORK AND HYPOTHESIS BUILDIN

This chapter emphasizes the theoretical paradigm constructed for employee scouting behaviors in line with current literature and research. The chapter further describes the primary frameworks and hypotheses to shape a hypothesis that were being investigated.

A. what is hypothesis and how its related to theory

A hypothesis is a logical implication, a rational supposition, an informed guess. This gives a preliminary interpretation for a phenomenon being examined. This will steer your thoughts to alternative sources of information that can help to address one or maybe more sub-problems and the key study issue in the process (Leedy & Ormrod , 2010, p. 4).

Hypotheses for research definitely aren't special. They are essential, recurrent elements of daily life. They represent the human mind's internal workings. Anything occurs, simply by taking a sequence of logical assumptions you seek to compensate for the origin of the case. You hypothesize in doing so (Leedy & Ormrod , 2010, p. 5). Good researchers often start a program with an optimistic mind to what they find in their results or might not. However, although despite the best of evidence, theories in a research experiment are never proven or disproved further than the shadow of a doubt. In the meantime, the data supports them, or does not support them. If the documentation is accurate with a specific hypothesis, the academic may argue that the theory is likely to have some validity and therefore must be considered seriously. By contradistinction, if the data runs contrary to a hypothesis, the academic denies the hypothesis and transforms to others as interpretations of the phenomenon concerned are much more probable (Leedy & Ormrod , 2010, p. 6). In time, provided that an increasing aggregate of evidence supports specific ideas, they develop into theories. A theory is an ordered collection of ideas and values developed to describe a given phenomenon (Leedy & Ormrod , 2010, p. 7). Theories, like hypotheses, are

preliminary explications that either support or do not support new indications. To the point that new evidence undermines a given hypothesis, then an investigator may change it to properly accommodate for the evidence or dismiss the hypothesis in favor of an alternate interpretation entirely. If a hypothesis has been developed to describe a trend of concern by one or more scholars, the hypothesis is inclined to motivate more study, in part through raising new questions that need responses and in part through proposing conclusions about the possible outcomes of specific investigations.

B. Conceptual Framework of Hypothesis

In this study we have stated the problem and it's subproblems, and by this work we have stated the hypothesis of the research, in which the main variable is the scouting behaviors of employees and it is relationship with the other variables which are mainly affect the main variable which is (scouting behavior) in specific hypothesis connections and these variables are: quality of organization-employee relationships, intrinsic motivation, creative process, and training, through how they positively or negatively affect the main element of the research which is the dependent variable (scouting behavior), which led the work to the conceptual model of the study:

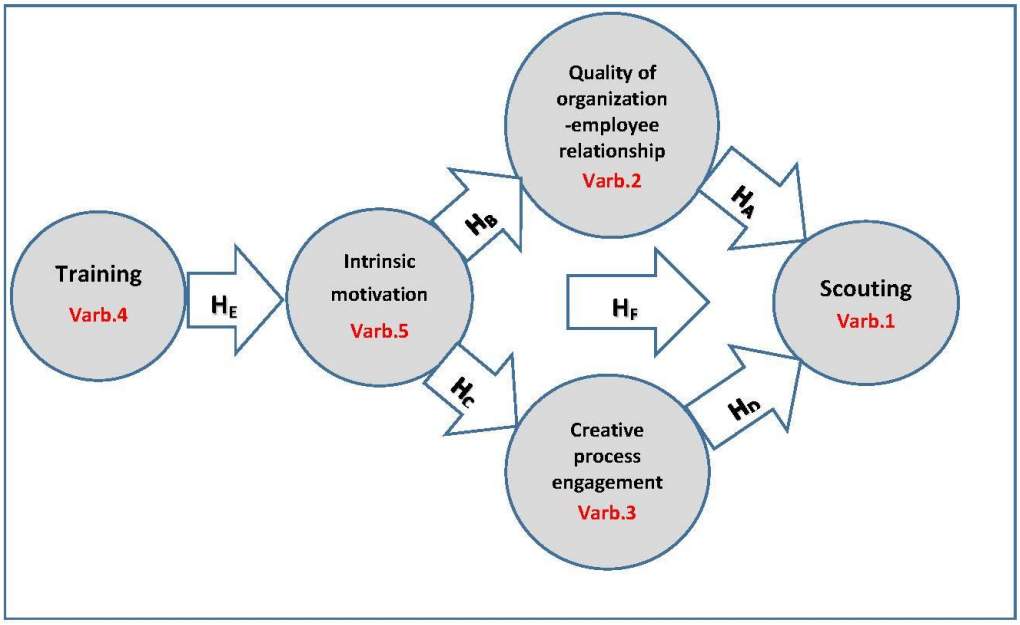

Figure 1. Conceptual model

Source: made by the author

IV. RESEARCH HYPOTHESES OF THE STUDY

Organization-employee partnership as "the degree whereby an organization as well as its employees support each other, consent to see who has the privilege to authority, feel each other's happiness and dedicate themselves to the other." In comparison to the communicative attitudes of labors, prior research revealed that established successful relationships with organizations substantially enhanced the probability that workers would exchange meaningful information (i.e., megaphoning) and expertise relevant to organizations that has strategic qualities which lead us to the meaning of “scouting” according to (Rhee, 2011), (Park, 2014)& (Lee, 2018, p. 286). Based on previous findings, this analysis further indicates that perceived beneficial relationships between workers and their employers would result in intensified scouting behaviors, supporting the following hypothesis:

H_{A0}: The quality of employees' perceived relationship with their organization is positively related to their scouting behavior.

H_{A1}: The quality of employees' perceived relationship with their organization is negatively related to their scouting behavior.

Through integrating organizational activities and human traits, researchers aim to assess if these two distinct variables are interrelated with each other in order to achieve a detailed understanding of the various routes contributing to the scouting actions of employees. For example, the motivational orientation of an individual can influence their view of their organization (Narayan, 2015). From certain thoughts were extracted the following hypotheses:

H_{B0}: Individuals' intrinsic motivation for creativity is positively related to the quality of employees' perceived relationship with their organization.

H_{B1}: Individuals' intrinsic motivation for creativity is negatively related to the quality of employees' perceived relationship with their organization.

The research has well established a positive relationship between the inherent motivation of the workers and their productivity, as well as the creative process

involvement of individuals. Concerning intrinsic motivation as being an independent element in the sense of the communicative behavior of workers, and despite past research (Lee, 2018, p. 286). important documentation shows that intrinsic work motivation is essential to organizational innovation, and research has demonstrated strong correlations between intrinsic motivation and job innovation (Zhang & Bartol, 2010, p. 113). Therefore, in hypothesizing a causal effect of innate motivation on the productivity of workers as an outcome: the presenting research suggests the following hypothesis:

H_{C0}: Individuals' intrinsic motivation for creativity is positively related to their creative process engagement.

H_{C1}: Individuals' intrinsic motivation for negatively is positively related to their creative process engagement.

Pertaining the idea to the real actions of workers, it is fair that workers associated in or participating in cognitive activities connected to creativity are inclined to search, pick, carry and exchange knowledge specific to the company in order to be imaginative when managing challenges or executing tasks on the job (Lee, 2018). Thus, the following hypothesis is suggested:

H_{D0}: Employees' creative process engagement is positively related to employees' scouting behavior.

H_{D1}: Employees' creative process engagement is negatively related to employees' scouting behavior.

Analyzing the relationship between the human resource management procedures and organizational engagement, it was discovered that although HRM procedures are very valuable means for obtaining employee engagement, their impact is not direct. particularly, they concluded that professional life development, measurement of appraisal procedures by employees, and assessment of the benefits the organization offers have an influence on both affective and normative commitment, whereas training was noticed not to make contributions to the increase in employee engagement. The significant finding recorded in this study is that the association between HR activities and engagement can be indirect, influenced by two other factors, organizational support and institutional equality (Sahinidis & Bouris, 2006, p. 68). Until now the debate leads to the following hypotheses:

H_{E0}: Employees' perceived training effectiveness is positively related to their motivation.

