

HUMAN RESOURCE PLANNING & CONTROL FOR ENERGY INDUSTRY IN LIBYA: MEETING THE CHALLENGE

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ABSTRACT

In recent years oil & gas prices driven crisis has led to mergers and acquisitions resulting in to permanent loss of over 200, 000 jobs in exploration and production (E&P) alone during the last ten years. The increased competition for energy industry professionals has dramatically increased & would remain so in the years to come. Improvement in the quality human resource planning and control leading to job turn over reductions is vital to achieve prevention oriented and problem free administration of oil & gas industry in Libya. This paper presents a background, need, structure and content of a unique body of knowledge relating to the job turn over reduction planning and control using information and communication technology aspects of case study energy industry related organizations as key players in Libya.

This paper briefly describes the design of a detailed comprehensive survey using an in-depth survey questionnaire and interviews for limited case study organizations to identify and further investigate the factors and factor interactions that contribute to the success of job turn over reduction in Libya. A benchmarking survey is also conducted by gathering information across several companies to define priorities for action and improvement targets. The objective is not only to highlight the importance of quality of job turn over reduction planning, organizing, directing and control but also focus on key issues by analyzing HR value chains to address strategic, operational and other challenges of industry.

Analysis of data gathered through a comprehensive questionnaire surveys from professional respondents in case study energy industry related organizations in Libya demonstrates that there is need for paying adequate attention to attracting, nurturing and retaining right talent. This would require organizations to predict the needs for competencies to match the rapidly emerging business needs, develop new culture and structure, review job design, procedures, performance management and job turn over reduction policies in order to save money, time and effort.

1. Introduction

Human Resource planning and HR management tools for decreasing turnover of oil & gas industry in Libya poses one of the biggest challenges of the century. New trends, new roles, new job analysis techniques, new global competitions, advancing technologies, new concept of work ownership, new hiring processes, new career management techniques, new laws, new corporate cultures, new expectations, new needs, new turnover reduction policies and new environmental determinants are shaping it. Turnover

is considered to occur when an employee ends his or her membership of a company, or firm and or an organizations where he or she receives monetary compensation for the work done. It is an important issue that needs to be examined closely by managers. This helps not only in diagnosing the turnover causes but also in designing and implementing policies, evaluating the effects of changes and anticipates if further changes are required.

Libya accounts for around 5.5 million populations with a gross domestic product of over \$35billion. Its petroleum reserves of 29.5 billion barrels are the largest on the African continent. It is second largest crude oil producer in Africa after Nigeria. United Nations Development Program (UNDP) National Report on Human Development 2002, Libya, indicates that high school graduate and those with higher degrees form around 25% of its population. Public sector employees in Libya that started at the beginning of 1970's peaked in 1984 at 54%. It declined to 39% in 1995 and has rose again to 48% in 2001 after implementation of Shaabiat system.

Hydrocarbon sector contributes to 95% of the country's economy. High turnover among energy sector employees that form the backbone of the country's economy is of the order of around 20%. Limited earlier studies have reported a complex relationship between turnover, brain drain due better job prospects with high income in Gulf region for experienced staff and absenteeism. Other factors reported are A bad match between the employee's skills and the job, Substandard equipment, tools, or facilities, Lack of opportunity for advancement or growth, Feelings of not being appreciated, Inadequate or lackluster supervision and training and Unequal or substandard wage structures, etc, All these studies findings indicate generally three interrelated groups of factors i.e. economic, organizational and personal.

Over 85% of the Libyan population aged between 5-24 are in full time education with 45% of these students being female. Magnitude and direction of change in education in Libya is growing rapidly in comparison to other third world countries in the region. The objective of manpower planning in the Libyan energy sector is to build local skill base especially in its core activities in the production and manufacture of oil & gas that contributes to over 90% of countries income.

During recent past, Libya has reaffirmed its commitment to develop a set of coherent policies for the sustainable management of the manpower resources. The country is fully committed for the full implementation of Agenda 21 and the program for Further Implementation of Agenda 21. The country has continued to make positive progress in terms of its effective participation in the international community programs and events for integration of the three components of sustainable development – economic development, social development and environmental protection – as independent and mutually reinforcing pillars. It has made significant movement towards recognition of the relevant aspects of the Millennium Development Goals (MDG) and in the outcomes of the major United Nations conferences and international agreements since 1992.

