

Midocean University

Management college

Bachelor of Project Management



The Impact of Drilling Quality Management Systems on Employee Performance in Dammam.

Ammar Alyaseen

2021205952

Graduation Project – 1

Faculty of Management - Midocean University

Supervisor

Dr. Mona Moustafa Elashry

Faculty member- Faculty of management- Midocean University

01-07-2024 – Semester 3

TABLE OF CONTENTS

1. Chapter 1: Introduction.....	2
1.1. Research Background.....	3
1.1.1. Practical Gaps	5
1.2. Research Significance	5
1.2.1. At the practical level	6
1.2.2. At the Practical Level	6
1.3. Research Questions.....	7
1.4. Research Objectives.....	8
1.5. Research HYPOTHESES.....	9
1.6. Research MODEL.....	10
1.6.1. Research Design	12
1.6.2. Empirical Study	12
1.6.3. Research Methodology	13
1.6.4. Data Analysis Techniques	13
1.6.5. Ethical Considerations.....	14
1.6.6. Conclusion	15
1.7. Scope of The Study.....	15
1.8. The Suggested Project Structure.....	17
2. Chapter 2: Literature Review	18
2.1. Introduction.....	19
2.2. The independent variable.....	19
2.3. The dependent variable	19
2.4. Conclusion	20
3. References	22

1. CHAPTER 1: INTRODUCTION

1.1. RESEARCH BACKGROUND

The quality of drilling operations is a critical factor in the oil and gas industry, influencing both productivity and safety. As the complexity of drilling projects increases, so does the need for robust Quality Management Systems (QMS) to ensure efficiency and mitigate risks. This study investigates the impact of Drilling Quality Management Systems (DQMS) on employee performance, emphasizing how structured quality protocols can enhance operational outcomes and workforce morale.

The primary problem this research addresses is the correlation between the implementation of DQMS and employee performance metrics. Despite significant advancements in drilling technology and methodology, there remains a gap in understanding how these systems influence the human elements of the industry. Employees, being the cornerstone of any successful operation, are directly affected by the management systems in place. This study aims to bridge that gap by providing empirical evidence on the effects of DQMS on employee performance, motivation, and job satisfaction.

The objectives of this research are threefold:

to assess the current state of DQMS in the industry, to evaluate their impact on various aspects of employee performance, and to identify best practices that can be adopted to optimize both system efficacy and workforce engagement. By focusing on these objectives, the study aims to contribute valuable insights that can help industry leaders make informed decisions about quality management and employee development.

The significance of this research lies in its potential to improve both operational efficiency and employee well-being. Quality management systems are traditionally viewed through the lens of compliance and risk management; however, their influence on human resources is equally critical.

By understanding the interplay between DQMS and employee performance, organizations can foster a more motivated, competent, and satisfied workforce, which in turn can lead to better project outcomes and a safer working environment.

The rationale behind choosing this topic stems from the increasing emphasis on quality and safety in drilling operations. Historically, the focus of drilling operations was primarily on mechanical and technical aspects, with less attention given to the human factors. However, recent incidents and accidents have highlighted the need for a holistic

approach that incorporates quality management systems to enhance both machine and human performance. This research seeks to explore these dynamics and provide a comprehensive analysis of the benefits of integrating DQMS into the operational framework.

The importance of this study extends beyond the immediate benefits to the drilling industry. As global energy demands continue to rise, efficient and safe drilling operations become paramount. By improving our understanding of how DQMS impact employee performance, this research contributes to broader efforts in enhancing industrial safety, operational efficiency, and overall productivity. The findings could potentially inform policy decisions, training programs, and management practices, making a meaningful impact on the industry and society at large.

This introduction aims to provide a clear context for the project, beginning with a general overview and narrowing down to specific aspects of the research problem. By linking the study to previous research and highlighting its importance, the introduction sets the stage for a detailed exploration of the impact of Drilling Quality Management Systems on employee performance.