H_{E1}: Employees' perceived training effectiveness is negatively related to their motivation.

Research study found that innovation can be designed and implemented and evaluated as product attributes, an individual's characteristics, a creative process, or an environmental press that promotes innovation or destroys it. Therefore, this thesis focuses on a variable linked to creativity, intrinsic motivation, which is commonly studied in Employees. And by investigating the scouting behavior and its impact on the well-established relationship between intrinsic motivation and creativity at the individual level, we established the following hypnosis:

H_{F0}: Individuals' intrinsic motivation for creativity is positively related to their scouting behavior.

H_{F1}: Individuals' intrinsic motivation for creativity is negatively related to their scouting behavior.

V. METHODOLOGY

This chapter addresses the essential stages of testing methodology adopted throughout the study into this combined methodology. primary business analysis principles are established and appropriate explanation from each research process is given in the proceeding pages. The main points will be explained and discussed in this chapter are:

A. Research Philosophy

It is necessary to choose a reliable and scientific sampling technique in attempt to get reliable findings about every research study, so in any research study, the best approach is to analyze the concern in the entire population. But technically, study of the whole population may not always be feasible. Therefore, we are researching a "sample" that is broad enough and representative of the overall population. A sample is a segment of the population, chosen for representing the greater population. We will minimize the expenses accumulated by taking a small sample, the time required to be doing the analysis and even the personnel used to operate the experiment (Anita S Acharya, 2013, pp. 330-333). Representativeness of samples relies on three factors:

a. methodology of sampling.

b. sample size and,

c. response rate.

Techniques of sampling should be systematic and determined so as to draw appropriate sample logical conclusions.

So according to this strategy the study sampling will be done as it will be explained in the downward part.

B. Study Samples

In this study we have used the Convenience / Purposive Sampling Method a

type on non-probability sampling: which is regarded as the most widely applied sampling method. The online questionnaire was created by Google forms then distributed among employees of oil and gas companies in Iraq. And this is why they are recruited though at the appropriate moment; they are in the correct location. Population is segregated into categories / strata, and topics according to each segment are chosen. The objective here is to choose a representative sample and/or require analysis by sub-group (Anita S Acharya, 2013, pp. 330-333).

C. Survey instrument

The questions used in this survey are all related to the variables mentioned in the beginning of the study. There has been used a section of questions for each of the variables used in the research and the answers achieved from the employees will be really helpful in determining the results of the study. The questioner starts with questions related to demographic and workers profile. Using these questions in the start is really important since in the end they will be really helpful in understanding the workers and distinguishing them. The rest of the questions is organized according to the variables mentioned in the beginning of the study and all of them are specific statements, so that it will be easier for the workers to give a reply.

Starting with an introduction about the researcher, the survey therefore explained the fundamental idea and research objectives for the targeted respondents. The questions established were in the English language only. Questions on the survey have been divided into two parts.

The first part constitutes two sections, the first section involves demographic questions in order to accumulate applicable individual details and the second section comprises general information. The demographic questions include gender, age, educational level. The general information questions were about the number of years of work, and number of trainings.

The second part contained questions designed for measuring the variables of the study such as: scouting, trust, commitment, satisfaction, Creative process engagement, Symmetrical communication effort, Training Affect, Intrinsic motivation of creativity.

This research emphasizes on quantitative "Likert style" survey analysis

methods that were selected for data collection. The Likert point5 scale has been utilized for calculating the research objects, it consists of the following five points: (1= strongly disagree), (2= disagree), (3=Neither Agree nor disagree), (4=agree) and (5=strongly agree).

D. participants

The researches' sample consisted of 150 participants which is all were employees at oil and Gas companies in Iraq. Percentage of females were about 28,7% in number of 43 female, and percentages of male were about 71.3% in number of 107 males. 8 peoples were between the age of 18-24 (5.3%), 107 peoples were between the age of 25-34 (71.3%), 24 peoples were between the age of 35-44 (16%), and 11 peoples were between the age of 45 and above (7.3%). Participants were recruited via an online research management system. The online system provides information on a variety of employees that individuals may elect to participate in for credit that is required by their university curriculum.

E. Data Collection

There are two different types of methods, quantitative and qualitative, can be used for the data collection. The distinction between quantitative and qualitative analysis considers analytical challenges beneficial. On the face of it, the quantitative / qualitative significant difference would appear to be quite besides the fact that quantitative researchers implement measurement, and qualitative researchers do not. Table 1.1 explains the distinctions about the three fields of quantitative and qualitative studies.

Table 1: Fundamental differences between quantitative and qualitative research strategies

	Quantitative	Qualitative
Principal orientation to the role of theory in relation to research	Deductive; testing of theory	Inductive; generation of theory
Epistemological orientation	Natural science model, in particular positivism	Interpretivism
Ontological orientation	Objectivism	Constructionism

Source: (Bryman & Bell, 2011)

Quantitative studies focuses on the data collection and then transform the results into mathematical phase to get statistical calculations to the result obtained (Bryman & Bell, 2011, p. 26). Quantitative research can thus be construed as a research strategy emphasizing quantification in data collection and analysis, and that:

a. It involves a deductive approach to the theory-research linkage under which the importance is placed on the theory testing.

b. Included in particular the traditions and standards of the natural science design, and of positivism.

c. It embodies an external, objective view of social reality.

On the other hand, qualitative research can be interpreted as a research strategy which usually emphasizes words rather than quantification in data collection and analysis, and which:

1. Mainly emphasizes an interpretive paradigm to the theory-research relationship, in which the focus is placed on the theory generation.

2. In particular, he rejected the practices and norms of the natural scientific model and of positivism in favor of emphasizing how people interpret their social world.

3. It embodies an outlook of social truth as that of an ever-shifting emerging property of the creation of individuals.

quantitative research was outlined as a distinctive research strategy. It was described in very broad terms as involving the collection of numerical data and as exhibiting a deductive view of the relationship between theory and research, a predilection for a natural science approach (and of positivism in particular), and as having an objectivistic conception of social reality (Bryman & Bell, 2011, pp. 26,27).

It is clearly understood that the work of this study has been structured quantitatively as a consequence of the aforementioned description. A number of companies are selected as the research material, and a survey is conducted for all. The survey questions were selected with great care in order to meet the nature of the research.

F. Statistical Techniques

First step was made preparing the data by downloading it into excel spreadsheet and then after that a very important step which was the coding of the data. Later step was entering the data into SPSS statistical software program.

The next step was the data screening (case screening) to check:

1. Missing Data in Row
2. Missing Data in Column
3. Unengaged responses
4. Outliers
5. Skewness and Kurtosis.

And then after finishing this step another step was done which is the Frequency test and Descriptive statistics were done which are:

1. Mean
2. Median
3. Mode
4. Standard of deviation
5. Variance
6. And then the exploratory of factor analysis: validity and Reliability

(Alpha test). The next other step was done is the normal distribution test in the SPSS.

After that multicollinearity test was made in the SPSS.

Finally, the biggest and most important Step was made which are the Simple and Multiple Regression analysis. And by this our statistical procedure were done.

VI. ANALYZİNG AND MEASUREMENT

A. Introduction

This chapter explains the search outcomes of data that have been formerly collected. As it is mentioned in methodology chapter that the work of this study has been structured quantitatively. The hypotheses were tested with Simple and Multiple Regression methods. The reason for choosing this method is that it is mostly appropriate to analyze a hypothesis in the business area of study (Cohen, 2013).

Measurement allows the details of any phenomenon — substantial or insubstantial — to be analyzed and eventually measured to a particular qualitative or quantitative norm (Leedy & Ormrod , 2010, p. 21).