2. Status of Human Resources Planning in Libya

Libya accounts for around 43000 employees serving the oil & gas industry. The rising growth of Libyan workforce scenario (local, new in take and leavers) are evident from the table 1 through table 6. As obvious during last five years trends indicates how intake and exit, nature of services, skill level, geographical location, composition are not regular undefined and does not indicate a consistent growth pattern.

Table 1 Manpower growth during 2000-2004 in oil & gas industry in Libya

Year	2000	2001	2002	2003	2004
Total employees	38992	40570	40859	41392	42902
Local	35835	37550	37762	38798	38810
New in take	2005	2730	1529	1819	1470
Leavers	1434	1164	1105	1266	1273

Table 2 Manpower wastage during 2000-2004 in oil & gas industry in Libya

Year	Leaver	transfer	Termination	Retiree	Death	Total
2000	237	155	380	579	83	1434
2001	178	162	303	407	114	1164
2002	161	118	339	419	68	1105
2003	251	119	345	437	114	1266
2004	251	119	345	437	114	1266

Table 3 Manpower agencies growth during 2000-2004 in oil & gas industry in Libya

Year	2000	2001	2002	2003	2004
Companies	420	451	472	564	650
Authorities	14	14	16	16	16
SMEs	219	257	323	437	527
Offices	65	72	76	86	90
Agencies	11	12	12	12	12
Others	1	1	1	1	1
Total	730	817	900	1116	1295

Table 4 Manpower educational level growth during 2000-2004 in oil & gas industry in Libya

Year	doctoral	graduate	undergraduate	diploma	Skilled	others	Total
2000	8	15	234	131	52	994	1434
2001	2	21	202	94	54	791	1164

2002	0	30	166	71	24	814	1105
2003	8	35	271	107	109	735	1266
2004	8	37	273	106	101	748	1273

Table 5 Geographical Location of Manpower growth during 2000-2004 in oil & gas industry in Libya

Year	cities	Oil fields	Harbours	Total
2000	622	407	405	1434
2001	425	367	372	1164
2002	359	376	370	1105
2003	425	392	392	1266
2004	429	392	429	1273

Table 6. Manpower agencies composition growth during 2000-2004 in oil & gas industry in Libya

Year	2000	2001	2002	2003	2004
Expatriate	22	14	15	15	16
Arabic origin	3	3	3	3	3
Servicing	4	4	4	4	4
Technical	99	112	132	147	150
General	100	102	112	133	136
Total	238	235	266	302	309

The status of manpower planning and its integration into sustainable development issues along with human development issues in Libyan government mechanism and policy continues to strengthen its determination to implement Agenda 21. This vision is considered as a concrete and efficient means of protecting the country from all sorts of brain drain due to high turnover associated with oil and other industrial production processes and to promote sustainable development. This will also promote sustainable human well-being through protection of heavily polluted almost 2000 km of coast of Libya through sources like mud waste used in oil drilling that is often buried in improperly designed pits which carries with it a significant risk of ground water pollution.

NOC has overall responsibility for manpower planning concerns, action policies,

strategies and programs including oil & gas projects in Libya. The Libyan vision, commitment, and determination to make greater contribution to the common cause of humanity is today in need of a comprehensive analysis in order to consolidate its National Program for Manpower Action which is at this stage only piecemeal and adhoc. This also needs to define modalities of implementation in terms of roles, responsibilities and instruments for change, logistics, resources, clearly defined targets, expected results and timeframe together with arrangements for funding and monitoring, coordination and implementation mechanisms. In addition, the country leadership has expressed its commitment to plan and support programs at African Union level to develop an Action plan as a cooperative and efficient means of industrial productive capacity of the region to promote sustainable development. This would need developing effective partnership initiatives that work with 1. Clear guidelines and transparent credible selection process, 2. Strong participation from a wide range of stakeholders, all of whom should feel ownership of the partnership objectives and plans. 3. Trusted facilitation 4. Funding 5. Strong linkages between partnership and existing country-led sustainable development processes and 6. A robust, credible follow-up process.

PTQI has plans to enhance and strengthen its scientific and technological capabilities through promoting ICT use to truly become a center of excellence and a pump house of knowledge and originality. To meet this goal it has formulated proposal, aimed at reinforcing the institution, in particular in terms of ICT investment, capacity building for its human resources, and to a smaller extent of reinforcing some of its information technology platform for learning and better efficiency and performance.