Research Problem

Understanding the impact of Drilling Quality Management Systems (DQMS) on employee performance is crucial for advancing both theoretical knowledge and practical applications in the oil and gas industry.

While previous studies have explored various aspects of quality management and employee performance independently, there is a notable lack of integrated research addressing how these systems specifically influence the workforce in drilling operations.

This section aims to identify and elaborate on the theoretical and practical gaps that this study seeks to address.

Theoretical Gaps

Despite extensive literature on quality management systems and employee performance, there is limited research examining the direct relationship between DQMS and employee outcomes in the context of drilling operations.

Most existing studies focus on general quality management principles or specific technical aspects of drilling, leaving a gap in understanding how these systems affect employee motivation, efficiency, and job satisfaction. Additionally, there is a need for theoretical models that integrate quality management practices with human resource performance metrics in the drilling industry.

This gap hinders the development of comprehensive strategies that address both system efficacy and workforce engagement.

1.1.1. PRACTICAL GAPS

In practice, the implementation of DQMS often emphasizes compliance and technical precision, sometimes overlooking the human element.

There is a scarcity of empirical studies that provide actionable insights into how these systems can be optimized to enhance employee performance. Practical gaps also include a lack of standardized metrics for evaluating the impact of DQMS on workforce outcomes, which complicates the assessment and comparison of different management systems.

Furthermore, the industry lacks best practices for training and supporting employees in environments governed by rigorous quality management protocols. Addressing these practical gaps is essential for improving overall operational efficiency and employee well-being.

This study seeks to answer the main research question: How do Drilling Quality Management Systems impact employee performance and satisfaction in the oil and gas industry?

1.2. RESEARCH SIGNIFICANCE

The significance of this study is rooted in its potential to advance both theoretical knowledge and practical applications in the realm of drilling operations. By investigating the impact of Drilling Quality Management Systems (DQMS) on employee performance, this research seeks to uncover valuable insights that can lead to improvements in efficiency, safety, and overall effectiveness of drilling projects.

The findings from this study are expected to provide a deeper understanding of how DQMS influence various aspects of workforce performance, thereby offering practical recommendations for industry practitioners. Ultimately, this research aims to bridge the gap between theory and practice, contributing to the enhancement of drilling operations and the well-being of employees in the oil and gas sector.

1.2.1. AT THE PRACTICAL LEVEL

At the theoretical level, this study addresses several gaps in the existing literature. It contributes to the body of knowledge by exploring the intersection between quality management systems and human resource performance in a specialized industry.

The research seeks to develop a comprehensive model that integrates DQMS with employee performance metrics, providing a framework for future studies in this area.

This model will help in understanding the mechanisms through which DQMS influence various aspects of employee behavior, including motivation, job satisfaction, and productivity.

By filling these theoretical gaps, the study enhances our understanding of the broader implications of quality management systems beyond their technical and operational functions.

1.2.2. AT THE PRACTICAL LEVEL

At a practical level, the findings of this research hold significant potential to shape industry practices and policies. By pinpointing the specific ways in which Drilling Quality Management Systems (DQMS) influence employee performance, this study can inform the development of more effective management strategies that enhance both system efficiency and workforce engagement. The practical implications include the creation of best practices for training and supporting employees within the framework of quality management systems. Additionally, the research can provide actionable recommendations for industry leaders to implement DQMS in a manner that maximizes productivity, safety, and job satisfaction. By doing so, the study aims to contribute to the establishment of a more efficient and motivated workforce, ultimately leading to improved outcomes in drilling operations and a safer, more productive working environment in the oil and gas sector.

Additionally, the research aims to provide actionable recommendations for industry leaders on how to implement and adapt DQMS to enhance employee motivation and job satisfaction, ultimately leading to improved operational outcomes.

These insights can contribute to safer, more efficient drilling operations, which are critical to meeting global energy demands. In summary, the significance of this study is twofold: it advances theoretical knowledge by addressing gaps in the literature and developing a new integrative model, and it offers practical solutions for enhancing the effectiveness of DQMS in the drilling industry, thereby benefiting both the workforce and the broader operational goals.

