The relationship between a numbers of administrative instructions in implementation the process of reducing employees

(An explorative study for the managerial leadership opinions at a number of ministries of the Kurdistan Region of IRAQ)

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Abstract

Since 1992, KRG-IRAQ has been established to governing the northern region of Iraq (Kurdistan), with small number of employees and moderate governmental administrations. However, with passing of time this statues changed, especially after 2004, as new central Iraqi government great budget effluent for KRG-IRAQ, that drags with itself recruitment of hundreds thousands of officials. Then, in 2014, political conflicts occurred between central government of Iraq and KRG-Iraq and together with terrorist organization of ISIS war and crude oil price depression makes KRG-IRAQ not be able to pay full monthly employee's salary. This research tries to introduce a guideline for government rightsizing through using of three administrative regulations of; (Reduced work week), Job sharing and Early retirement. A quantitative research methodology has been chose to analyze a specimen of governmental high officers' opinion through questionnaire approach to know how these 3 independent variables effects rightsizing as dependent variable. A questionnaire form created after making case study interview and checking both validity and reliability, three hypotheses were been estimated (H1, H2 and H3). Data analyzed after checking the reliability through frequency and correlation (Bivariate analyses method), the results show high significant correlation of all three administration regulation with the possibility of rightsizing implementation for KRG-Iraq's employees.

Key words; Rightsizing, Administrative instructions, (Reduced work week), Job sharing, Early retirement.

1. Introduction;

Kurdistan regional government (referred as KRG-IRAQ hear after), has been established since 1992 (Kurdistan Regional Government 2021), the main object of KRG-IRAQ establishment was to administer the Kurdistan region - Iraq (referred as KRI) after withdrawal of central government-Iraq. Since 1992, structurally KRG-IRAQ starts with a small government body and a moderated number of officials. KRG-IRAQ initiated its duty with small missions started with citizen's daily works, reconstructing the devastated rural areas and provision of basic services. From 2014-till now, a crucial economic crisis occurred in KRI, for the reason of budget cutting by central government, ISIS war and depression of crude oil price, which, puts KRG-IRAQ in critical financial situation.

2. Research Problem;

From 2004 to 2013, KRG-IRAQ recruited hundreds of thousands of permanent employees, to respond for the public demand for job and work. The central government budget increased which reached nearly ten billion of USD per year. Then, from 2014 cuts the whole budget which made KRG-IRAQ unable to pay employees salary in exact date and amount. KRG-IRAQ now, is suffering from huge expenditure evolving; salary, which covers nearly 70% of regions total budget (Word bank group, 2016).

3. Purpose of the Study;

Based on what stated above, it's essential for KRG-IRAQ to be assist to get rid from its financial burden by decreasing its employees through rightsizing, based on administrative and scientific analyses.

4. Literature Review of work previously published;

In the literature review the subjects related to rightsizing as downsizing, redesigning, dismissal and retrenchment were been studied.

4.1- The Downside of Downsizing (Manfred *et al*, 1997).

The research paper, defines the downsizing as planned elimination of positions and jobs. The researches out puts have indicated that organizations may enjoy an initial upsurge in productivity soon after downsizing but then become depressed and lethargic. It also shows that according to some literatures researchers found that, in several times downsizing led to stagnant of productivity. Moreover, the research mentioned that psychology dimension of the employees should take into consideration, as according to the research paper, after downsizing the psychological impact on the three main groups of employees showed below, which contribute in downsizing, should analyze as; Executives, Victims and Survivor.

Downsizing should implement as a continuous corporate transformation process to create organizational continuity, otherwise it left great wounds, and it should be an attempt to change both individuals and the organization. The management of the organization should provide good working environment for the survivors. Moreover:-

-The communication is vital.

-The downsizing should not do in a narrow sense.

-The word of downsizing should change to corporate transformation.

4.2-Organizational Downsizing: Constraining, Cloning, and Learning (William *et al*, 1995).

According to the research there are great uncertainty regarding downsizing, and the three social forces; Constraining, Cloning, Learning, which provide imputes for downsizing and press on corporation for downsizing.

-Constraining; to comfort the institutional rules.

-Cloning; to press organization to mimic the action of prestigious, and considered as a reaction to uncertainty. Corporations copying each other in implementing downsizing to show that they are not left behind

-Learning; management should tough in universities. This will be through educational institutions or from experience and, acquiring skills from working in other firms who execute downsizing. The research also shows that reengineering is important to achieve organizations goals. In conclusion; the authors show their negative attitude toward downsizing and they cleared that downsizing may partially drive by social forces. The article stated that downsizing proves has negative effect on morale, commitment, and work efforts of the survivors.

4.3-Downsizing and Redesigning Organizations (Kim *et al*, 1993).

The article stated about downsizing as the elimination of jobs that thousands of companies apply on millions of workers since 1980s, when cyclical downturns occurred, as dramatic change occurred in several fundamentals assumptions underlying organizational performance. The paper shows that; in some cases downsizing led to reduced productivity, if not managed efficiently. According to this research, downsizing is consists of a group of activities that are under taken by a part of management, designed to improve organizational efficiency, productivity and competitiveness. In the other words downsizing are intentional set of activities, reduction impersonal, improving efficiency of the organization and affect work processes. The paper stated that, downsizing should proceed by systematic analyses which involves analyses of skills, jobs, time use, value added activities, and it may accompanied by manager layer elimination.

4.4-The Effects of Cost and Asset Retrenchment on Firm Performance (J. L. Morrow Jr. *et al*, 2004).

According to this study, companies frequently use retrenchment strategy when they face deficient performance. It indicated that cost retrenchment led to reduction in cost and asset retrenchment led to reduction in asset and selling assets. The research made an analyses for both cost and asset retrenchment, and led to conclusion that; retrenchment serve as the foundation for turnaround success, it shows that both asset and cost retrenchment consider as appropriate turnaround strategy for any firm competitive environment.

4.5-An Impact of Rightsizing on Existing Employee's Commitment and Morale: Study of Indian Companies. (Pallavi, 2012)

The research studied both;

- Existing employees (survivors) understand toward rightsizing.
- Study the perceived impact of rightsizing on employee's commitment and moral based on sample data collected from IT professionals.

The paper research indicated that organizations use several techniques in rightsizing including; provision of incentives to early retirement, transfer to subsidiary organizations. The research also stated that rightsizing is euphemism for downsizing and better than downsizing. The study uses regression analyses to appraisal the three hypotheses of H1, H2, and H3. It stated that if organization provides clear explanation for their employees the rightsizing process (the change event) will progress and employees fear of future and uncertainty will diminish. The three hypotheses are;

H1; Survivors positive perception of rightsizing has positive impact on their continuance commitment.

H2; Survivors positive perception of rightsizing has positive impact on their effectiveness commitment.

H3; Survivors positive perception of rightsizing has negative impact on their moral.