1.2 PTQI Strategy

Libya over the year has developed a very positive experience involving national stakeholders and deepening their understanding and awareness on manpower planning issues and mainstreaming these into the overall economic and social thinking. The current proposal under the form of a turnover project, aims at ensuring at relatively short notice, access to and progressive ownership by the Libyans, of the required technical and instrumental capacities. This would also provide opportunities for implementation of practical steps like rapid diffusion of manpower data, information on best practices for the manpower planning and sustainable use of manpower resources, as well as partnership and cooperation through networking. This will enable, NOC (i) to fulfill some on-going actions (ii) better coordinate human resource planning work in the country, (iii) bringing together partnerships and (iv) open new opportunities which should give manpower planning issues a sounder and broader basis for the future.

In this turnover project proposal PTQI will provide primarily expertise to NOC by assembling a team of top technical experts, engaging professionals and advice services and secondly contribute to training sessions and general information and communications activities. It will also facilitate access to lessons learned from best practices especially by making local people and organizations part of the project design and implementation process and international experience from several types of actors in manpower planning work at national/central, decentralized/Shabiyate (governorates) and specific branch or

sectoral levels.

This will take the form of:

Review and assessment of existing reports and documents on issues related to the field of action of NOC and subsequent contribution to the elaboration of the National Strategy for Human Development, and the National Plan for Agenda 21 including implementation schemes and instruments at central and local/Shabiyate level

More specific it would carry out an analysis of the state of the manpower planning and the development of action plans in oil & gas sector. This will also include transfer of new manpower planning practices with closed loops, no waste, and no toxicity that help protect the biosphere that sustains life by promoting the use of resources such as energy, water, fiber, minerals, and topsoil far more effectively.

The definition and implementation of a methodological approach and pilot projects to help NOC better meet its mission of coordination of international and national stakeholders and partners in the field of manpower planning

Assistance in establishing knowledge centers in Sahara communities to play a valuable role in promoting both an evergreen desert farm revolutions rooted in the principles of ecology, economics, gender and social equity, and employment generation and the economic viability of micro-enterprises supported by micro-finance.

Assistance in interagency collaboration with a focus predominantly on ecosystem spanning countries in Africa Union (AU).

Assistance in implementation of the AU as evidenced by the Framework of the Action Plan on the Manpower planning Component of the New Partnership for Africa development adopted by the African Ministerial Conference at its meeting held in Kampala in July 2002.

At the international level, PTQI will help NOC to not only in transfer, adapt, adopt, absorb and embrace advanced technology and governance practices but also access to most up to date and unbiased scientific data and information to confront challenges of future. This would help NOC to play an effective and leading role in promoting international cooperation with organizations of the UN System, among others UNEP, UNESCO, FAO, as well as, regional counterparts (Mediterranean, Arab, Sahel and other African) and also other multi- and bilateral funding or assistance providing sources. More importantly it will help NOC to shape the policy directions that will allow it continue playing a role in mobilizing financial resources to address job turnover threats.

2. An Overview of Oil & Gas Industry in Libya

Libya is Africa's major oil producer and one of Europe's biggest North African oil suppliers. Supplies from North Africa to Europe destinations have the advantage of being

both timely and cost effective. Libya's economy is based on oil and exports contribute between 75% and 90% of State revenues. Libya has a production capacity of 1.4 million barrels per day. Italy, Germany, Spain and France account for 74% of Libya's exports. Foreign involvement in Libya was severely reduced as a result of the sanctions and embargoes placed upon it, especially between the years of 1992 and 1999. Access to oil industry equipment and technology was restricted and Libya is reliant on foreign investment to keep the industry active. After almost 10 years, sanctions were lifted against Libya in 1999. With the suspension of sanctions, oil companies have shown an eagerness to invest in Libya, and a poll of 76 global oil companies (New Ventures 2000 survey) indicated that Libya is the number one preferred location for oil exploration and production.

The reasons for this are numerous. It provides extremely high grade, sweet crude. It has very low production costs and the oilfields are close to the refineries and markets of Europe. In addition, despite almost half a century of exploration, Libya remains largely unexplored with vast oil and gas potential.

Libya's downstream sector was exceptionally hard hit by the sanctions. Its three refineries have a nameplate capacity of 348,000 bpd, which is nearly twice its domestic consumption. The refineries, however, are outdated and desperately in need of upgrading, a matter which has been difficult as sanctions have made equipment and technology less accessible. Libya plans to upgrade its existing refineries and build new refineries. In addition to its oil industry, Libya has an active chemicals industry as well as being one of the larger markets in the African lubricants industry.