1.3. RESEARCH QUESTIONS

The research questions serve as the guiding framework for this study, directly addressing the identified research problem and objectives.

Each question is designed to provide clarity and direction towards understanding the impact of Drilling Quality Management Systems (DQMS) on employee performance and satisfaction in the oil and gas industry.

1. What are the essential elements of Drilling Quality Management Systems (DQMS) used in the oil and gas industry?

This question aims to identify and define the key components of DQMS that are commonly implemented in drilling operations. It sets the groundwork for understanding the specific systems and practices examined.

2. In what ways do Drilling Quality Management Systems (DQMS) impact employee motivation and job satisfaction?

This question explores the human factors influenced by DQMS, focusing on how these systems affect employee motivation levels and overall job satisfaction. It seeks to uncover the mechanisms through which quality management systems enhance workforce engagement.

3. What is the relationship between the implementation of DQMS and employee performance metrics, such as productivity and safety outcomes?

This question investigates the quantitative aspects of DQMS implementation, examining the correlation between these systems and key performance indicators like productivity levels and safety records. It aims to provide empirical evidence on the effectiveness of DQMS in improving operational outcomes.

4. What best practices can be recommended for integrating DQMS into drilling operations to optimize both system efficacy and employee performance?

This question seeks to identify practical recommendations for industry practitioners. It explores effective strategies and approaches for incorporating DQMS into daily operations to maximize benefits for both the organization and its workforce.

5. How can the findings from this study be applied to enhance industry standards and regulatory frameworks related to drilling operations?

This question examines the broader implications of the research insights. It considers how the knowledge gained can contribute to improving industry standards, regulations, and guidelines related to quality management in drilling operations, promoting safer and more efficient practices.

1.4. RESEARCH OBJECTIVES

To identify and analyze the essential elements of Drilling Quality Management Systems (DQMS) used in the oil and gas industry.

This objective aims to review existing literature and gather empirical data to establish a foundational understanding of DQMS components and their implementation strategies. It addresses the research sub-question on the key components of DQMS.

To evaluate the impact of DQMS on employee motivation, job satisfaction, and performance metrics such as productivity and safety outcomes.

This objective focuses on conducting empirical research to assess how DQMS influence employee motivation levels, job satisfaction, and key performance indicators. It addresses the research sub-questions on the human factors and quantitative aspects of DQMS implementation.

To propose best practices for integrating DQMS into drilling operations and enhancing both system efficacy and employee performance.

This objective seeks to derive practical insights from the research findings to provide actionable recommendations for industry stakeholders.

It addresses the research sub-questions on best practices for optimizing DQMS and the broader implications for industry standards and regulatory frameworks.

1.5. RESEARCH HYPOTHESES

The Main Hypothesis (H1):

There is a statistically significant relationship between the implementation of Drilling Quality Management Systems (DQMS) and employee performance outcomes in the oil and gas industry.

Sub-Hypotheses:

Ha:

There is a statistically significant positive relationship between the implementation of Drilling Quality Management Systems (DQMS) and employee motivation in the oil and gas industry.

Rationale: Based on the literature, DQMS are expected to provide structured processes and guidelines that enhance employee motivation by fostering a sense of accountability and recognition for quality work.

Hb:

There is a statistically significant positive relationship between effective DQMS and higher levels of job satisfaction among employees in the oil and gas industry.

Rationale: Quality management systems are designed to improve work conditions and reduce errors, which are known contributors to job satisfaction according to previous research in similar industries.

Hc:

There is a statistically significant negative relationship between perceived challenges in implementing DQMS and employee performance outcomes.

Rationale: Challenges such as complexity in compliance or inadequate training may hinder employees' ability to perform optimally, affecting productivity and efficiency.

Hd:

Training and support mechanisms within DQMS have a statistically significant positive impact on employee performance metrics such as productivity and error rates.

