

## Optimizing Migrant Worker Evacuation Strategies in the Oil and Gas Industry: Lessons from Indonesian Oil and Gas Company's Operations in Algeria and Iraq

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### Abstract

Migrant worker evacuation strategies are critical for maintaining safety and operational continuity in high-risk environments, particularly within the oil and gas sector. Despite global workplace safety policies, significant challenges persist in implementing effective evacuation strategies, as evidenced by the experiences of an Indonesian oil and gas company operating in Algeria and Iraq. These challenges include ambiguous protocols, limited resources, and inadequate inter-party coordination. This study aims to evaluate and enhance the evacuation management strategies for migrant workers in high-risk environments, focusing on case studies from Algeria and Iraq. Utilising a qualitative multiple case study approach, the research employs in-depth interviews, focus group discussions, and AI-driven data analysis to identify weaknesses in current strategies and propose evidence-based improvements. The findings reveal strengths in legal frameworks, planning, and technology use, but highlight gaps in evaluation processes, resource allocation, and organisational coordination. These gaps necessitate more integrated and adaptive strategies. The research also emphasises the importance of communication, digital technology integration, and robust data protection to enhance evacuation efficiency while safeguarding worker privacy. This study contributes to the risk and crisis management literature and provides practical insights for multinational companies to optimise migrant worker evacuation strategies, ensuring safety and operational sustainability in complex, high-risk environments. The study's findings and recommendations can help organisations in the oil and gas industry develop more comprehensive and effective evacuation plans for their migrant workforce, ultimately enhancing their preparedness and resilience in the face of crises and emergencies.

**Keywords:** Migrant Worker, Evacuation Strategies, Oil and Gas Industry, Indonesian Oil, Gas Company's, Algeria, Iraq

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## INTRODUCTION

Migrant worker evacuation strategies in hazardous operating environments, such as those faced by Indonesia's national energy company in Algeria and Iraq, represent a critical element in ensuring workforce safety and operational continuity within strategic industries. The company bears significant responsibility for safeguarding its employees working in highly vulnerable locations, as its operational success depends not only on technical efficiency but also on the ability to confront security threats, natural disasters, and political changes that could disrupt stability. Developing an effective evacuation management strategy has become an urgent necessity as part of the company's commitment to business sustainability and occupational safety, in order to address these complex and dynamic risks (Boers & Henschel, 2021). The hazardous nature of the oil and gas industry further underscores the importance of clear procedures, accessible resources, and effective coordination among stakeholders to guarantee worker safety and maintain operational stability. This research examines the company's evacuation efforts in Algeria and Iraq, with the aim of identifying best practices and deriving lessons that can inform and enhance evacuation strategies across the oil and gas industry.

This research develops a comprehensive, data-driven, and context-specific approach to improve evacuation management strategies for migrant workers in the oil and gas industry, especially in high-risk regions like Algeria and Iraq. The study uses frameworks like Organizational Resilience and Risk Management Theory to establish a systematic and responsive risk mitigation strategy for crisis situations. However, existing evacuation approaches often lack integration of local social, cultural, and political factors, which are essential for successful implementation. By examining Pertamina's migrant worker evacuations in Algeria and Iraq, this research aims to address this gap and provide a holistic framework to tackle the unique challenges in these high-risk environments.

Though emergency evacuation efforts for migrant workers have become part of global workplace safety policies, their implementation in the oil and gas sector frequently faces significant challenges. This study highlights the specific issues encountered by Indonesian oil and gas company in managing the evacuation of its workers in Algeria in 2020 and Iraq in 2022. These events have underscored various problem symptoms, including unclear evacuation procedures, limited access to resources, and minimal inter-party coordination. Key Challenges in Evacuation Management: Ambiguous Procedures: Indonesian oil and gas company's experiences in Algeria and Iraq revealed that unclear evacuation protocols can lead to confusion and delays during emergencies, emphasizing the requirement for well-defined protocols (ICOH Statement on Protecting the Occupational Safety and Health of Migrant Workers, 2022). Restricted access to necessary resources, such as transportation and medical facilities, can impede effective evacuation, particularly in remote or conflict-prone areas. Minimal

inter-party coordination can exacerbate evacuation challenges, highlighting the significance of collaborative efforts among various stakeholders, including local authorities and international partners. These problems indicate the need for a more comprehensive evacuation management strategy, given the high risks faced by migrant workers in work environments vulnerable to armed conflict, natural disasters, and political instability (Lee, 2021). Without systematic, evidence-based solutions, the risks to worker safety and the company's operational continuity will continue to escalate.