There are three major explanations for the incident in quantitative analysis over measurement (Bryman & Bell, 2011, p. 154).

1. Measurement empowers us to characterize delicate distinctions on the characteristic in question between people.
2. Measurement provides one with a standard tool or yardstick for these distinctions. A measuring instrument provides a consistent tool to assess differences.
3. Measurement supplies the foundation for more accurate estimation methods of the degree of relationship between concepts (for example, through the analysis of correlation).

B. Data screening (data examination):

Data examination is a time-consuming yet important initial phase in any study sometimes ignored by analysts. Here, the researcher measures the effect of missed data, recognizes outliers and checks for the assumptions from which most multivariate approaches underlie. The aim of these data examination activities is very much to demonstrate what is not noticeable as to represent the actual data, as it is easy to

overlook the "hidden" effects (Hair Jr. , Black, Babin , & Anderson , 2014, p. 31).

Even though we had no missing data when we examined our set of data but its important to mention that classification of missing data and the factors influencing their position is presented through a series of phases which not only recognize the impacts of the missing data but also provide solutions in the analysis to deal with them (Hair Jr. , Black, Babin , & Anderson , 2014, p. 31).

The another step was done is examining the unengaged responses, unengaged responses means the same answers for all the questions, for example giving same number answers for all the questions in the Survey which means not really paying attention to this survey and this means they are not important data to be analyzed. In our survey we had one unengaged answer out of the total 150 participants, participant number 14 put same answers to all questions which led us to ignore this participant answers. That’s why we continued with the 149 accurate answers.

Outliers examination is another data examining step, and again to say we didn’t have any kind of outliers, want to mention that outliers generally known to be an exceptionally high or low value on a variable, or a particular combination of values over several variables that differentiates the measurement from the others. The outlier would, in practical words, be regarded in the light of how reflective it is of the population. Outliers cannot be categorized as either helpful or negative, but must be interpreted in the sense of the study and measured by the types of awareness they can offer (Hair Jr. , Black, Babin , & Anderson , 2014, pp. 61,62,63).

The last step to mention that Two statistics that describe distributional shape are skewness and kurtosis. The skewed existence of a measure contributes to data point clustering at one end of the distribution. Positively skewed variables would have added results to the lower values of a moderate number of descending-off incidents in the higher values. Negative skewed variables display grouping towards the higher values, and trail-off instances to the lower end. The statistic of kurtosis might be presented as measuring the peak of a Curve dispersion. Since kurtosis concerns the number of findings under the curve when they apply to a normal distribution, it is appropriate that other types will have similar Densities compared to the sample as a whole. The ratio of the skewness or kurtosis statistics to the standard error (parameter separated by standard error) will not be less than negative two or greater than positive two in terms of statistical significance checking (Odom & Henson, 2002, p. 8). A second test for

the testing of normality is given by comparing the central propensity measurements in addition to the skewness and kurtosis statistics. As (Lewis-Beck, 1995) noted, "When a variable is normal, then the mean, median, and mode is equal". And now we come to say that as the examination of data we made, we have a normal skewness and kurtosis data.

C. Demographic statistics of the respondents

The demographic profile of this study consists of five questions, each of which represents an important point of understanding the characteristics of the individuals who responded to the survey.

Research study comprises both male and female. For the sample for 149 respondents, 106 were male respondents representing 71,1% and 43 were female respondents representing 28,9%. And from this we can see that male percentage is much higher than the females in the Oil and Gas companies.

According to the age the survey was organized between 18-24, 25-34, 35-44, and 45 years old or more. The justification for having these ages has been such that it can be known how the age plays a part in valuing employee scouting behaviors. From the results taken, the higher percentage was at the age between 25-34 of about 71.8%, while the lower percentage at the age between 18-24 of about 5.4%.

Education also an important demographic information for evaluating the employees. This survey was used as targeted sample, High school or less, Undergraduate (Bachelor), Graduate (Master, PHD). The highest percentage of the participants was Bachelor with a 73.8%.

The duration spent by employees of in a company is fundamental when identifying the effectiveness of scouting behaviors. As a result, the demographic sample contained a questionnaire about the years spent at the working company. Based on the findings seen in Table V.I, the majority of the participants served with the current organization for a time interval of 0-5 years.

Concerning the numbers of trainings, the respondents were participated in the employment interval and it could affect their scouting behaviors a questionnaire was made, and the majority of employees in a percentage of 49% were involved in between 1-5 trainings during their work time in companies.

Table 2: Demographic respondents

Demographics Profile	Variables	Frequency	Percent	Cumulative Percent
Gender	Male	106	71.1	71.1
	Female	43	28.9	100.0
Age	18-24	8	5.4	5.4
	25-34	107	71.8	77.2
	35-44	23	15.4	92.6
	45 or more	11	7.4	100.0
Education	High school or less	2	1.3	1.3
	Undergraduate (Bachelor)	110	73.8	75.2
	Graduate (Master, PHD)	37	24.8	100.0
work years	0-5	83	55.7	55.7
	5-10	50	33.6	89.3
	10-15	9	6.0	95.3
	15-20	4	2.7	98.0
	morethan20	3	2.0	55.7
Number of trainings	none	21	14.1	14.1
	1-5	73	49.0	63.1
	5-10	29	19.5	82.6
	10-15	15	10.1	92.6
	15-20	5	3.4	96.0
	morethan20	6	4.0	100.0

Source: Made by author

D. Reliability of Measurement

Reliability is the accuracy whereby a measurement instrument generates the outcome when the measured object has not changed (Leedy & Ormrod , 2010, p. 29). Basically, there is some dimension of error called measurement error while we are measuring something. Reliability then applies to how much test scores are free from measuring errors (Muijs, 2004, p. 71). Any score we receive on a test or scale has three

main elements:

Score = True score + Systematic error + Random error

What we just want to calculate is the true score, the result with no error. Systematic error is error from one calculation to the next and is the same. Reliability is all about the error, the unsystematic or random error, in the second part (Muijs, 2004, p. 71).

The Cronbach's alpha is a measure of inner unity, that is, how closely connected a set of elements is as a group. It is regarded as a measure of reliability of the scale (SUN, CHOU, STACY, & MA, 2007, p. 71). A "powerful" alpha value doesn't mean the test is one-dimensional. Practically speaking, the alpha of Cronbach is not a statistical test-it is a reliability (or consistency) coefficient. The Cronbach alpha can be written as a function of the number of test items and the inter-correlation between the items on scale. Below, we'll present the formula for the Cronbach alpha for computational purposes (UCLA, n.d.):

$$\boldsymbol{\alpha = N\,\bar{c} \,/\, \bar{v} + (N - 1)\,\bar{c}}$$

Here N is equal to the number of items, $\bar{c}$ is the average inter-item covariance among the items and $\bar{v}$ equals the average variance. Through this formula one will see that if you increase the number of products, Cronbach's alpha will increase. If the inter-item correlation is weak on average, then alpha is weak. As that of the average correlation between subjects increases, Cronbach's alpha also increases (holding the number of items constant).

Reliability can be measured using the alpha test of the Cronbach, it gives a measure of a scale 's internal accuracy (Ghaleb & Kaplan, 2020, p. 134). Reliability coefficient defines the degree to which the same definition or model is evaluated by all the elements in a test (Tavakol & Dennick, 2011). "The alpha coefficient of Cronbach is between 0 and 1, the higher the score, the more accurate the scale. 0.7 or more is an adequate reliability result" (Santos & Reynaldo, 1999).

According to table 4 below the coefficient Cronbach's Alpha were above the appropriate value of 0.7 for the measurements in this analysis, which prove that our scales were reliable and can be used to analyze the hypothesis.