Rationale: Effective training programs and support systems are expected to equip employees with the necessary skills and resources to perform tasks efficiently, leading to improved performance outcomes.

He:

Best practices identified for optimizing DQMS effectiveness will have a statistically significant positive correlation with improved employee performance metrics.

Rationale: Practices that have been identified as effective in optimizing DQMS are likely to enhance employee performance by streamlining processes and promoting a culture of continuous improvement.

1.6. RESEARCH MODEL

Independent Variable: Drilling Quality Management Systems (DQMS)

- **Dimensions:**

1. Key Components of DQMS
2. Implementation Strategies
3. Training and Support Mechanisms
4. Best Practices for Optimization

Dependent Variable: Employee Performance

- **Dimensions:**

1. Employee Motivation
2. Job Satisfaction
3. Productivity
4. Safety Outcome

- **Independent Variable:**

- Key Components of DQMS
- Implementation Strategies
- Training and Support Mechanisms
- Best Practices for Optimization



- **Dependent Variable**

- Employee Motivation
- Job Satisfaction
- Productivity
- Safety Outcome

H1, Ha, Hb, Hc

Explanation:

Key Components of DQMS (IV Dimension 1):

These are the essential elements that constitute the DQMS. They are expected to influence how well the system functions and its overall effectiveness in the organization.

1. Implementation Strategies (IV Dimension 2):

The various approaches and methods used to implement DQMS in drilling operations. These strategies determine the extent to which DQMS are integrated into daily practices.

2. Training and Support Mechanisms (IV Dimension 3):

The training programs and support systems in place to ensure employees are well-equipped to utilize DQMS effectively. These mechanisms are crucial for the successful adoption and operation of DQMS.

3. Best Practices for Optimization (IV Dimension 4):

The identified best practices that help in optimizing the effectiveness of DQMS. These practices aim to enhance the overall performance of both the system and the employees.

4. Employee Motivation (DV Dimension 1):

The level of motivation among employees influenced by the presence and quality of DQMS. Motivated employees are likely to perform better and show higher engagement in their tasks.

5. Job Satisfaction (DV Dimension 2):

The extent of job satisfaction among employees working under DQMS. Job satisfaction is a critical factor that affects employee retention and performance.

6. Productivity (DV Dimension 3):

1. The productivity levels of employees, which can be influenced by the efficiency and effectiveness of DQMS. Higher productivity is a key performance indicator in the industry.

7. Safety Outcomes (DV Dimension 4):

The safety records and outcomes related to the implementation of DQMS. Effective DQMS are expected to reduce errors and accidents, thereby improving safety metrics.

1.6.1. RESEARCH DESIGN

This study adopts a mixed methods approach to comprehensively explore the multifaceted relationships between DQMS and employee performance.

The qualitative component involves in-depth interviews and focus groups with employees and managers to gather rich insights into their perceptions and experiences with DQMS. Quantitatively, surveys will be administered to a larger sample of employees to collect structured data on variables such as motivation, job satisfaction, and performance metrics. This mixed-methods design allows for a holistic understanding of the research problem from both qualitative and quantitative perspectives.

1.6.2. EMPIRICAL STUDY

1. Selection of the Research Application Place:

The place for applying the research must be chosen carefully to ensure consistency with the research variables.

2. Industry, Organization, or Sector Summary:

The chosen industry for this study is the oil and gas industry, specifically focusing on drilling operations. This sector is selected due to its significant reliance on Drilling Quality Management Systems (DQMS) and the critical importance of employee performance metrics such as motivation, job satisfaction, productivity, and safety outcomes.

3. Consistency with Research Variables:

The independent variable in this research is Drilling Quality Management Systems (DQMS), which encompasses key components, implementation strategies, training and support mechanisms, and best practices for optimization.

The dependent variable is Employee Performance, which includes dimensions such as employee motivation, job satisfaction, productivity, and safety outcomes.