Since 1968 the state owned National Oil Company (NOC) together with its 33 subsidiaries has controlled the entire gas and oil industry, both upstream and downstream. NOC and its subsidiaries account for 63% of Libya's production. The main subsidiary production companies are Arabian Gulf Oil Company (Agoco), Waha Oil Company (WOC) and Sirte Oil Company (SOC). Since 1979, NOC has been allowed to enter into agreements with foreign oil companies. Numerous international companies are engaged in exploration / production sharing agreements with NOC, the largest being Agip-ENI. Oilinvest is the international arm of NOC, with subsidiaries Gatoil and Tamoil controls a network of overseas refineries and manages all international investments. UMM Jawwaby Oil Services is the procurement arm for NOC based in London.

Libya became a member of OPEC in 1962. At the beginning of 1999, Libya's OPEC production quota was 1.227 MMbpd.

3. An Appraisal of Petroleum Sector Education & Training as a Reason for Job Turnover

Education & training in petroleum sector is viewed to equip the future energy professionals with qualities such as initiatives, entrepreneurial attitude and adaptability and allow them to function with greater confidence in modern day work environment.

Petroleum Training & Qualifying Institute in Libya feels that energy education with enhanced ICT use must serve as a lubricant between individual society and its needs. We are moving from a prevailing traditional model of education based upon selective and concentrated learning and study for a limited period towards life long learning for all. This requires sufficiently, diversified and flexible system of access to meet the challenges of rapidly changing workforce. Graduates must be not only job seekers but also job creators.

In a knowledge based modern economy energy industry needs graduates who are thinking workforce who are willing to accept the need to keep changing jobs by updating their knowledge and learning new skills. Energy management work is radically re-defined and the large part of specific knowledge that student acquires during the initial training will rapidly become obsolete. In US this rate is 20% a year. Continuous and interactive partnerships with universities/institutions are essential.

The relevance of energy education is considered primarily in terms of its roles and place in society, its function with a regard to teaching, research and services. It must include matters like democratization of access, accountability and opportunities. It covers its mission, function, program, its content and delivery system with respect for academic freedom and institutional autonomy. It should also include its participation in search for solution to pressing problems such as population, environment, peace, international understanding, democracy and human rights.

Quality is a multidimensional concept and must include the quality of the staff, programs and students as well as its infrastructure and academic environment.

Internationalization is a reflection of universal character of learning and research. It should be based upon genuine partnership and the collective search for quality and relevance in energy management education.

As per a recent estimate 70 to 80% of economic growth is derived from new or improved knowledge imparted through engineering curriculum. In the year 2000, contribution of technical progress to growth in Europe is estimated at between 25 and 50%-a much greater in high technological area. Unfortunately 10% graduates in science & technology find jobs in the field they are trained in.

The above shows that petroleum sector education & training curricula needs to be revised to implement impact of changeover from current system to proposed system by identifying the impact, measuring the impact, evaluating the impact and communicating the impact to interest parties. Petroleum Institute hopes this change over will be carried out in an harmonious manner to set the agenda for guiding the destiny of energy management education through curriculum development.

4. Job turnover Studies in Libya

Petroleum Training & Qualifying Institute Libya based upon its reflection exercise on roles, trends and challenges in education has developed programs like job turnover

reduction for sustainable man power development of energy industry.. It has identified challenges in education as challenge of relevance, quality and internationalization. It has designed a comprehensive questionnaire to compile considered viws, ideas and opinions of sample of employees. This questionnaire objective is to know considered views, perceived problems and suggested solutions with regard to diverse aspects of Job Turnover problems in petroleum sector of Libya. Through this survey, it has helped to seek feedback from answers from the work free at various levels the way really feel.. In order to further improve the usefulness of survey, spaces for comments has been provided under every section and a space for final comments is also provided at the end of survey.

Survey has helped in identifying 18 issues (open-ended questions) covering the 8 themes for which response is sought. There are five themes for which respondents are requested to treat them as check off questions requiring them to give a rating of 1 to 5 for importance of a specific item.