Table 3: Reliability Assessment (Alpha test):

Variable name	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Scouting	.830	.833	4
Quality of organization-employee relationship	.937	.937	10
Creative process engagement & Symmetrical communication efforts	.929	.929	13
Training effects	.850	.850	3
Intrinsic motivation of creativity	.923	.923	3

Source: Made by author

E. Normality Assessment:

Normality Degree at whom the provided data distribution matches a normal distribution. Normality in multivariate analyzation the most foundational assumption is normality, responding to the shape of the data distribution for a specific metric variable and its correspondence with the normal distribution, the benchmark for statistical methods (Hair Jr. , Black, Babin , & Anderson , 2014, p. 69). Normal distribution strictly methodological continuous distribution of probability in which the horizontal axis expresses all potential values of a variable, as well as the vertical axis indicates the probability of existence among these values. The ratings on the variable are aggregated in a symmetrical, unimodal pattern defined as the bell-shaped, or normal, curve, around the mean.

There are two measures which can describe the shape of any distribution: kurtosis and skewness. kurtosis refers to the distribution's " peakness " or "flatness" as applied to normal distribution. Distributions taller or higher than the usual distribution are considered leptokurtic, whereas a flatter distribution is considered platykurtic (Hair Jr. , Black, Babin , & Anderson , 2014, p. 69). Although (Hair Jr. , Black, Babin , & Anderson , 2014, p. 69) said that kurtosis applies to distribution height, skewness is

used to define distribution stability. A positive skew indicates a left-shift distribution whereas a negative skewedness reflects a right-hand shift. Both skewness and kurtosis have available empirical measures in all statistical programs. For most programs, zero values are given for the skewness and kurtosis of a regular distribution. Instead, values above or below zero indicate variations from normality. Negative kurtosis values, for example, suggest a platykurtic (flatter) distribution while positive values suggest a leptokurtic (peaked) distribution. Positive skewness values also mean the distribution shifted to the left, and the negative values signify a change to the right.

Normal probability plot Graphical correlation of the distribution form with normal distribution. In the normal probability plot a straight line angled at 45 degrees represents the normal distribution. The precise distribution is plotted against this line in such a way that any differentials are displayed as straight-line deviations, making the identification of dissimilarities quite noticeable and interpretable (Hair Jr. , Black, Babin , & Anderson , 2014, p. 70). For normality, the simplest diagnostic measure is a visual histogram testing that correlates the obtained data values including a distribution approximating the normal distribution. The standard probability map is a more robust method, relating the cumulative distribution of real data values to the cumulative distribution of a normal distribution. A straight diagonal line forms the normal distribution, and the plotted data values are compared to the diagonal. If a distribution is normal, the line representing the distribution of real data accurately tends to follow the diagonal.

Table 4: Skew and Kurtosis results

	Skew	Std. Error	Kurtosis	Std. Error
Variable 1.				
Scouting 1:	-0.782	0.199	0.129	0.395
Scouting 2:	-0.693	0.199	-0.412	0.395
Scouting 3:	-0.742	0.199	-0.084	0.395
Scouting 4:	-0.859	0.199	-0.164	0.395
Variable 2.				
Trust 1:	-0.207	0.199	-0.793	0.395
Trust 2:	-0.483	0.199	-0.633	0.395

Trust 3:	-0.476	0.199	-0.607	0.395

Table 4. (con) Skew and Kurtosis results

	Skew	Std. Error	Kurtosis	Std. Error
Trust 4:	-0.563	0.199	-0.623	0.395
Commitment 1:	-0.438	0.199	-0.727	0.395
Commitment 2:	-0.553	0.199	-0.445	0.395
Commitment 3:	-0.644	0.199	-0.438	0.395
Satisfaction 1:	-0.654	0.199	-0.353	0.395
Satisfaction 2:	-0.804	0.199	0.010	0.395
Satisfaction 3:	-0.886	0.199	0.177	0.395
Variable 3.				
Creative process engagement 1:	-0.910	0.199	0.048	0.395
Creative process engagement 2:	0.194	0.395	3.56	0.090
Creative process engagement 3:	-0.858	0.199	0.083	0.395
Creative process engagement 4:	-1.094	0.199	0.736	0.395
Creative process engagement 5:	-1.126	0.199	0.533	0.395
Creative process engagement 6:	-1.163	0.199	1.096	0.395
Creative process engagement 7:	-0.981	0.199	0.663	0.395
Creative process engagement 8:	-1.066	0.199	0.622	0.395
Creative process engagement 9:	-1.059	0.199	0.893	0.395
Symmetrical communication effort 1:	-0.652	0.199	-0.286	0.395
Symmetrical communication effort 2:	-0.461	0.199	-0.397	0.395
Symmetrical communication effort 3:	-0.524	0.199	-0.464	0.395
Symmetrical communication effort 4:	-0.673	0.199	0.038	0.395
Variable 4.				
Training 1:	-1.540	0.199	2.139	0.395
Training 2:	-0.859	0.199	0.453	0.395
Training 3:	-1.264	0.199	0.911	0.395
Variable 5.				
Intrinsic motivation of creativity 1:	-1.026	0.199	0.610	0.395
Intrinsic motivation of creativity 2:	-1.291	0.199	1.478	0.395

Intrinsic motivation of creativity 3:	-1.038	0.199	0.606	0.395

Source: Made by author

So according to (Hair Jr. , Black, Babin , & Anderson , 2014, p. 33) the definition of Skewness: evaluate the symmetry of a distribution; a difference is made to a normal distribution for most cases. A positively skewed variation has considerably few large values and slats to the right, and a negative skewed variation has remarkably fewer small values and slats to the left. Skewness values that fall beyond the -1 to +1 range suggest a considerably skewed spectrum. And Kurtosis: Measurement of a distribution's peakness or flatness as regards to normal distribution. A positive value shows a comparatively strong distribution, and a negative value shows a relatively flat distribution.

And according to our Table 5 which shows negative skewed for variable 1,2,3,4,5 and this means we have shifted to left data distribution. While Kurtosis values fluctuate between positive and negative and that means that the peakness of our data is also between strong and flat distribution.

F. Multi-Collinearity analysis:

Collinearity Description of the relation between two independent variables (collinearity) or more (multicollinearity). When their correlation coefficient is 1, two independent variables are assumed to show complete collinearity, and total absence of collinearity when their correlation coefficient is 0. Multicollinearity happens when there is strong overlap between some single independent variable and a number of other independent variables. An extreme situation of collinearity/multicollinearity is singularity, in which another independent variable (or more than one) is precisely expected (i.e., a correlation of 1.0) (Hair Jr. , Black, Babin , & Anderson , 2014, p. 152). Multicollinearity is more a statistical phenomenon than a mathematical one. While certain, in terms of the intensity of the problem, one thinks and expresses, rather than its presence or absence (Farrar & Glauber , 1967, p. 106). Multicollinearity is almost universal in presuming the solution to the question to reside in determining which variables to keep and which to drop out of a mode.

Significant multicollinearity measurement is tolerance, identified as the amount of variability of the chosen independent variable not discussed by the other

independent variables (Hair Jr. , Black, Babin , & Anderson , 2014, p. 197).

Indicator of the impact that independent variables have on a regression equation standard error. The variance inflation factor is immediately linked to the tolerance value (VIF= 1 / TOL). Large VIF values also demonstrate a high degree of collinearity among independent variables or multicollinearity (Hair Jr. , Black, Babin , & Anderson , 2014, p. 157). The Variance Inflation Factor (VIF) and tolerance are further commonly adopted measurements of the degree of multicollinearity of the independent variable in a statistical model with the other independent variables in it (O'BRIEN , 2007, p. 674).