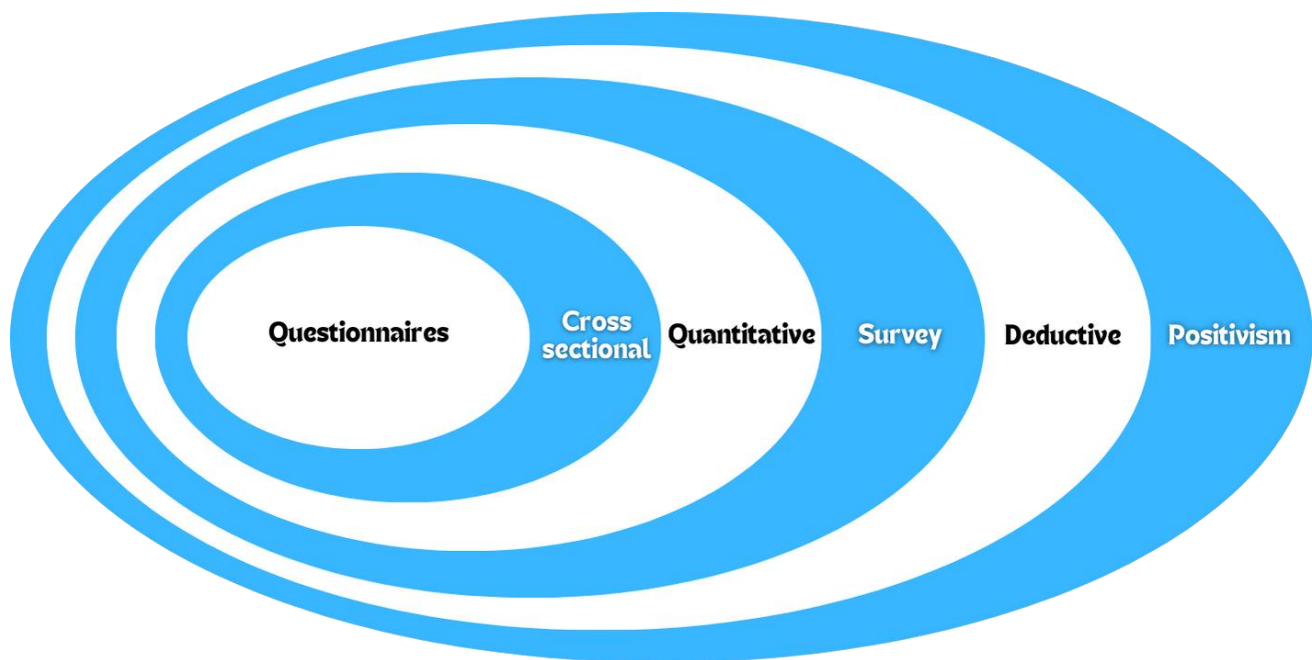
4. Use of References:

References from reputable sources, such as the organization's website or industry reports, will be used to provide context and support for the study. The link to the organization's website or relevant sources will be included in the reference list.

5. Nature of the Study:

This study will be theoretical, aiming to explore and understand the relationships between DQMS and employee performance in the oil and gas industry through a comprehensive literature review and analysis.

1.6.3. RESEARCH METHODOLOGY



1.6.4. DATA ANALYSIS TECHNIQUES

Qualitative Data Analysis:

- **Thematic Analysis:** Qualitative data gathered from interviews and focus groups will be analyzed using thematic analysis. This method will help identify recurring patterns, themes, and narratives that illustrate the impact of Drilling Quality Management Systems (DQMS) on employee performance and satisfaction. By systematically examining these qualitative insights, the analysis aims to uncover deeper understandings and nuanced perspectives regarding the influence of DQMS on the workforce.
- **Content Analysis:** Applied to qualitative data, thematic analysis systematically categorizes and interprets textual information. This approach provides detailed insights into specific aspects of employee experiences with Drilling Quality Management Systems (DQMS), uncovering key themes and patterns. By doing so, it highlights the various ways DQMS influences employee performance and satisfaction.