In conclusion; it cleared that the relationship between survivor's perception of rightsizing and their continuance commitment, affective commitment as it is positive toward rightsizing will have positive impact on their continuance commitment and on their affective commitment, while their perception toward rightsizing has negative impact on their morale.

4.6-Can The Public Sector Leviathan Be Reformed? Rightsizing Possibilities for the Twenty-First Century (Thomas and Peter, 1999).

The article talks about reinventing government (REGO) reforms; it talked by REGO barriers outside and inside the government and how to overcome them? The author mentions about taking advantages from it. The research stated that radical rightsizing in the public sector should continue, the public sector reforms can only accomplish rightsizing with a comprehensive approach using It. In conclusion, it stated that; advanced IT will help successful reengineering and rightsizing of public sector organizations, and it give unprecedented opportunities for public sector reform.

4.7-The relationship between downsizing and financial performance of Turkish banks (Ozlem and Mete, 2006)

The research examine banking sector in turkey which subjected to downsizing during the economic crisis in 2000 and 2001, it study the downsizing and financial performance of Turkish banks, which witnesses great reduction of employees number after the crisis from 2000 to 2003. Based on paired T-Test method the analyses show that there is no significant deference of bank profitability before and after downsizing.

After analyzing the result statistically, for hypotheses of employee efficiency, profitability and asset quality, the output shows contrast for the hypotheses. It demonstrated that downsizing did not achieve the intended goals of employee efficiency, profitability and asset quality of banking system. Instead the research suggests implementation of downsizing

through combination of strategies as; delayering, restructuring, organization redesign, voluntary resignation, reducing work hours, early retirement program.

4.8- Royal Jordanian Airlines readies for staff cuts, offers incentives for 'voluntary dismissal' (The Jordan times, 2020)

Based on corona virus crisis, Royal Jordanian Airlines (RJ) and the General Union for Air Transport and Tourism agreed on a contract allowing the airline's employees to implement for "voluntary dismissal". The collective contract, signed by RJ's President and CEO Stefan Pichler and union President, allows officials who apply "voluntarily for dismissal" and obtain the company's approval to receive half of a month's salary for every year of service at the airline. The deal is a part of a restructuring plan that the company is implementing in its endeavors to heighten its benefit. The plan, involves lowering the number of staff through a mechanism that guarantees the freedom of employees to voluntarily apply to end their service.

Upon literature survey we can say that; the papers stated that each downsizing methods has advantages and disadvantages. Using different methods of downsizing, according to work environment and executing appropriate methods after implementation, is necessary for succeeding the process.

5. Aim, objectives and developing hypotheses

5.1 Aim;

The research aims to find out the relationship of three administrative regulations with the possibility of implementing the rightsizing process of governmental employees of KRG-Iraq.

5.2 Objectives;

Opinion of specimen of Consultants and General Directors of the KRG-IRAQ, was taken about usage of three regulations; {(Reduced work week and paid less) and (Part time employee)}, Job sharing and Early retirement to know there correlation with (Rightsizing).

5.3 Research questions and Hypothesis;

The research examines rightsizing implementation and relevant strategies, through asking specific elite of government employees. This was through questionnaires; by evaluating the attitude of participants in the questioner and through analyzes the data. Furthermore, Likert scale (SmartSurvey 2021) data collection method was used for measuring the correlation between the three variables and (Rightsizing); also statistical program like SPSS was used to demonstrate the results of every question. The hypotheses results was measured based on participants reaction to the points of the questionnaire as; Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

6. Methodology (Model of work) for the research

The research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic (Wayne Goddard and Stuart Melville. 2001). In conducting this research different methods of work model were been studied, while quantitative research methodology, that defined as a systematic investigation of phenomena by gathering quantifiable data and performing statistical, mathematical, or computational techniques (QuestionPro, 2021), found as more appropriate one. The research flow chart is presented below (Figure -1-);
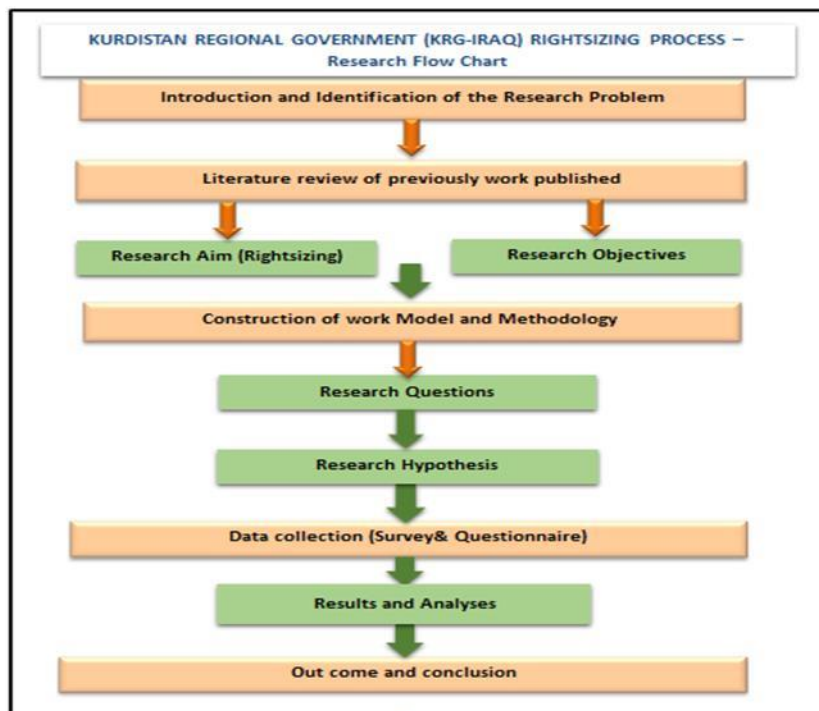
Figure -1- Research flow chart

7. Design of the research model;

The quantitative research methodology used through likert five point questionnaires survey (Typeform, 2021*)*. This will be in systematic approach and orderly implemented, and contains the following:-

7.1 Participants;

The specimen research consists of (450) Consultants and General Directors, which are spread over (19) ministries and (11) institutions of KRG-Iraq (Kurdistan Regional Government 2021), according to statistical analyses criteria the minimum requirement for the specimen with confidence of 99% and margin of error of 5%, is 250 numbers (Statistical analysis, 2021).

7.2 Procedure;

Conducting the questionnaire procedure was through asking questions and putting hypotheses for each. Then participant's perception toward the questions assessed based on their answers. The survey was conducted in the (KRI) territory, and sampling strategy covered a specific alit which considered as most important medial layer in governmental institutions.