The VIF (and tolerance) is premised on the variance ratio of the independent variable (i) shares towards the other independent variables in the model (O'BRIEN , 2007, p. 684). One rationale VIF 's popularity as a measure of collinearity is because it has a straightforward interpretation of the impacts of collinearity on the estimated variance of the coefficient of the (i) regression: A VIF of 10 signifies that the variance of the i regression coefficient (include all things being equal) is 10 times larger than it might well had also been would have the independent i variable been linearly independent from the other independent variable in the analysis. And it shows us how much of this loss of control has exaggerated the volatility (O'BRIEN , 2007, p. 684). So as finale talk the VIF must be less than 3 and tolerance must be above 0.1 to conclude there is no Multicollinearity issue in our samples (O'BRIEN , 2007, p. 673).

And according to the table (6) the data of our variables shows no multicollinearity in all the cases, except Part 3 where the VIF in Variable equal (3.034) which it could be ignored because it is means there is a very small chance to have Multicollinearity issue because depending on the Tolerance which equal (0.330) there is no Multicollinearity issue.

Table 5: Multi-Collinearity analysis results:

Collinearity Statistics: Part 1		
Dependent Variable: Variable 2	Tolerance	VIF
Variable 3	0.370	2.703
Variable 4	0.427	2.339
Variable 5	0.367	2.722
Collinearity Statistics: Part 2		
Dependent Variable: Variable 3	Tolerance	VIF
Variable 2	0.656	1.524
Variable 4	0.480	2.082
Variable 5	0.437	2.290
Collinearity Statistics: Part 3		
Dependent Variable: Variable 4	Tolerance	VIF
Variable 2	0.520	1.922
Variable 3	0.330	3.034
Variable 5	0.425	2.355
Collinearity Statistics: Part 4		
Dependent Variable: Variable 5	Tolerance	VIF
Variable 2	0.525	1.905
Variable 3	0.352	2.843
Variable 4	0.499	2.006

Source: Made by author

G. Correlation Coefficient

The analysis of the statistical importance of a coefficient of measured association centered on a randomly chosen sample provides information on the probability that the coefficient would be observed in the population from which the sample was obtained (Bryman & Bell, 2011, p. 355).

We will dismiss the null hypothesis that there is no relationship in the dataset if the correlation coefficient r is -0.62 and the significance level is $p < 0.05$. We can assume that, by opportunity itself, there are only 5 possibilities in 100 that a connection of at least -0.62 may have occurred. When there is not one in the population, you could have 1 of the 5 samples in 100 that indicate a relationship, however the degree of risk is relatively minimal. If, say, $r = -0.62$ and $p < 0.1$ is observed, there may be as much as 10 chances in 100 that there is no population association. For most purposes, this would not be a sufficient degree of risk. This would indicate even if there is no

correlation in the population, we might find a correlation of −0.62 or above in as much as 1 sample in 10. There is only 1 probability in 1,000 that no correlation occurs in the population if r = -0.62 and p < 0.001. If you inferred that the connection had not occurred by accident, there would be a very low degree of risk.

Two considerations can influence whether a correlation coefficient is statistically important or not (Bryman & Bell, 2011, p. 355):

- The size of the coefficient of computation.
- The sample sizes.

This second factor can sound unexpected. Basically, the bigger the sample, the more probable it is that the measured correlation coefficient would be statistically important. Also, because question of whether or not a correlation coefficient is statistically meaningful depends very much on the scale of the sample, it is important to realize that you can really look at both the correlation coefficient and the significance level. One should not be tested at the detriment of the other

Table 6: Correlations After the adjustment in EXCEL

	VARIABLE1	VARIABLE2	VARIABLE3	VARIABLE4	VARIABLE5
VARIABLE1	1.				
VARIABLE2	.70**	1.			
VARIABLE3	.70**	.69**	1.		
VARIABLE4	.56**	.51**	.71**	1.	
VARIABLE5	.65**	.57**	.76**	.71**	1.

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Made by author

Table 7: Correlation in Spss

		VARIABLE 1	VARIABLE 2	VARIABLE 3	VARIABLE 4	VARIABLE 5
VARIABLE 1	Pearson Correlation	1.00	.70**	.70**	.56**	.65**
	Sig. (2-tailed)		.00	.00	.00	.00
VARIABLE 2	Pearson Correlation	.70**	1.00	.69**	.51**	.57**
	Sig. (2-tailed)	.00		.00	.00	.00
VARIABLE 3	Pearson Correlation	.70**	.69**	1.00	.71**	.76**
	Sig. (2-tailed)	.00	.00		.00	.00
VARIABLE 4	Pearson Correlation	.56**	.51**	.71**	1.00	.71**
	Sig. (2-tailed)	.00	.00	.00		.00
VARIABLE 5	Pearson Correlation	.65**	.57**	.76**	.71**	1.00
	Sig. (2-tailed)	.00	.00	.00	.00	

Source: Made by author

H. Regression Analysis for Hypotheses Testing:

1. Important information to be notified:

a. Predictive power and sample size: Sample size has a significant effect on the suitability and predictive strength of multiple regressions. Limited samples, generally defined as having less than 30 measurements, are useful for study only through simple regression including a single independent variable. Also, in these cases, with some degree of confidence, only good relations can be observed. Similarly, large surveys with 1,000 or more participants are too sensitive to statistical significance measures, often suggesting that nearly every

association is statistically important. With these huge samples the researcher should therefore guarantee that together with statistical significance the criterion of practical significance is achieved (Hair Jr. , Black, Babin , & Anderson , 2014). And by this observation the samples of this research were equal to (150).

b. this Research including 5 Variables according to the sequence of the survey questions are arranged as:

- variable 1: scouting
- variable 2: quality of organization-employee relationship divided to (trust, commitment, satisfaction)
- variable 3: divided to two parts (creative process engagement, symmetrical communication effort)
- variable 4: training effects
- variable 5: intrinsic motivation of creativity.

2. Simple Regression analysis

Linear Regression means a relationship of straight line (Hanke & Wichern , 2014, p. 175), After forming a linear equation, knowledge of the independent variable will be used to evaluate the dependent variable. A sample of the X – Y values produces the equipped regression line. The statistical prototype for simple linear regression proposes the line segment relationship between Y and X holds for X – Y pair all choices. This is a real relationship exists between the formula X and Y. The result, or dependent, variable Y in the basic linear regression equation is the sum of its mean, and a random deviation from the mean. Owing to other non-observed influences, the deviations symbolize variation in Y which prohibit the X – Y values from lying accurately on a straight line in the scatter plot. The answer, or dependency, variable Y, is connected to the variable X regulated or independent by:

$$Y = \beta 0 + \beta 1\ X + \varepsilon$$

Here, the mean answer for a given X is $\beta 0 + \beta 1\ X + \varepsilon$. It is predicted that the deviations (ε) are independent and normally distributed, with mean 0 and standard deviation δ. The uncertain constants are $\beta 0$, $\beta 1$ and indexable (Hanke & Wichern ,

2014, p. 180).

According to (Hair Jr. , Black, Babin , & Anderson , 2014, p. 159)With the coefficient of interception and regression estimated by the least square's procedure, attention is now turned to interpretation of these two values:

a. The Coefficient of Regression: The expected adjustment in the dependent variable for the independent variable to adjustment function. When the coefficient of regression is considered to be statistically important (i.e. the coefficient is substantially different from zero), the significance of the coefficient of regression shows to the degree the independent variable is correlated with the dependent variable.

b. The intercept has interpretative definition only if zero is a conceptually true value for an independent variable (i.e. the independent variable will have a value of zero and yet preserve its functional significance).

c. If the independent valuation is a variable which will never include a true value of zero, the intercept aims to strengthen the mechanism of estimation, and who has no interpretative result at all.

A flaw in estimating our sample results is residual (e or ε). Our predictions are rarely to be perfect. We assume that there may be a random error, but we presume that this error approximates the population's true random error, not just the error in our sample (ε) estimation. (Hair Jr. , Black, Babin , & Anderson , 2014) suggest that the error is distributed with a mean of 0 and a fixed (homoscedastic) variance in the population are estimated.