The results of this survey helped to determine whether a need exists to:

1. Diagnose turnover and reformulate the existing job turnover reduction policies and to introduce different strategies and plan of action
2. Evaluate the effects of changes and anticipate if further changes are required
3. Developing prevention methods that help in attaining employees loyalty and commitment

The study based up on limited responses from various organizations related to energy industry companies, firms, organizations related to education & training, and its management have helped to identify, define and analyze problems related to turnover issues. Most of respondents feel that need for change to ensure effective turnover reduction at affordable costs. The role of working with community and private sector participation is important. They place considerable emphasis on change and development needed to promote student centered learning, and to depart from conventional rigid training based upon taught code of practices. New programs must include more interactive use of computers for deep learning, parametric study by changing the important design parameters using Graphic user interface (GUI), environmental, management and economics related courses. They expect that analysis of market-based instruments and private sector participation as solution to efficient human resource use in industry to resolve energy development related problems in the new millennium. They rarely participate in voluntary and flexible community group activities related with capacity development.

Majority of them feels that reliable, affordable and efficient use of man power resources along with policy of effective management systems are important to economic and social development and improved quality of life. Survey shows that there is lack of education & training and data collection system.

The comparison of responses between the Libya and different countries show different viewpoints. The cross-disciplinary global organization responses have helped to suggest policies and strategies for job turnover reduction in support of sustainable development.

Best practices evolved from other countries have potential for its application in Libya.

Finally the study shows that a much larger sample is needed if we are to come up with both energy industry specific and area specific conclusions. Many of the problems discussed in Tripoli are common to many areas in Libya and other MENA countries alike. A brief outline of the problems under the theme and the issues identified is as below:

5. Discussion of Salient Results From Manpower Planning Surveys for Job turnover Reduction in Energy Industry in Libya

Most respondents feel that the causes of turnover in Libya are related to the same factors that contribute to brain drain, absenteeism and low morale. Most people leave because of low salary making them uninterested in their jobs. As and when they find better job offers they leave.

Responses show that being unhappy in a job is not the only reason why people leave one company for another. If the skills that they possess are in demand, they are lured away by higher pay, better benefits, or better job growth potential. Manpower planning sections of most oil companies can't control what's happening with other companies, how much they pay, or which benefits they offer. Most respondent feel that there is need for taking steps to improve morale and make those employees who are with us happy and productive. They all feel that it's important to know and recognize the difference between employees who leave because they are unhappy and those who leave for other reasons. Following are some of the more common reasons for high turnover in energy industry in Libya:

A bad match between the employee's skills and the job. Most employees in energy sector in Libya who are placed in jobs that are too difficult for them or whose skills are underutilized become discouraged and quit. The main reason identified is inadequate information about skill requirements that are needed to fill a job that result in the hiring of either under skilled or overqualified workers. Almost all respondents feel that there is a need to identify the requirements of a specific job. It should be carefully studied for the required skills, and workers should be tested for the requisite qualifications. Almost all feel that use of job analyses job descriptions would help to minimize the chances of this happening. Substandard equipment, tools, or facilities. Some of the respondents feel that one of the reason for high job turnover is working conditions that are substandard. Some of the desert workplace lacks important facilities such as proper lighting, furniture, restrooms and other health and safety provisions. This prompts employees as unwilling to put up with the inconvenience for long.

Lack of opportunity for advancement or growth. Most respondents feel that one of the reason to reduce job turnover is that if the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position.

Feelings of not being appreciated. A few respondents feel that since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their work. Even the most seasoned employee needs to be told what he or she is doing right once in a while. Therefore, there is a need to make sure that employees know that they are appreciated.

Inadequate or lackluster supervision and training. Almost all respondents feel that employees need guidance and direction. New employees need extra help in learning an unfamiliar job. Similarly, the absence of a training program does cause workers to fall behind in their level of performance and make them feel that their abilities are lacking.

Unequal or substandard wage structures. Almost all the respondents have reported that inequity in pay structures or low pay are great causes of dissatisfaction and can drive some employees to quit. Again, most new worker wonder why the person next to him is receiving a higher wage for what is perceived to be the same work. Therefore there is need that employees have a wage and job evaluation system in place not only so that they are sure to comply with equal pay for equal work requirements, but also to avoid this problem.

Based upon the views of most respondents survey results show that following steps are vital and urgently needed for tracking turnover:

Keeping a list or file of employees that leave. The file should include: the length of time that the employee worked, the position that the employee held and the reason that the employee left Paying attention to over time matters including information on positions that have trouble keeping filled. Finding that do employees tend to stay for the same length of time before they leave. Finding that do employees stay after receiving more pay or a more responsible position)? Redesigning a job by adding more attractive duties and reassigning some less desirable ones. Getting some information about what other businesses are paying for similar positions. Finding if people are leaving because positions elsewhere allow them more growth, Looking closely at the working conditions Finding that if the employees in position are forced to adhere to impossible deadlines, given all the worst tasks, or forced to work with difficult customers or employees.