The process of form distribution had been started on 23rd June till 10th of September 2021. 368 forms had been distributed on the institutions as; Kurdistan region presidency, Kurdistan region Parliament, Kurdistan regional government ministries council, ministries divan and general directorates in the KRI governorates and Administrations of Erbil, Sulamany, Duhok, Helabje, Germyan, Soran, Raperin and Zakho. The detail of form distribution cleared in Table -1- below (part -1- to -5-) respectively. Furthermore, out of 368 forms, 256 forms were returned back which fulfill the statistical requirement of both 5.0% margin of error and 99% confidence (Qualtrics, 2022).

Table-1-

Questionnaire form distribution plan (sent and received forms) (Part -1-)

#	Agency Name	Place	Form Sending Date	Form Receiving Date	No. Of Consultants & General Director (GD)	No. Of Forms Have Been Sent	No. Of Forms Have Been Received
1	Ministry of Construction & Housing	Divan	25/6/2021	15/7/2021	3 GD 3 Consultants	7	7
2	Ministry of Municipalities and Tourism	Divan	29/6/2021	20/7/2021	4 GD 2 Consultants	6	3
3	Ministry of Planning	Divan	30/6/2021	4/8/2021	7 GD 3 Consultants	10	7
4	Ministry of Justice	Divan	13/7/2021	31/8/2021	4 GD 2 Consultants	6	4
5	Ministry of Natural Resources	Divan	27/6/2021	12/8/2021	2 GD 4 Consultants	6	3
6	Ministry of Education	Divan	5/7/2021	12/8/2021	12 GD 3 Consultants	15	5
7	Ministry of Higher Education and Scientific Research	Divan	7/7/2021	30/9/2021	6 GD 1 Consultant	7	4
8	Ministry of Labour and Social Affairs	Divan	4/7/2021	23/8/2021	10 GD 2 Consultants	12	4
9	Ministry of Culture and Youth	Divan	29/6/2021	24/8/2021	18 GD 2 Consultants	20	10
10	Ministry of Martyrs and Anfal Affairs	Divan	28/6/2021	6/7/2021	5 GD	5	4

Table-1-

Questionnaire form distribution plan (sent and received forms) (Part -2-)

#	Agency Name	Place	Form Sending Date	Form Receiving Date	No. Of Consultants & General Director (GD)	No. Of Forms Have Been Sent	No. Of Forms Have Been Received
11	Ministry of Agriculture and Water Resources	Divan	30/6/2021	16/8/2021	6 GD	6	4
12	Ministry of Trade and Industry	Divan	30/6/2021	11/7/2021	6 GD 3 Consultants	9	8
13	Ministry of Transport and Communications	Divan	7/7/2021	15/7/2021	6 GD 1 Consultant	7	4
14	Ministry of Religious Affairs	Divan	6/7/2021	25/8/2021	7 GD 3 Consultants	10	7
15	Ministry of Electricity	Divan	4/7/2021	22/8/2021	4 GD 1 Consultant	5	3
16	Board of Investment	Divan	28/6/2021	12/7/2021	4 GD	4	4
17	Department of Foreign Relations	Divan	1/7/2021	7/7/2021	5 GD 1 Consultant	6	6
18	Ministry of Finance and Economy	Divan	27/6/2021	23/8/2021	8 GD	8	5
19	Council of Ministers (1)	Divan	23/6/2021	5/9/2021	6 Consultants	6	1
20	Integrity Commission	Divan	28/6/2021	29/6/2021	3 GD	3	3
21	General Director of Municipality - Erbil	Erbil Governorate	23/6/2021	27/6/2021	1 General Director	1	1
22	Department of Coordination and Follow-Up	Divan	29/6/2021	17/8/2021	2 GD 1 Consultant	2	2
23	Ministry of Interior	Divan	4/7/2021	12/8/2021	8 GD 4 Consultants	12	5

Table-1-

Questionnaire form distribution plan (sent and received forms) (Part -3-)

#	Agency Name	Place	Form Sending Date	Form Receiving Date	No. Of Consultants & General Director (GD)	No. Of Forms Have Been Sent	No. Of Forms Have Been Received
24	General Director of Roads and Housing - Duhok	Governorate	7/7/2021	23/8/2021	1 General Director	1	1
25	Duhok Governorate	Governorate	7/7/2021	23/8/2021	11 GD	11	9
26	Council of Ministers (2)	Divan	6/7/2021	16/8/2021	2 GD	2	2
27	Council of Ministers (3)	Divan	7/7/2021	17/8/2021	1 Consultant	1	1
28	General Director of Municipality - Duhok	Governorate	6/7/2021	30/8/2021	1 General Director	1	1
29	Ministry of Interior (2)	Divan	6/7/2021	7/7/2021	1 Consultant	1	1
30	Ministry of Health	Divan	7/7/2021	22/8/2021	5 GD 4 Consultants	9	9
31	Erbil Governorate	Governorate	7/7/2021	12/8/2021	16 GD	16	8
32	Slemani Governorate	Governorate	12/7/2021	12/8/2021	16 GD	16	13
33	Department of Financial Supervision	Divan	11/7/2021	X	2 GD 1 Consultant	3	3
34	Council of Ministers (4)	Divan	11/7/2021	22/8/2021	4 GD 4 Consultants	8	5
35	Halabja Governorate	Governorate	2/7/2021	16/8/2021	16 GD	16	15
36	Garmian Administration	Garmian	5/7/2021	18/8/2021	15 GD	15	15

Table-1-

Questionnaire form distribution plan (sent and received forms) (Part -4-)

#	Agency Name	Place	Form Sending Date	Form Receiving Date	No. Of Consultants & General Director (GD)	No. Of Forms Have Been Sent	No. Of Forms Have Been Received
37	Department of Non-Governmental Organization	Divan	25/8/2021	30/8/2021	1 General Director	1	1
38	Ministry of Peshmerga Affairs	Divan	16/8/2021	X	X	8	X
39	Department of Media and Information	X	X	X	X	X	X
40	Board of Environmental Protection and Improvement	X	X	X	X	X	X
41	General Board for Kurdistani Areas Outside the Region	Erbil	23/8/2021	31/8/2021	2 Consultants	2	1
42	Mine Action Agency	X	X	X	X	X	X
43	Kurdish Academy	X	X	X	X	X	X
44	High Council of Women Affairs	Divan	15/7/2021	23/8/2021	4 GD 2 Consultants	6	44
45	Parliament Presidency	Divan	12/7/2021	17/8/2021	4 GD 26 Consultants	30	45
46	Kurdistan Region Presidency	Divan	13/7/2021	23/8/2021	10 GD 10 Consultants	20	46

Table-1-

Questionnaire form distribution plan (sent and received forms) (Part -5-)