Table 8: The Simple Regression Analysis for Hypotheses Testing results:

		Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
Hypothesis	Dependent Variable		B	Std. Error	Beta			R^2
H_A	Variable 1	Variable 2	0.280	0.024	0.696	11.756	0.000	.485
H_B	Variable 2	Variable 5	1.750	0.209	0.568	8.372	0.000	.323

H_C	Variable 3	Variable 5	2.628	0.188	0.756	13.987	0.000	.571
H_D	Variable 1	Variable 3	0.248	0.021	0.697	11.779	0.000	.486
H_E	Variable 5	Variable 4	0.750	0.061	0.710	12.231	0.000	.504
HF	Variable 1	Variable 5	0.806	0.078	0.650	10.370	0.000	.422

Source: Made by author

Regression Coefficients (b and beta) The regression coefficient (b) and standardized coefficient (β) exemplify the adjustments in the dependent measure throughout the independent variable within each unit adjustment. Comparison of regression coefficients permits a relative evaluation of the significance within each variable in the regression model (Hair Jr. , Black, Babin , & Anderson , 2014, p. 207).

(Hair Jr. , Black, Babin , & Anderson , 2014, p. 208) also defined t demand of variables through the formula, as just estimated, measures the meaning of the partial correlation of the variable reflected in the regression. Therefore, it shows that, with a given degree of error, the researcher can safely assert that the coefficient is just not equal to zero.

Standard Coefficient Error The typical correlation factor error is an approximation about how much the correlation factor would differ between samples of the same size taken from the same population. A relatively small standard error confirms a much more reliable prediction and thus smaller durations of confidence (Hair Jr. , Black, Babin , & Anderson , 2014, p. 208).

3. Multiple Regression Analysis

Multiple regression analysis is a statistical method where can be applied to analyze the connection among a single dependent variable (criterion) and numerous independent variables (predictor) as described by (Hair Jr. , Black, Babin , & Anderson , 2014, p. 157), which also stated that Multiple regression analyzes tend to be using the independent variables for whom the values are recognized to estimate the researcher's chosen single dependent value. The regression analysis method weights each independent variable to achieve optimal accuracy out of the set of independent variables. The proportions symbolize the relative ability to contribute of the

independent variables to the overall forecast, which promote understanding of the effect of each variable in building the forecast, while interaction between the independent variables complicates the interpretative process.

X's with subscripts have been designed for representing the independent variables in multiple regression analysis. Y still represents the dependent variable, and X1, X2 .... Xk represents the independent variables. Having defined the initial set of independent variables, the relationship among Y and these X's can be represented as a multiple regression model (Hanke & Wichern , 2014, p. 237).

The mean result of the explanatory variables is considered as linear function in the multiple regression model:

$$\mu Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \ldots + \beta_k X_k$$

For the regression model the most widely used indicator of predictive precision is the decision coefficient (R2). Estimated as the squared correlation among the dependent variable 's genuine and expected values, it describes the cumulative results of the whole variate (one or multiple independent variables or intercept) in forecasting the dependent variable. It varies between **1.0** (perfect prediction) and **0.0** (no prediction). Since it is the square correlation between actual and predicted values this further symbolizes the proportion of variance discussed by the independent variable(s) in the dependent variable. As (Hair Jr. , Black, Babin , & Anderson , 2014, p. 152) adjusted determination coefficient (adjusted R2) amended determination coefficient test which takes into consideration the number of independent variables used in the regression equation as well as the sample size. Although the incorporation of independent variables will still induce the determination coefficient to increase, the modified determination coefficient may decline if the additional independent variables have no interpretative capacity or if the degrees of freedom are too small.

Multiple R: Multiple R is (at this stage) the correlation coefficient for the simple comparison of independent and dependent variables. Which has no plus or minus indicator, although since signs of the individual variables that differ in multiple regression, and this coefficient just represents the degree of association (Hair Jr. , Black, Babin , & Anderson , 2014, p. 205).

Coefficient of correlation (r): Coefficient which shows the strength of the affiliation between any two metric variables. The sign (+ or-) shows the direction of

the relation. The value must span from +1 to -1, with +1 signifying a perfect positive relationship, 0 signifying no relation, and -1 signifying a perfect negative or reverse relationship (as one variable gets bigger, the other variable becomes smaller) (Hair Jr. , Black, Babin , & Anderson , 2014). And from the table V.VIII we interpret our Model's relationships as positive relationships.

Standard Error of the Estimate: the estimate standard error is also another indicator of the predictions' accuracy. It is the square root of the sum of the squared errors divided by the degrees of freedom. This expresses an estimation of the standard deviation along the regression line of the individual dependent values; that is, it is a calculation of variance along the regression line. The calculation standard error can also be interpreted as the standard deviation of the forecast errors; hence, it is a metric to determine the actual size of the prediction error. It is also used in calculating the size of the predicted confidence duration (Hair Jr. , Black, Babin , & Anderson , 2014, p. 205).

Before looking to the results there is important note to know about the models:

1. Model (1) including: Variable 4(H_E) Variable 5(H_B) Variable 2(H_A) Variable 1

2. Model (1) including: Variable 4(H_E) Variable 5(H_F) Variable 1

3. Model (1) including: Variable 4(H_E) Variable 5(H_C) Variable 3(H_D) Variable 1

Table 9: Coefficients of the Models

Dependent Variable: Variable **1** Model **1**		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.581	.834		5.491	.000
	VARIABLE2	.280	.024	.696	11.756	.000
2	(Constant)	2.027	.876		2.315	.022
	VARIABLE2	.194	.026	.483	7.406	.000
	VARIABLE5	.466	.081	.376	5.766	.000
Model **2**						
1	(Constant)	4.607	.939		4.906	.000
	VARIABLE5	.806	.078	.650	10.370	.000
2	(Constant)	3.512	1.038		3.384	.001
	VARIABLE5	.626	.109	.505	5.754	.000
	VARIABLE4	.268	.115	.204	2.331	.021
Model **3**						
1	(Constant)	2.377	1.014		2.343	.020

	VARIABLE3	.248	.021	.697	11.779	.000
2	(Constant)	1.839	.996		1.847	.067
	VARIABLE3	.171	.031	.479	5.482	.000
	VARIABLE5	.357	.108	.288	3.291	.001

Source: Made by author

Table 10: Multiple regression Analysis:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.762	0.580	0.574	2.40929

Predictors: (Constant), VARIABLE2, VARIABLE5

Dependent Variable: VARIABLE1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	0.666	0.443	0.436	2.77467

Predictors: (Constant), VARIABLE5, VARIABLE4

Dependent Variable: VARIABLE1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
3	.722	0.521	0.514	2.57335

Predictors: (Constant), VARIABLE3, VARIABLE5

Dependent Variable: VARIABLE1

Source: Made by author

Table 11: Results of thesis Hypothesis

Hypothesis	Findings	Results
$H_{A,}$ we expected a positive relationship between organization-employee relationship and scouting behavior.	B=0.280, Std. Error =0.024, beta=0.696, R^2=0.485	A positive relationship was found, and thus H_A was accepted.
H_B, we expected a positive relationship between intrinsic motivation for creativity and quality of employees' perceived relationship with their organization.	B=1.750, Std. Error =0.209, beta=0.568, R^2=0.323	A positive relationship was found, and thus H_B was accepted.
H_C, we expected a positive relationship between Individuals' intrinsic motivation for creativity and their creative process engagement.	B=2.628, Std. Error =0.188, beta=0.756, R^2=0.571	A positive relationship was found, and thus H_C was accepted.
H_D, we expected a positive relationship between Employees' creative process engagement and scouting behavior.	B=0.248, Std. Error =0.021, beta=0.697, R^2=0.486	A positive relationship was found, and thus H_D was accepted.
H_E, we expected a positive relationship between Employees' perceived training effectiveness and their motivation**.**	B=0.248, Std. Error =0.021, beta=0.697, R^2=0.486	A positive relationship was found, and thus H_E was accepted.