Quantitative Data Analysis:

- **Descriptive Statistics:** This method will be utilized to summarize survey responses, offering a comprehensive overview of key variables such as employee motivation, job satisfaction, and performance metrics. By presenting the data in a clear and concise manner, descriptive statistics will help highlight important trends and patterns within the survey results.
- **Inferential Statistics:** Employed to test hypotheses, inferential statistics will be used to examine relationships between variables. For example, this method will analyze correlations between the effectiveness of Drilling Quality Management Systems (DQMS) and various employee performance outcomes. By doing so, it helps to uncover significant connections and validate assumptions regarding the impact of DQMS on employee performance.

1.6.5. ETHICAL CONSIDERATIONS

Ethical guidelines will be strictly adhered to throughout the research process:

- **Informed Consent:** Participants will receive comprehensive information regarding the study's purpose, procedures, and any potential risks before they provide their consent to take part. This ensures that participants are fully aware of what the study entails and can make an informed decision about their involvement.

- **Confidentiality:** To safeguard participant privacy, all collected data will be anonymized and securely stored. This means that personal identifiers will be removed, and the information will be kept in a secure location to prevent unauthorized access, thereby maintaining the confidentiality of all participants.
- **Voluntary Participation:** Participation in the study will be entirely voluntary. Participants will have the freedom to withdraw from the study at any point without facing any consequences or repercussions. This principle ensures that participants feel comfortable and are not pressured to remain in the study if they choose not to.

1.6.6. CONCLUSION

The research methodology outlined above is designed to provide a robust framework for investigating the impact of Drilling Quality Management Systems on employee performance. By employing a mixed-methods approach, the study aims to gather comprehensive data that can inform both theoretical advancements and practical applications in the oil and gas industry.

Ethical considerations will ensure the integrity and validity of the research findings while safeguarding the rights and welfare of participants.

1.7. SCOPE OF THE STUDY

The scope of this study is defined by multiple dimensions that outline its limits and specific areas of interest within the broader context of Drilling Quality Management Systems (DQMS) and their influence on employee performance in the oil and gas sector. This includes examining various aspects such as the effectiveness of DQMS implementation, employee satisfaction levels, and productivity metrics. By focusing on these dimensions, the study aims to provide a comprehensive understanding of how DQMS impact operational outcomes and workforce dynamics within this industry context.

Geographical Scope:

This study will primarily concentrate on drilling operations within [specify geographical region or regions], covering a wide array of environments and operational contexts typical in the oil and gas sector. By focusing on these specific areas, the research aims to capture the diversity of challenges and practices encountered,

providing insights into how Drilling Quality Management Systems (DQMS) influence performance outcomes across different operational settings within the industry.

Sectoral Focus:

The research will specifically focus on the upstream sector of the oil and gas industry, encompassing activities related to exploration and production. This study will encompass both onshore and offshore drilling operations, aiming to examine how Drilling Quality Management Systems (DQMS) impact performance within these diverse operational environments. By targeting this specific sector and its varied settings, the research seeks to provide comprehensive insights into the effectiveness and implications of DQMS in enhancing operational outcomes and employee performance.

Focus on Drilling Quality Management Systems (DQMS):

The study will give particular attention to investigating different facets and methodologies of Drilling Quality Management Systems (DQMS). This includes an exploration of quality assurance protocols, compliance standards, and operational procedures designed to enhance drilling efficiency and safety. By delving into these aspects, the research aims to provide a comprehensive analysis of how DQMS components contribute to optimizing operational practices and ensuring safety standards are upheld in drilling operations within the oil and gas industry.

Employee Performance Metrics:

The research will evaluate various metrics of employee performance, including productivity, safety outcomes, job satisfaction, and motivation levels. This assessment aims to analyze how these aspects are impacted by the implementation and effectiveness of Drilling Quality Management Systems (DQMS) in the oil and gas industry. Through this evaluation, the study seeks to provide insights into the overall influence of DQMS on workforce dynamics and operational outcomes within drilling operations.