#	Agency Name	Place	Form Sending Date	Form Receiving Date	No. Of Consultants & General Director (GD)	No. Of Forms Have Been Sent	No. Of Forms Have Been Received
47	General Director of Electricity - Erbil	Erbil	24/6/2021	5/7/2021	1 General Director	1	1
48	General Director of Divan in Ministry of Construction and Housing	Erbil	27/6/2021	30/6/2021	1 General Director	1	1
49	The High Electoral Commission	Erbil	2/8/2021	2/9/2021	9 GD	9	6
50	Department of Information Technology	Erbil	1/8/2021	12/8/2021	1 General Director 2 Consultants	3	3
51	Raparin Administration	Raparin	25/7/2021	16/8/2021	1 General Director	1	1
52	Council of Ministers (5)	Erbil	25/7/2021	25/8/2021	2 General Directos 9 Consultants	11	11
53	Judicial Council	Erbil	25/8/2021	31/8/2021	1 General Director 1 Consultant	2	2
Grand Total						368	256

The survey which implemented through questionnaire addressed the relationship between two variables of dependent which is (Rightsizing) and independents variables (the three administrative instructions), according to research guides (USC Libraries, 2021), Figure -2- below illustrate this relationship.
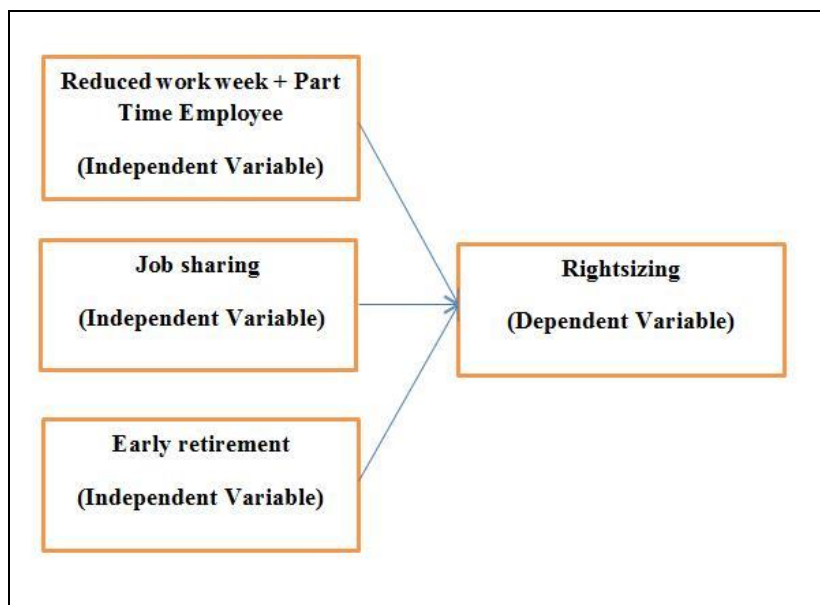
Figure -2- Independent and dependent variables relationship

7.3 Analysis;

The questionnaires results were analyzed based on evaluating the attitude of KRG-IRAQs high officials, who are considered as the study population. Statistical program (the SPSS) was used to show the results of every question which will demonstrate; Frequency; percentage, means, S.D, rate of agreement, Correlation.

7.4 Construction of questionnaire form;

7.4.1 Case study interview (Cecil A. Clabaugh, 2001): a case study interview was conducted, in order to know the background and information of the case of rightsizing implementation for KRG-Iraq's employees. The case study interview was conducted through sending special form involving concerned information both about the purpose of the research and the participant information. The form was filled, which contains different open and closed questions, 30 persons were been selected for the interview while 24 of them were returned Table -2- below shows the detail.

Table -2- List of participants in the case study interview

#	Name	Position	Note
1	Bayad Abdulkhadir	Assistance professor at Polytechnic University of Erbil.	Returned
2	Nzar hemed smile	Director of Construction Material Laboratory- Erbil.	Returned
3	Huner nuri weli	General Director of Roads –Erbil.	Returned
4	Dr. Midhaat slyman	Consultant at KRI Parliament.	Returned
5	Dr. Salahadin Ahmed Hemedamin	Consultant at KRI Parliament.	Returned
6	Abdulkhalik Ali Fathulla	Director of transportation – Erbil.	Returned
7	Dlovan Nakhsbandy	Supervision and monitoring – Ministries council.	-
8	Dyar Bahry	General Director of Municipality – Duhok.	Returned
9	Ali Esmael	Senior employee in ministry of social affairs.	Returned
10	Abdulwahid Ahmed	Head of Municipality - Hawler	-
11	Mesud Muhemen Karash	Deputy of Erbil governor.	Returned
12	Dr. Jwamer	Assistance professor at University of Sulymani.	Returned
13	Tarza Salar Osman	Judge of Ankawa court.	Returned
14	Dr. Sedar	Head of legal consultant in KRI.	Returned
15	Ibrahim Ismael	Judge of Erbil court.	Returned
16	Ali Ahmed	Sinner engineer in private sector.	-
17	Muhened Abdulkhadir	G.D of Ministry of interior / KRG-Iraq.	Returned
18	Slyman mahmud	Ministry of Health	Returned
19	Paravan Hamdi	Deputy minister of ministry of martyrs.	
20	Ali Ahmed		Returned
21	Dr. Ali Reshid	Head of governor council.	-
22	Bekhtyar Ahmed Hamad	Director of Roads – Raparyn Administration.	Returned
23	Dr. Muhemed Shukry	Head of Investment Institution	Returned
24	Dr. Ramyar	Dean of Administration college in Lebanese France University.	-
25	Jutyar Qader Muhemed	Director of Construction and Housing – Sulymani.	Returned
26	Burhan Argushy	Consultant at Ministry of Education.	-
27	Dr. Serbaz Nejib	Consultant at Ministry Councils.	Returned
28	Zagros Fetah	Deputy Minister of Ministry of Planning.	
29	Shohan Zahid	Engineer at Private sector.	Returned
30	Pyshewa Letif	Senior advisor at construction company.	Returned

7.4.2 Validity; to know whether there is causal relationship between two variables or not (Akhunov *et al*, 2006); this was checked through 4 professors in the field of administration within universities of KRI that was through showing them the forms and then taking their notes regarding the form contents, Table -3- below shows the detail. Then the first draft of the questionnaire form has been prepared.

Table -3-

#	Name	University
A	Professor Dr. Ahlam Muhamad.	Salahadin
B	Professor Dr. Khalid Mirkhan.	Jihan
C	Assist. Professor Dr. Muhabad Nury Abdullah.	Salahadin
D	Assist. Professor Dr. Rzgar Maghdid.	Salahadin

7.4.3 Reliability; The reliability checked both externally by sending the forms for 14 persons twice within 2.5 weeks period (Kuder, G.F. and Richardson, M.W. 1937), after that internally checked through ∞-Cronbach measurement equation (Lee J. Coronbach, 1951). The results of reliability were found to be significant both externally and internally after statistical analyses, the output of the reliability is as shown in both (Table -4-a) and (Table-4-b) below:

Table -4- a
Reliability-before; Scale: all variables

Reliability Statistics	
Cronbach's Alpha	N of Items
.908	59

Table -4-b
Reliability-after; Scale: all variables

Reliability Statistics	
Cronbach's Alpha	N of Items
.908	59

7.4.4 Correlations; the correlation is checked through Pearson correlation (Statistical analysis 2021) for all 59 questions; the results show a significant correlation as demonstrated in Table -5- below.