H_F, we expected a positive relationship between Individuals' intrinsic motivation for creativity and their scouting behavior.	B=0.806, Std. Error =0.078, beta=0.650, R^2=0.422	A positive relationship was found, and thus H_F was accepted.

VII. CONCLUSION AND RECOMMENDATIONS

This is the Final chapter of the research which is include the best ideas and results we could reach in the entire work we have made to reach our aims and objectives of this study. This chapter will include the first important part which is the conclusion of the research hypothesis and the summary of the past chapter's work and the other parts that identifies findings, recommendations, limitations, and future research.

A. Finding and Conclusions

The objective of this study was to examine the scouting behaviors of employees by management, and what is the distinct influence of management on employees what is the accurate practice management could apply to reach the organization's targets. This study made many contributions to strategic official management and business development, both technically and actually, in investigating the motivating routes for employees to participate in searching, as well as their voluntary knowledge gathering and transmitting actions. The results are all standardized. The scale, standard deviations, and correlations between the variables are listed in Tables. The coefficient of Reliability Assessment (Alpha test) were above the appropriate value of 0.7 for the measurements in this analysis.

as shown in the description of the data selected in the study, these companies characterized as a male-dominant organization consisting of a number of employees with rather high education levels and with at least 5 years of work experience. On the other hand, Employees have simple human needs to meet can management and should work to. Building an atmosphere that satisfies all requirements results not only in happy workers, but also in excited workers. Employees have fundamental human needs to meet every management could and therefore should work to. Creating an atmosphere that satisfies all requirements results not only in happy workers, but also in excited workers.

Part of this research findings confirmed by (Lee, 2018), which included the exploration of motivational destinations for employees to engage in scouting, as well as their individual behavior of acquiring and transmitting information.

There is a number of findings we could conclude from the Hypotheses in this research:

- First finding of this research is that: The quality of employees' perceived relationship with their organization is positively related to their scouting behavior. This was accurate in oil and gas companies in Iraq. Test findings for the first scouting behavior model showed that the maintenance of successful relationships with its employees could contribute to productive advantages for organizations.

Though previous research explored the context of communicative activities of workers (ECBs) based mainly on organizational or contact initiatives from the organization 's perspective (Rhee, 2011) (Park, 2014), current study applies research by also considering individual motives for engaging in communicative activity. parallel with previous findings, we observed a major impact of the consistency of the relationship between organization and employee on scouting, suggesting that a relationship-building approach is essential for organizations to promote the successful communication activity of employees.

The final conclusion is: In HA, we expected a positive relationship between organization-employee relationship and scouting behavior. A positive relationship (B=0.280, Std. Error =0.024, beta=0.696, R^2=0.485) was found, and thus H1 was supported.

- Second finding of this research is that: Individuals' intrinsic motivation for creativity is positively related to the quality of employees' perceived relationship with their organization, Since employees trust and are satisfied with their organization, and believe they can manage the organization collectively and commit to each other, they are likely to pass on and exchange important knowledge relevant to the company. Furthermore, the current study adds to previous research results, indicating that the role of intrinsic motivation, in particular the encouraging nature of the interaction between employees and their company, has greater effect not only on creating

favorable relationships, but also on inspiring employees to collaborate. This may conclude that when individuals of an elevated degree of intrinsic creativity motivation have a feeling of concern and satisfaction in the assignment at hand, they attempt to comprehend their work environment More in possession than those who are not interested in the assignment (Narayan, 2015). It often encourages them to trust their company (i.e., a quality relationship) as well to be satisfied.

The final conclusion is: In H_B, we expected a positive relationship between intrinsic motivation for creativity and quality of employees' perceived relationship with their organization. A positive relationship (B=1.750, Std. Error =0.209, beta=0.568, R^2=0.323) was found, and thus H_B was supported.

- Third finding of the research is that: Individuals' intrinsic motivation for creativity is positively related to their creative process engagement. We also examined two additional alternative concepts that concentrated on relationships between intrinsic motivation, participation in creative processes, and innovation among employees. While creativity researchers often indicated anything about a better comprehension of the processes an individual pursues in producing creative performance. (Narayan, 2015, p. 222) stated that because of the optimistic emotions associated with intrinsic motivation, an inherently motivated individual may be more likely to perceive the community as equivalent. Those conclusions have both theoretical and implementation ramifications. Theoretically, our results provide encouragement for further analysis of the relationship of creativity predictors at person level with work atmosphere characteristics to better appreciate innovation in the workplace. To give an introductory view at what could affect employee involvement in a successful creative process by reflecting on the stage in the process of creating the concept. In addition, we exemplify the significant mediation effect of creative process engagement for creativity in terms of both organizational commitment and intrinsic motivation.

The final conclusion is: In H_C, we expected a positive relationship between Individuals' intrinsic motivation for creativity and their creative process engagement. A positive relationship (B=2.628, Std. Error =0.188, beta=0.756, R^2=0.571) was found, and thus H_C was supported.

- Fourth finding of the research is that: Employees' creative process engagement is positively related to employees' scouting behavior. In addition, we assumed that because scouting behavior is marked by cooperative efforts on the part of employees, their communicative motives should not be disregarded at individual level. In this respect, this study empirically demonstrated that participation of individuals who are naturally motivated to be innovative in the cognitive phase of creative problem-solving performs a key role in guiding them to develop, choose, and pass useful knowledge from outside into an enterprise that is essential for the creativity of a company. This study advances scientific interpretation of the recently developed scouting concept through a rare combination of creativity relationship-based theory. The current study empirically demonstrated that engagement of individuals whom were intrinsically motivated toward being creative in the behavioral process of innovative problem-solving influences an essential role in directing individuals to create, and choose, and bring precious information from the outside through a company that is critical to the innovation of an organization.

A significant relationship between Employees' creative process engagement and scouting behavior, (B=0.248, Std. Error =0.021, beta=0.697, R^2=0.486) supported Hypothesis H_D, Employees' creative process engagement positively predicted the overall scouting behavior of their management.

- Fifth finding of the study is that: Employees' perceived training effectiveness is positively related to their motivation. (Sirota & Klein, 2014) Assert that motivation is directly linked to the need for achievement originating from training and learning which is achieved by job development. Several researches have shown a direct or indirect relationship regarding training and employee motivation. Training motivation is a feature of this network, as this research considers enthusiasm for training – i.e. desire to engage in a training program – to have a significant influence on organizational engagement. Individuals who are actively cooperative in their work are more likely to be inspired since training engagement increases skills, career results and self-worth feelings (Mathieu & Martineau, 1993). This indicates that the task of human resources management (HRM) performs a part as a motivation for

workplace engagement by creating an incentive for staff to engage in training, which in effect increases their scouting behavior. The manager, too, should take some steps to increase the desire of the trainee to improve. supplying opportunities through successful action and encouraging employees to fulfill innovative strategies, take reasonable chances and test creative approaches impact workplace performance through expanding employee motivation, a sensation of belonging for employees as well as a depth of individual and organizational understanding for employees. Eventually, the feeling of being sponsored for training is often strongly linked to corporate loyalty, meaning that workers would be more committed to the company if their managers or superiors have help for training.

The final conclusion is: In H_E, we expected a positive relationship between Employees' perceived training effectiveness and their motivation. A positive relationship (B=0.750, Std. Error =0.061, beta=0.710, R^2=0.504) was found, and thus H_E was supported.