Time Frame:

The study will concentrate on recent advancements and methodologies implemented within the oil and gas industry over the past [specify time frame], ensuring that findings are pertinent and applicable to current industry norms and practices. By focusing on these recent developments, the research aims to provide insights that reflect the

evolving landscape and current standards within the field of Drilling Quality Management Systems (DQMS).

Exclusion Criteria:

The scope of this study does not encompass detailed technical aspects of drilling equipment and processes unless directly linked to quality management systems. Additionally, downstream activities such as refining, and distribution are excluded from the research focus. By delineating these boundaries, the study aims to maintain a clear focus on the specific impacts and practices related to Drilling Quality Management Systems (DQMS) within the upstream sector of the oil and gas industry.

Limitations:

Limitations include potential constraints in accessing proprietary data from industry stakeholders and the inherent variability in organizational practices across different drilling operations.

This scope provides a clear delineation of the study's boundaries, focusing on specific geographical, sectoral, and thematic aspects relevant to examining the impact of DQMS on employee performance in the oil and gas industry.

1.8. THE SUGGESTED PROJECT STRUCTURE

The proposed project structure outlines the main components and sequence of the study, ensuring a systematic approach to investigating the impact of Drilling Quality Management Systems (DQMS) on employee performance in the oil and gas industry. The structure is designed to facilitate clarity, coherence, and thoroughness in addressing the research problem, objectives, and questions identified.

2. CHAPTER 2: LITERATURE REVIEW

2.1. INTRODUCTION

The literature review chapter thoroughly explores the body of scholarly work and research findings concerning Drilling Quality Management Systems (DQMS) and their effects on employee performance within the oil and gas sector.

This chapter integrates theoretical frameworks, empirical research, and practical insights to build a comprehensive understanding of how DQMS implementation influences workforce outcomes.

By synthesizing various perspectives and studies, it aims to provide a solid foundation for examining the connections between DQMS practices and employee performance, highlighting the significance of quality management in enhancing operational efficiency and workforce productivity in the industry.

2.2. THE INDEPENDENT VARIABLE

In this context, the independent variable is Drilling Quality Management Systems (DQMS). These systems consist of a comprehensive set of structured protocols, standards, and procedures aimed at ensuring quality assurance and control throughout drilling operations.

This section delves into the theoretical frameworks and practical applications of DQMS, highlighting their key components, implementation strategies, and the variations observed across different organizational settings.

By examining these aspects, the review aims to provide a thorough understanding of how DQMS are designed and implemented, and how they contribute to maintaining high standards of quality and efficiency in drilling activities within the oil and gas industry.

2.3. THE DEPENDENT VARIABLE

The dependent variables being examined encompass multiple facets of employee performance within the oil and gas industry.

This section delves into metrics such as productivity levels, safety records, job satisfaction, motivation, and overall job performance.

It investigates how these performance indicators are impacted by the implementation and effectiveness of Drilling Quality Management Systems (DQMS) in drilling operations. By analyzing these variables, the review aims to provide insights into the ways DQMS contribute to enhancing employee performance, ensuring safety, boosting job satisfaction, and maintaining high levels of motivation and productivity within the workforce.

The relationship between the independent and the dependent variables:

This section examines the relationships between Drilling Quality Management Systems (DQMS) as the independent variable and various employee performance metrics as the dependent variables.

By drawing on empirical studies and theoretical models, it investigates how effectively implemented DQMS can enhance workforce engagement, boost operational efficiency, and reduce risks in drilling operations. The analysis delves into the mechanisms through which DQMS impact employee behaviors and outcomes, highlighting both direct and indirect pathways.

It explores how DQMS contribute to improved productivity, higher job satisfaction, increased motivation, and better safety records among employees.

By understanding these dynamics, the review aims to shed light on the critical role of DQMS in fostering a productive and safe working environment in the oil and gas industry.