Table -5- Correlations among all variables

Correlations			
		before	after
before	Pearson Correlation	1	.840**
	Sig. (2-tailed)		.000
	N	14	14
after	Pearson Correlation	.840**	1
	Sig. (2-tailed)	.000	
	N	14	14

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

7.4.5 Form readiness; after the previous stages, the questionnaire from was ready for working and distribution.

7.4.6 The sample size; as cleared before the sample size will be as minimum requirement of (250) participants.

8. Questions and Hypotheses:

The major questions were specific axis and divided into (5 to 6) sub questions (Zakira Sayed, 2013), this to construct a model or axis (domain) for each major questions.

9. Data analyses procedure;

The data which collected from questionnaire results were analyzed depending on statistical technique with assistance of SPSS software program.

9.1 Hypotheses for the research questions;

Hypothesis 1; There is a significant correlation of (Reduced wok week) with (Rightsizing) of KRG-Iraq's employees.

Hypothesis2; There is a significant correlation of (Job sharing) with (Rightsizing) of KRG-Iraq's employees.

Hypothesis 3; There is a significant correlation of (Early retirement) with (Rightsizing) of KRG-Iraq's employees.

9.2 Personal data and demographic information:

As it mentioned before, the first part of the questionnaire form was consisted of a bundle of questions, which were personal and Demography respondents related questions (Alchemer, 2021) and were 7 main questions. The result for the analyzing are showed hereunder through Table-6- (Part-1-) and Table-6- (Part-2-) respectively that give a clarification about the composition of the specimen that chose for research.

Table 6: Demography analysis of the respondents (Part-1-)

#	Item (question)	Detail	Count	%
1	Gender	Male	218	85.8%
		Female	36	14.2%
2	Age Group	<32	4	1.6%
		33-42	56	21.9%
		43-52	116	45.3%
		53-62	73	28.5%
		>62	7	2.7%
3	How many years of employee's service (from the beginning of carrier)?	≤1	5	2.0%
		2-10	18	7.1%
		11-20	98	38.9%
		21-30	95	37.7%
		31-40	33	13.1%
		≥41	3	1.2%
4	How many years of employee's service (as a consultant or a general director)?	≤1	48	19.5%
		2-10	109	44.3%
		11-20	70	28.5%
		21-30	15	6.1%
		31-40	4	1.6%
		≥41	0	0.0%

Table 6: Demography analysis of the respondents (Part-2-)

#	Item (question)	Detail	Count	%
5	Where is the employee's work place?	Region's presidency	18	7.1%
		Ministries council divan.	30	11.9%
		Parliament presidency	19	7.5%
		Ministries divan and Institution's divan	102	40.5%
		Govemorates	13	5.2%
		General Directorates (in the regions govemorates)	70	27.8%
6	Education background	College degree (Bachelor, Diploma).	151	59.7%
		MSc and PhD degree.	102	40.3%
7	Employee's the place of living	Erbil govemorate	173	67.8%
		Sulaymani govemorate	33	12.9%
		Duhok govemorate	20	7.8%
		Halabga govemorate	12	4.7%
		Garmyan Administration	15	5.9%
		Raparin Administration	12	0.8%

9.3 Research question analyses and results;

The second part of the questionnaire form, was research questions that were consist of 59 questions and divided under 11 domains (11 models). Data analyses had been done using the syntax system (Beata Megyesi. 2002, p 6). However, for this research we covered the first three domains (m1, m2 and m3) out of 11 domains covered by the questionnaire as whole, which comprises the questions from (x1 to x17), the analyzing process made based on the following procedure;-

- a- Finding out the Frequency, through; percentage, average (or mean), standard deviation, rate of agreement, for all variables.
- b- Calculation of Correlation analyses, using Bivariate analyses.

9.3.1 Frequency;

One of most primitive method for data analyses with descriptive statistic in case of quantitative methodology is frequency distribution (Thomas and Mohammad, 2010, p 7) which, measures the central tendency of the questionnaires response data. For easiness of form analyses, rank one was put for strongly agree and rank two for agree, rank three for neutral, rank four for disagree and rank five for strongly disagree. However, it converted by the analyzer. Moreover, the arithmetic means of each equation from questionnaire study evaluated by Likert scale and calculated by dividing the four distances over 5 that results in the length of the each class as of (0.8), then distribution of level evaluation were made based on weighted mean (Husam, 2015 p 6) according to the Table-7 and Table -8- the level or rate of agreements by expression and rate will be as the following. The following coming Tables -9-, -10- and -11- shows frequency results, Table -12- shows the summery of frequency.

Table -7- Weighted mean level (expression)

#	Weighted Mean	Level of agreement
1	More than 4.2 - 5	Very high
2	More than 3.4 – 4.2	High
3	More than 2.6 – 3.4	Average
4	More than 1.8 – 2.6	Low
5	1.8 and less	Very weak

Table -8- Weighted mean level (by percentage)

#	Weighted Mean	Level of agreement (by percentage)
1	More than 4.2 - 5	More than 84% to 100%
2	More than 3.4 – 4.2	More than 68% to 84%
3	More than 2.6 – 3.4	More than 52% to 68%
4	More than 1.8 – 2.6	More than 36% to 52%
5	1.8 and less	36% and less

Table -9- Frequency with (Mean+SD+Rate of Agreement) for (Reduced work week-m1)

Title	items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Weighted Mean	SD	Rate Agreement (100%)
		Count	%	Count	%	Count	%	Count	%	Count	%			
Reduced work week	x1	37	14.5%	114	44.5%	28	10.9%	65	25.4%	12	4.7%	2.61	1.149	52.27%
	x2	33	12.9%	100	39.2%	30	11.8%	72	28.2%	20	7.8%	2.79	1.211	55.76%
	x3	38	14.8%	88	34.4%	35	13.7%	74	28.9%	21	8.2%	2.81	1.235	56.25%
	x4	38	15.0%	99	39.0%	56	22.0%	53	20.9%	8	3.1%	2.58	1.074	51.65%
	x5	28	11.0%	108	42.4%	42	16.5%	60	23.5%	17	6.7%	2.73	1.138	54.51%
	x6	26	10.3%	101	39.9%	44	17.4%	72	28.5%	10	4.0%	2.76	1.095	55.18%
	Total											2.71	1.15	54.27%

In table -9- above, the results of all 6 questions together shows average rate of agreement (54.27%) according to above tables; -7- and -8- of (Reduced work week) as independent variable with dependent variable the (Rightsizing), also the value of standard deviation of (1.15) and weighted mean of (2.71) which, classified under average level based on responses (for all 256 participants for this domain m1, which includes questions from x1 to x6), support the previous state. In addition to what mentioned the variable x3: (The Ministry or the Institution believes that the application of the two administrative regulations, both (Reduced work week and paid less) and (Part time employee), will enhance the financial status of the government, through saving part of the reduced salary for those employees who covered by this procedure.) has the highest mean of (2.81) compared to other independent variables and considered as average level that confirmed by the value of both S.D of (1.235) and rate of agreement of (56.25%).