- Sixth finding of the research is that: Individuals' intrinsic motivation for creativity is positively related to their scouting behavior. Finally, two distinctive employee scouting behaviors and intrinsic creative motivation were established. Study findings for the scouting behaviors' test showed that maintaining positive relationships with its workers would lead to competitive advantages for organizations. This study made many contributions to strategic internal cooperation and management development, both logically and functionally, in investigating the motivating avenues for employees to participate in scouting, as well as their cooperative information gathering and sharing of information behavior. This thesis strengthens conceptual knowledge of the recently developed scouting framework by fabricating teamwork, innovation and relationship-based philosophy in a specific manner. In accordance with prior results, we found a significant effect of the reliability of the correlation between organization and employee on scouting, demonstrating how a relationship-building strategy is extremely important for organizations to accommodate the efficient information behavior of employees. We also assumed that because scouting behavior is marked by cooperative actions on the part of employees, their interactional motives

should not be overlooked at the individual level of analysis. In this respect, this study conceptually demonstrated that participation of individuals whom were inherently driven to be innovative in the behavioral phase of imaginative problem-solving characters a major role in guiding them to develop, identify, and deliver worthwhile information from outside through an organization which is essential for the creativity of an company. Assessing empirical relationships between the creativity of employees and scouting behaviors allows us to understand at a specific standard how creativity plays a key role in influencing management scouting behaviors. Ironically, employees with intrinsic motivation were more expected to experience a positive interaction with their company.

The final conclusion is: In H_F, we expected a positive relationship between Individuals' intrinsic motivation for creativity and their scouting behavior. A positive relationship (B=0.806, Std. Error =0.078, beta=0.650, R^2=0.422) was found, and thus H_F was supported.

As shown in the description of the data selected in the study, these companies characterized as a male-dominant organization consisting of a number of employees with rather high education levels and with at least 5 years of work experience. On the other hand, building an atmosphere that satisfies all requirements results not only in happy workers, but also in excited workers. Employees have fundamental human needs to meet every management could and therefore should work to. Creating an atmosphere that satisfies all requirements results not only in happy workers, but also in excited workers.

B. Recommendations

For further researches in the management scouting behaviors, this study confirms the necessity of future researchers must pay more attention to Employees. It is important step for improving the relationship between management and employees.

This study could be applied in another sectors than oil and gas companies, also it might be applied in different countries for the same sector.

Future research suggested testing hypothesis in SEM analysis.

C. limitations

Every research should have several limitations.

Firstly, the sample size used in this analysis was only 150 employees in oil and gas companies in Iraq that means unable to generalize the results for all Employees in different sectors and organizations.

Secondly, there might be other variables could contribute in the study but according to the time limit we could not be all included.

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IX. APPENDIX

Appendix A: Survey Information:
Appendix B: Ethical Aprowal Form

Appendix A: Survey Information:

This is an MBA Thesis survey for Hawra'a Salah student at Istanbul Aydin University in Turkey. The purpose of this survey is to be analyzing the employees' performance, creativity, development, behavior; which the Managements side of each organization should be aware of them.

1- Gender?

- ❑ Male
- ❑ Female

2- Your age?

- ❑ Under 18
- ❑ 18-24
- ❑ 25-34
- ❑ 35-44
- ❑ 45 or more

3- Education level?

- ❑ High school or less
- ❑ Undergraduate (Bachelor's degree)
- ❑ Graduate degree (master's)
- ❑ PhD

4- How many years you have been working in this company?

- ❑ 0-5
- ❑ 5-10
- ❑ 10-15
- ❑ 15-20

- More than 20

5- How many trainings you had in this Organization?

- None
- 1-5
- 5-10
- 10-15
- 15-20
- More than 20

	Strongly Disagree	Disagree	Neither Agree nor disagree	Agree	Strongly Agree
Scouting					
I think one of any employees' responsibilities is to collect and report information about my company.	1	2	3	4	5
I am reputed as an information liaison related to the company's tasks.	1	2	3	4	5
I am often praised by my superiors for my reporting on important trends and news regarding our tasks.	1	2	3	4	5
I Search for new information and subscribe to Listserv, newsletters, publications for organization.	1	2	3	4	5
I Start conversation or give information to relevant colleagues about new trends or unusual signals related to work.	1	2	3	4	5

Trust					
Whenever this company makes an important decision, I know it will be concerned about me.	1	2	3	4	5
I believe that this company takes my opinions into account when making decisions.	1	2	3	4	5
I feel very confident about this company's skills.	1	2	3	4	5
This organization has the ability to accomplish what it says it will do	1	2	3	4	5
Commitment					
I feel that this company is trying to maintain a long-term commitment to me.	1	2	3	4	5
I can see that this company wants to maintain a relationship with me.	1	2	3	4	5
Compared to other organizations, I value my relationship with this organization more.	1	2	3	4	5
Satisfaction					
I am happy with this company.	1	2	3	4	5
Both this company and I benefit from the relationship.	1	2	3	4	5
I feel people like me are important to this organization.	1	2	3	4	5
Creative process engagement					
I spend considerable time trying to understand the nature of the problem.	1	2	3	4	5

I think about the problem from multiple perspectives.	1	2	3	4	5
I decompose a difficult problem/assignment into parts to obtain greater understanding.	1	2	3	4	5
I consult a wide variety of information.	1	2	3	4	5
I search for information from multiple sources (e.g., personal memories, others' experience, documentation, Internet, etc.).	1	2	3	4	5
I retain large amounts of detailed information in my areas of expertise for future use.	1	2	3	4	5
I generate a significant number of alternatives to the same problems before I choose the final solution.	1	2	3	4	5
I try to devise potential solutions that move away from established ways of doing things.	1	2	3	4	5
I spend considerable time shifting through information that helps to generate new ideas.	1	2	3	4	5
Symmetrical communication effort					
Most communication between managers and other employees in our company can be said to be two-way communication.	1	2	3	4	5
Supervisors encourage employees to express differences of opinion.	1	2	3	4	5

Employees are not afraid to speak up during meetings with supervisors and managers.	1	2	3	4	5
The purpose of communication in our company is to help managers be responsive to the problems of employees.	1	2	3	4	5
Training Affect					
Participating in training programs will help my personal development.	1	2	3	4	5
I believe I can learn the material presented in most training programs.	1	2	3	4	5
I would not hesitate to tell my manager of a training need I have in a particular area.	1	2	3	4	5
Intrinsic motivation of creativity					
I enjoy creating new procedures for work tasks.	1	2	3	4	5
I enjoy finding solutions to complex problems.	1	2	3	4	5
I enjoy improving existing processes or products.	1	2	3	4	5

Appendix B: Ethical Aprowal form

T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Sosyal Bilimler Enstitüsü Müdürlüğü

Sayı : 88083623-020
Konu : HAWRAA SALAH HASAN AL-MALIKI'nın Etik Onayı Hk.

Sayın HAWRAA SALAH HASAN AL-MALIKI

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 12.07.2019 tarihli ve 2019/10 sayılı kararıyla uygun bulunmuştur.

Bilgilerinize rica ederim.

e-imzalıdır
Dr.Öğr.Üyesi Hüseyin KAZAN
Müdür V.

26/08/2019 Enstitü Sekreteri

NESLİHAN KUBAL

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Bilgi için: NESLİHAN KUBAL
Unvanı: Enstitü Sekreteri

RESUME

Name: Hawra'a Salah Hassan Al-Maliki

Education
- Master's in business administration, Istanbul Aydin University, Turkey, 2020.
- Bachelor's degree in Geology Science, Salahaddin University, Irbil – Iraq, 2014.

Work Experiences
- Former Administration member at Cambridge international schools/ which includes: Accounting, logistic works, Organization's activities planning and managing (3 years of experience)
- IT at Cambridge international schools/ which includes: Data entry, Academical tasks management (1 year of experience)
- Data entry at Al-Rwad Co. (1 year of experience)
- Translator for short Time (6 months of experience) at Al-Rwad CO.

Skills
- Project management
- Strong decision maker
- Good organizational
- Good communication
- Good management
- Good interpersonal skills
- Capacity to work with a team.
- ability to work under big pressure

Languages:
- Arabic language: Native language.
- English language: fluent.
- Turkish language: fluent.
- Kurdish language: fluent.