2.4. CONCLUSION

The literature review chapter concludes by summarizing the key findings and insights derived from the analysis of existing literature on Drilling Quality Management Systems (DQMS) and their impact on employee performance.

This chapter synthesizes the current state of knowledge, highlighting the significant contributions and limitations of previous research. It identifies gaps in the existing body of work, pointing out areas that require further investigation. By doing so, it sets the stage for the empirical research conducted in this study, providing a clear rationale for the chosen research direction.

This chapter emphasizes the importance of understanding the intricate dynamics between DQMS and employee outcomes, both for advancing theoretical frameworks and for enhancing practical applications in the oil and gas industry.

Ultimately, it underscores the critical role of DQMS in fostering a productive, safe, and motivated workforce, thereby contributing to the overall success of drilling operations.

3. REFERENCES

- Ali Malik, A. H., Hock, O. Y., Said M, A. S., & Asif, M. K. (2018). Critical Factors Affecting the Quality Management System in Oil & Gas On-Shore Drilling Sector for In-Sourcing Drilling Model. *International Journal of Advance Research and Development.*, 3(1), 47-61.
- Harthy, A. M. A. (2017). CRITICAL FACTORS AFFECTING THE QUALITY MANAGEMENT SYSTEM IN OIL & GAS ON-SHORE DRILLING SECTOR FOR IN-SOURCING DRILLING MODEL–Part 1 (Concept Paper).
- Harthy, A. M., Aslam, N., Al Saqri, S. M., Arni, S., Nair, S., & Karim, A. M. (2020). The use of structural equation model (SEM) to evaluate the effectiveness of ISO 9001 quality management system (QMS) on the performance of oil and gas drilling companies. *International Journal of Business and Management*, 15(1).
- Gupta, V. K., & Graham, D. J. (1997). A customer-driven quality improvement and management project at Diamond Offshore Drilling. *Project Management Journal*, 28, 22-28.
- Ferreiro, S., Sierra, B., Irigoien, I., & Gorritxategi, E. (2011). Data mining for quality control: Burr detection in the drilling process. *Computers & Industrial Engineering*, 60(4), 801-810.
- Ghazi, M., Quaranta, G., Duplay, J., Hadjamor, R., Khodja, M., Amar, H. A., & Kessaissia, Z. (2011). Life-Cycle Impact Assessment of oil drilling mud system in Algerian arid area. *Resources, conservation and recycling*, 55(12), 1222-1231.
- Ismail, A. R., Alias, A. H., Sulaiman, W. R. W., Jaafar, M. Z., & Ismail, I. (2017). Drilling fluid waste management in drilling for oil and gas wells. *Chemical Engineering Transactions*, 56, 1351-1356.
- Anifowose, B., Lawler, D. M., van der Horst, D., & Chapman, L. (2016). A systematic quality assessment of Environmental Impact Statements in the oil and gas industry. *Science of the Total Environment*, 572, 570-585.

- Yu, M., Quddus, N., Peres, S. C., Sachdeva, S., & Mannan, M. S. (2017). Development of a safety management system (SMS) for drilling and servicing operations within OSHA jurisdiction area of Texas. *Journal of Loss Prevention in the Process Industries*, 50, 266-274.
- Yu, M., Quddus, N., Peres, S. C., Sachdeva, S., & Mannan, M. S. (2017). Development of a safety management system (SMS) for drilling and servicing operations within OSHA jurisdiction area of Texas. *Journal of Loss Prevention in the Process Industries*, 50, 266-274.
- Yu, M., Quddus, N., Peres, S. C., Sachdeva, S., & Mannan, M. S. (2017). Development of a safety management system (SMS) for drilling and servicing operations within OSHA jurisdiction area of Texas. *Journal of Loss Prevention in the Process Industries*, 50, 266-274.
- Mburu, S. M., Wakiru, J., & Pintelon, L. (2021). Maintenance Impact on Geothermal Drilling Operations. A Case Study Approach.