Table -10- Frequency with (Mean+ SD+ Rate of Agreement) for (Job sharing-m2)

Title	items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Weighted Mean	SD	Rate Agreement (100%)
		Count	%	Count	%	Count	%	Count	%	Count	%			
Job Sharing	x7	21	8.2%	66	25.9%	46	18.0%	96	37.6%	26	10.2%	3.16	1.163	63.14%
	x8	24	9.4%	74	29.0%	46	18.0%	93	36.5%	18	7.1%	3.03	1.148	60.55%
	x9	21	8.3%	59	23.2%	51	20.1%	111	43.7%	12	4.7%	3.13	1.084	62.68%
	x10	17	6.7%	61	24.0%	42	16.5%	110	43.3%	24	9.4%	3.25	1.124	64.96%
	x11	17	6.7%	54	21.3%	41	16.2%	111	43.9%	30	11.9%	3.33	1.137	66.56%
	Total											3.18	1.13	63.58%

In table -10- above, the results of all 5 questions together shows average rate of agreement (63.58%) according to above Tables -7- and -8- of (Job sharing) as independent variable with dependent variable the (Rightsizing), also the value of standard deviation (1.13) and a weighted mean of (3.18) which classified under the average level based on responses (for all 256 participants for this domain m2, which includes questions from x7 to x11), supports the previous state. In addition to what mentioned the variable x11: (The Ministry or the Institution believes that the application of (job sharing) is easy to implement, as the vacancy left can be filled by other employees (after training and preparation)) has the highest mean of (3.33) compared to other independent variables and considered as average level that confirmed by the value of both S.D of (1.137) and rate of agreement of (66.56%).

Table -11- Frequency with (Mean+ SD+ Rate of Agreement) for (Early retirement-m3)

Title	items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Weighted Mean	SD	Rate Agreement (100%)
		Count	%	Count	%	Count	%	Count	%	Count	%			
Early retirement	x12	13	5.1%	33	12.9%	22	8.6%	121	47.5%	66	25.9%	3.76	1.127	75.22%
	x13	9	3.5%	46	18.1%	29	11.4%	120	47.2%	50	19.7%	3.61	1.100	72.28%
	x14	12	4.7%	36	14.1%	33	12.9%	119	46.7%	55	21.6%	3.66	1.107	73.25%
	x15	15	5.9%	35	13.7%	43	16.8%	116	45.3%	47	18.4%	3.57	1.115	71.33%
	x16	6	2.3%	40	15.6%	25	9.8%	139	54.3%	46	18.0%	3.70	1.013	73.98%
	x17	11	4.3%	39	15.3%	40	15.7%	130	51.0%	35	13.7%	3.55	1.045	70.90%
	Total											3.64	1.08	72.83%

In table -11- above, the results of all 6 questions together shows high rate of agreement (72.83%) according to Tables -7- and -8- of (Early retirement) as independent variable with dependent variable the (Rightsizing), also the value of standard deviation (1.08) and a weighted mean of (3.64) which classified under the high level based on responses (for all 256 participants for this domain m3, which includes questions from x12 to x17), could be considered as another evidence for this high level of frequency. In addition to what mentioned, the variable x12: (The Ministry or the Institution considers the application of the (Early retirement) for its employees, according to a comprehensive plan, taking into account the principles of human resources management and in accordance with a law amendment, one of the most influencing administrative regulations for the rightsizing process.) has the highest mean of (3.76) compared to other independent variables and considered as high level that confirmed by the value of both S.D of (1.127) and rate of agreement of (75.22%).

Table -12-Summary of Frequency (for all three variables)

#	Topics	Weighted Mean	SD	Rate of Agreement
1	(Reduced work week)	2.71	1.15	54.27%
2	Job Sharing	3.18	1.13	63.58%
3	Early Retirement	3.64	1.08	72.83%

Table -12- above shows the summery of frequency, for all three independent variables (domains m1, m2 and m3), and their values of weighted mean, standard deviation and rate of agreement for all 256 participants' responses for questions from x1 to x17.

9.3.2 Correlation;

One of the important parameter in data analyses with advanced statistic is correlation, which is a statistical method used to measure the strength of the linear relationship between two variables and compute their association (QuestionPro-b, 2021). The correlation of the three independent variables (administrative instructions) with rightsizing was found using the bivariate analyses, the analysis shows the strength, direction and significance of bivariate relationships among the variables that were measured at ratio level, also if p-value gives amount less than 0.05 it accounts a significant level (2-tailed), however, if it has value less than 0.01it means correlation between independent and dependent variable is highly significant (2-tailed) (Andy field, 2005 pp. 279). Furthermore, R^2 where found for the three independent variables relationship with dependent variable (rightsizing), which is the coefficient of determination and indicates the proportion of variance shared by the two variables and the magnitude of the correlation between the two variables that we measured (Bart et al, 2012). Correlation analyses showed in the following tables;

Table -13-

Dependent / Independent	Rightsizing
(Reduced work week)	.572** P-value (0.000)