5.1 Preventing Turnover

Survey highlights the need to take following measures to ensure that employees remain with the companies: Identify the positive aspects of the business that make employees want to stay.

Emphasize those aspects. Internal factors that may influence employees' desire to stay are: benefits, pleasant working conditions, opportunity for growth/advancement, pay and job security.

In addition to the internal factors that make employees want to leave or stay, there are also outside factors that can influence turnover. One can't do much about these factors,

which include family responsibilities, financial obligations, marketability of their skills, and jobs offered by other companies. What one can do is try to make the job as desirable as possible, to minimize the chance that external factors will lure workers away.

To minimize unwanted turnover it is necessary to give employees perks that are perceived by them as benefits that "make or break" a job. Trade on strong points. Job perks like flexible hours or better-than-average benefits might keep employees in a job that they would otherwise leave. Attempt to make work fulfilling and rewarding for employees.

Sometimes the jobs that you have may not be particularly exciting or offer a great potential for growth, but they are still important and must be done. So how can you handle this sticky situation? Some possible options are to hire temporary employees , or to use part-time workers who are simply looking for a low-effort paycheck.

5.2 Turnover Costs

Monetary and hidden costs associated with employee turnover are also of concern.

When an employee leaves a business, it costs company in:

Productivity. When the employee leaves, productivity will usually take a downturn because other workers may have to add the former employee's duties to their own workload, at least temporarily.

Money. In addition to the monetary costs associated with lower productivity, one may have to pay employees overtime to get them to take up the slack left by the former employee until a replacement can be found. One may also have to face unemployment claims and pay for the cost of recruiting and hiring a replacement.

Time. It is a distraction from regular duties to cover for a former employee. Also one has to spend time and money advertising, interviewing, and otherwise looking for a replacement employee. In addition it is the time that one spent training and hiring the former employee. Thus we lose a lot of employees, wasting time and money.

A new employee, causes flagging productivity while the employee learns his or her new job. Sometimes, depending on the job, temporary employees can pick up the slack. In other words, it costs the business money every time an employee leaves because it takes even more resources to return to the same level of productivity or level of performance that was before. . Sometimes, though, if the worker in question was a problem performer, productivity may not suffer. In fact, in such a case it may be better off than if the dissatisfied employee had stayed on the job. On the whole, it is advisable to prevent turnover as much as possible because of the high costs associated with it.

6. CONCLUDING REMARKS

Paper presents an overview of human resource management process and job turnover reduction scenario in Libyan oil & gas sector of national economy. As evident during last

five years manpower growth trends in petroleum industry indicate that intake and exit, nature of services, skill level, geographical location, composition are not regular undefined and do not indicate a consistent growth pattern. A brief account of how human resource needs are determined, how to find good people to fill the jobs, job selection processes and type of training and development opportunities that the Libyan organizations offer to their employees is given. It describes that how job turnover can be effectively reduced by basing professional research linking job characteristics to job candidate sources of personal discomfort and dissatisfaction. It highlights the impact of new information and communication technologies and the three major challenges that will influence future development: changing competitive pressure, growing social divide, and changing demography. It demonstrates that job turnover is not a concept that is unattainable. Simply simply gaining the commitment and dedication from employees can drastically reduce it. Internal factors that influence employees' desire to stay in Libya are: pleasant working conditions, opportunity for growth/advancement, pay and job security. Based upon an analysis of number of responses from a comprehensive questionnaire it demonstrates that it is best to develop prevention methods such as dept hiring/selection process or exit interviews that allow them to sustain employees.

Survey shows that as oil & gas industry becomes more knowledge value based with higher ICT investment having characteristics of speed, quality, flexibility, knowledge and network it would having significant impacts and directions to make University/ Petroleum Training & Qualifying Institute as vital centres to promote human interaction and innovation specially in the field of integrated oilfields development and management. Success of these centers depends upon how much value we add at every point of service and programme and how much we can be entrepreneurial, creative, flexible and proactive to change in all aspects of management and operations. Collabarations and initiatives are needed to accurately measure the past and existing turnover and analysing the cost associated with turnover through Institute, Industry Interaction. Role model of Higher Institute, Libya is briefly outlined to show the Best Practices Programme forming part of such a strategy. Lessons learned on job turnover reduction issues to attain employee loyalty and commitment have immense potential to develop and use system models to make better predictive models for its application in manpower planning for petroleum industrial establishments and oil & gas management.

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