According to table -13- above, the Correlation coefficient of (Reduced work week) and with (Rightsizing) is (0.572**) with p-value of 0.000 < 0.01. Thus, there is highly significant positive relationship.in addition to what stated, (Figure -3-) below shows positive linear relationship between the two mentioned variables with amount of correlation of (R^2=31.9%) between the two variables, indicating that Hypothesis (1) is correct.
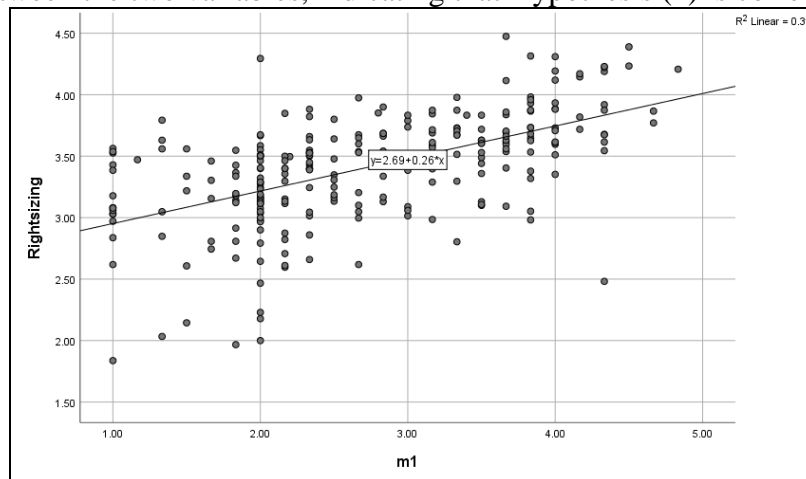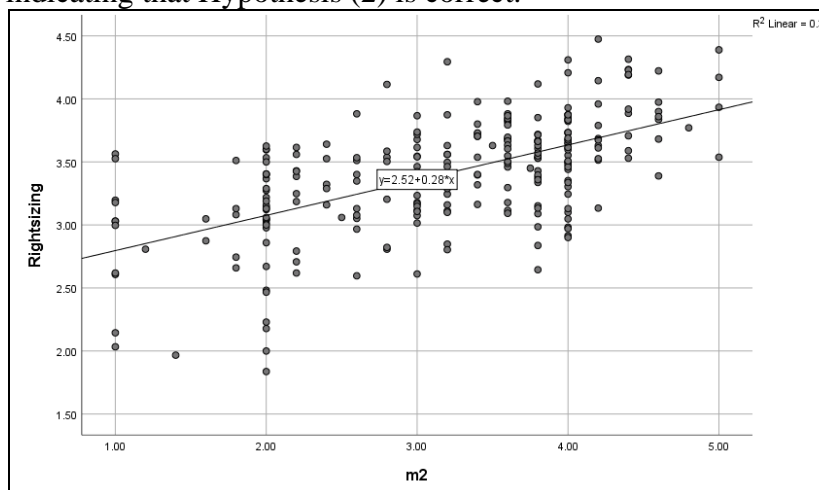

Figure -3- Correlation between rightsizing and (Reduced work week)

Table -14-

Dependent / Independent	Rightsizing
Job Sharing	.599** P-value (0.000)

According to table -14- above, the Correlation coefficient between (Job Sharing) and (Rightsizing) is (0.599**) with p-value of 0.000 < 0.01. Thus, there is highly significant positive relationship, (Figure -4-) below shows positive linear relationship between the two mentioned variables with amount of correlation of (R^2=38.2%) between the two variables, indicating that Hypothesis (2) is correct.
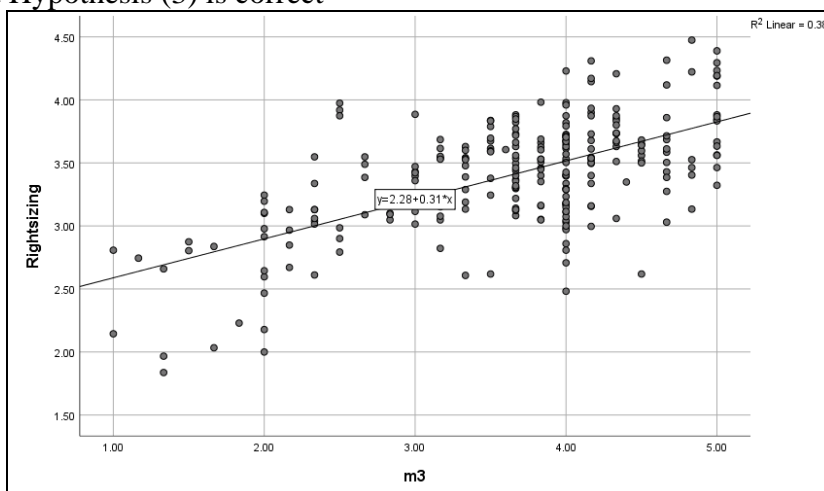
Figure -4- Correlation between rightsizing and Job Sharing

Table -15-

Dependent Independent	Rightsizing
Early Retirement	.617** P-value (0.000)

According to table -15- above, the Correlation coefficient between (Early Retirement) and (Rightsizing) is (0.617**) with p-value of 0.000 < 0.01. Thus, there is highly significant positive relationship (Figure -5-) below shows positive linear relationship between the two mentioned variables with amount of correlation of (R^2=38.9%) between the two varaibles, indicating that Hypothesis (3) is correct

Figure -5- Correlation between rightsizing and Early Retirement
Table -16- Summery of Correlation analysis between three independent variables and Rightsizing

Items	Rightsizing	p-value
(Reduced work week))	.572**	0.000
Job Sharing	.599**	0.000
Early Retirement	.617**	0.000

Note**. Correlation is significant at the 0.01 level (2-tailed).
   *. Correlation is significant at the 0.05 level (2-tailed).
   c. Listwise N=253

Table -16- above shows the summery of correlation values among the three administrative instructions as independent variables and rightsizing as dependent variable.

10. Conclusions and Recommendations;
10.1 Conclusions;

In this research, data analyses based on two main statistical pillars; frequency and correlation, this is to find out the relationship of the three administration regulations mentioned previously with rightsizing of KRG-Iraq's employees. After intensive analyses for the opinion of questionnaires participants the following conclusions were made:

1- According to frequency analyses all three independent shows a rate of agreement more than 50% and weighted mean no less than 2.6 indicating an average to high rate of agreement.

2- All hypotheses regarding correlation of independent variables with rightsizing were right based on tables of 10,11 and 12 as the following:-

a. Hypothesis 1; There is a significant correlation of both {(Reduced wok week and paid less) and (Part time employee)} with rightsizing of KRG-Iraq's employees, based on model one m1 analyses of the questionnaire.

b. Hypothesis 2; There is a significant correlation of (Job sharing) with rightsizing of KRG-Iraq's employees, based on model two m2 analyses of the questionnaire.

c. Hypothesis 3; There is a significant correlation of (Early retirement) with rightsizing of KRG-Iraq's employees, based on model three m3 analyses of the questionnaire.

3- Accordingly the three administrative instructions have average to high relationship with rightsizing based on participant's response in the questionnaire, and are suitable for implementation.

10.2 Recommendations;

This research addressed the possibility of rightsizing (reducing the number of employees) implementation of KRGs employees based of evaluation of the managerial leadership or high rank official occupied high level positions with KRIs administration, as further searching regarding this subject the following recommendations were advise;

1- The process should be executed step by step and according to timetable schedule.

2- Seeking other administration regulations for rightsizing process.

3- Immediately after implementation of the rightsizing process assessment should be made for its effect on the KRIs employees.

4- In order to implement the mentioned administrative instructions; new law legislations should deliver by Kurdistan regions parliament.

5- Parallel to rightsizing process, governmental administrations reduction and lightness should be addressed, which will be in terms of merging some ministries or institutions or may omit others.

6- Cancelation of some administrative layers within KRG-Iraq institutions should be address, if it observed that they didn't have essential roles.

7- Research should make to address the omission of some high rank positions (employees) in KRG-Iraq, as consultants and general directors.

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العلاقة بين عدد من التعليمات الإدارية في تنفيذ عملية تخفيض الموظفين.
(دراسة استكشافية لآراء القيادة الإدارية في عدد من وزارات إقليم كوردستان-العراق)

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ملخص

منذ عام 1992 ، تم تأسيس حكومة إقليم كردستان العراق لادارة اقليم كردستان العراق ، مع عدد قليل من الموظفين والإدارات معتدلة الحجم. مع مرور الوقت تغيرت هذه الحالة ، خاصة بعد عام 2004 ، حيث قامت الحكومة العراقية المركزية الجديدة بتخصيص موازنة كبيرة لحكومة إقليم كردستان - العراق ، والتي تتسبب في ادراج تعيين مئات الآلاف من الموظفين. ثم بعد ذلك وفي عام 2014 اندلعت صراعات سياسية بين الحكومة المركزية في العراق وحكومة إقليم كردستان-العراق و اضافة لاسباب اخرى كحرب على الداعش الارهابي وانخفاض أسعار النفط الخام ، جعل حكومة إقليم كردستان - العراق غير قادرة على دفع رواتب الموظفين الشهرية بصورة كاملة. يحاول هذا البحث تقديم دليل إرشادي لعملية تقليص موظفي الحكومة من خلال استخدام ثلاثة أنظمة إدارية: (أسبوع عمل مخفض) ، مشاركة الوظيفة والتقاعد المبكر. تم اختيار منهجية بحث كمي لتحليل عينة من آراء كبارموظفين الحكوميين من خلال نهج الاستبيان لمعرفة كيف تؤثر هذه المتغيرات المستقلة الثلاثة على عملية تقليص الموظفين كمتغير تابع. نموذج استبيان تم إنشاؤه بعد إجراء مقابلة دراسة الحالة والتحقق من الصحة والموثوقية ، وقد تم تقدير ثلاث فرضيات (H1 و H2 و H3). ثم تم تحليل البيانات بعد التحقق من الموثوقية من خلال التكرار والارتباط (طريقة التحليل ثنائي المتغير)، حيث ظهر النتائج ارتباطاً كبيراً بين الانظمة الإدارية الثلاثة مع إمكانية التنفيذ عملية التقليص لموظفي حكومة إقليم كردستان العراق.

الكلمات الدالة: عملية التقليص الموظفين ، الانظمة الإدارية، (أسبوع عمل مخفض)، مشاركة الوظيفة، التقاعد المبكر.

پەیوەندی نێوان ژمارەیەک لە رێکاری کارگێری لە جێبەجێکردنی پرۆسەی کەمکردنەوەی ژمارەی فەرمانبەران.
(لێتوێژینەوەیەکی لێکۆڵەرەوەیە لەسەر بیرورای سەرکردایەتی ئیداری لە ژمارەیەک لە وەزارەتەکانی حکومەتی هەرێمی کوردستان-عێراق)

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زانکۆی قوبرس نێودەوڵەتی CIU(تورکی)

پوخته

لە ساڵی ١٩٩٢ز حکومەتی هەرێمی کوردستان بۆ بەڕێوەبردنی هەرێمی کوردستان – عێراق دامەزرا، کە بە ژمارەیەکی کەم لە فەرمانبەران و پێکهاتەیەکی کارگێری مام ناوەند دەستی پێکرد. لەگەڵ تێپەڕبوونی کات ئەم بارودۆخە گۆڕانکاری بەسەرداهات، بە تایبەتیش دوای ساڵی ٢٠٠٤ کە حکومەتی ناوەندی تازەی عێراق بودجە گەورە و فراوانی بۆ حکومەتی هەرێمی کوردستان دابین کرد، ئەمەش دامەزراندنی هەزارەها فەرمانبەری بەدوای خۆیدا هێنا. دوای ئەوە لە ساڵی ٢٠١٤ز هەوە ئارێشەی سیاسی لە نێوان حکومەتی ناوەندی عێراق و حکومەتی هەرێمی کوردستان ڕوویدا، هەروەها هۆکاری تری وەک شەری رێکخراوی تیرۆستی داعش و دابەزینی زۆری نرخی نەوتی خاو وای لە حکومەتی هەرێم کرد نەتوانێت مووچەی فەرمانبەرانی مانگانەو بە تەواوی بدات. ئەم لێکۆڵینەوەیە دەیەوێت رێنیشاندەر و ڕینوێنی بخاتەڕوو بۆ پرۆسەی کەمکردنەوەی ژمارەی فەرمانبەرانی حکومەت لە رێگای سێ ڕیکاری گارگێری: (کەمکردنەوەی ماوەی کارکردنی هەفتە) و (فەرمانبەر بە دەوامی کاتی)، (کارکردنی هاوبەش لە نێوان دوو فەرمانبەر)، (خانەنشین کردنی پێش وەخت). شایەنی ئاماژە پێدانە لە لێکۆڵینەوەکەدا ڕیبازی لێکۆڵینەوەی بری بەکارهێنراوە بۆ شیکردنەوەی بیروڕای فەرمانبەرانی پلە باڵا لە حکومەتی هەرێمی کوردستان، ئەویش لە رێگای فۆرمی ڕاپرس بۆ زانینی کاریگەی هەرسێ گۆڕاوە سەربەخۆکە (ڕێکارە کارگێریەکان) لەسەر پرۆسەی کەمکردنەوەی ژمارەی فەرمانبەران وەک گۆڕاوێکی ناسەربەخۆ. فۆرمی ڕاپرسیش ئامادەکرا دوای ئەنجامدانی پرۆسەی چاوپێکەوتن لەسەر بابەتەکە، وە دڵنیابوون لە پرۆسەکانی دروستی و جێگراوبوون. وە سێ پێشبینی (H1 و H2 وH3) بۆ ئاکامی لێکۆڵینەوەکە دانرابوون. پاشان دوای دڵنیابوون لە جێگای باوەربوون داتاکان شیکرانەوە بەپێی پێوەرەکانی دووبارەبوونەوە (Frequency)، پێکەوە پەیوەست بوون (Correlation)ئەویش بەرێگای شیکردنەوەی دووانەی گۆڕاو. ئەنجامەکان ئەویان دەرخست کە پەیوەندیەکی بەهێز هەیە لە نێوان ئەو سێ ڕێکارە گارگێریەو توانای جێبەجێکردنی پرۆسەی کەمکردنەوەی ژمارەی فەرمانبەرانی لە حکومەتی هەرێمی کوردستان.

ووشه ئاماژەدەرەکان: پرۆسەی کەمکردنەوەی ژمارەی فەرمانبەران، ڕێکاری گارگێری، (کەمکردنەوەی ماوەی کارکردنی هەفتە) و (فەرمانبەر بە دەوامی کاتی)، (کارکردنی هاوبەش لە نێوان دوو فەرمانبەر)، (خانەنشین کردنی پێش وەخت).