In the context of evacuation management for migrant workers in the oil and gas industry in Algeria and Iraq, there are several research areas that need further examination. While substantial research has been conducted in this field, many studies overlook the specific country context and the challenges faced by migrant workers. Key areas for deeper exploration include:

1. **Country-Specific Factors:** Previous studies often take a universal approach that can be applied across different country contexts, without adequately considering the unique conditions in each country. For instance, a study by Smith et al. suggests that effective evacuation strategies in stable countries may differ significantly from those required in conflict-affected regions like Iraq and Algeria. This research has not accounted for specific factors such as political tensions, terrorist threats, and inadequate infrastructure, which can impact the success of evacuation strategies.
2. **Integrated Approach:** Many prior studies, like those by Johnson and Lee, have focused solely on the technical aspects of evacuation management, such as procedures and technologies, without sufficiently considering the social, cultural, and economic factors that can influence worker response and the effectiveness of evacuation strategies. A more holistic approach is needed to understand how the interaction between these various factors affects the entire evacuation process.
3. **Role of Technology:** In the digital age, technology holds great potential to enhance evacuation management. However, only a few studies have specifically explored the role of modern technologies, such as geographic information systems and predictive modelling, in the context of evacuating migrant workers in the oil and gas industry. Further research is needed to examine how to integrate these technologies into existing evacuation strategies.
4. **Worker Involvement:** Many previous studies, including those by Green and Thompson, did not involve input from workers in the planning and implementation of evacuation strategies, which can lead to a lack of acceptance and effectiveness of these strategies. A deeper examination is required on how worker involvement can enhance the effectiveness of evacuation strategies, in order to create a more inclusive approach.

This research aims to evaluate and develop more effective strategies for managing the evacuation of Indonesian oil and gas company's migrant workers, particularly those operating in high-risk environments such as Algeria and Iraq. Through in-depth analysis, the study is expected to identify weaknesses in current evacuation strategies, understand the key barriers impeding policy implementation, and formulate new approaches that are more responsive and evidence-based. By evaluating the successes and challenges of previous evacuation cases, this research seeks not only to enhance the safety of migrant workers, but also to ensure the business continuity and operational reputation of Indonesian oil and gas company in the international arena. The findings of this research are anticipated to make a significant contribution to risk management and evacuation practices, in both academic and practical contexts.

This research offers innovative contributions to the literature and practice of evacuation management in the oil and gas industry:

1. **Contextual Evaluation:** It provides a comprehensive assessment of migrant worker evacuation strategies, considering the unique challenges in high-risk locations like Algeria and Iraq. This approach is not widely used in prior research, which often overlooks specific country contexts.
2. **Integrating Business Continuity and Safety:** The study highlights the relationship between successful evacuation strategies and the business continuity of PT. Pertamina, as well as the important link between worker safety and operational efficiency, an aspect not comprehensively discussed in previous studies.
3. **Data-Driven Identification of Barriers:** It offers an in-depth empirical analysis of key constraints in implementing evacuation strategies, covering operational, social, and cultural aspects often overlooked in prior research.
4. **Developing Innovative Evacuation Strategies:** The research develops evacuation strategies that utilize modern technology while accounting for social, cultural, and political factors in overseas work locations, providing an innovative framework to enhance the effectiveness and efficiency of migrant worker evacuations.
5. **Focus on Migrant Oil and Gas Workers:** This research specifically contributes to developing evacuation strategies suitable for migrant workers in the oil and gas industry, who face unique challenges and risks compared to other sectors.

Effective communication management is crucial in high-risk environments to prevent disasters and ensure smooth evacuation processes. A strong organisational communication climate can significantly impact disaster avoidance (Nordin et al., 2021). Utilising modern technology, such as telemedicine and telemetry, can enhance communication and provide remote healthcare support, reducing the need for medical evacuations. Health and Well-being Considerations: Rotation Work Impact: The health and well-being of rotation workers,

who often face mental and physical health challenges, must be considered in evacuation strategies. Addressing job demands and resources can improve worker health and reduce evacuation needs (Asare et al., 2021).

This research on migrant worker evacuation strategies in the oil and gas sector exposes significant gaps in the literature, particularly in the context of high-risk locations such as Algeria and Iraq. While various studies have discussed risk management and evacuation, most have failed to adequately address the unique challenges faced by multinational companies in ensuring the safety of their workers amidst armed conflict, natural disasters, or political instability. This gap includes the lack of integration between theoretical approaches like risk management and crisis management with practical operational solutions. By examining the Indonesian oil and gas company case, this research seeks to fill this void through empirical analysis that not only identifies weaknesses in current strategies but also offers evidence-based recommendations to enhance the effectiveness of evacuation management.

This research presents a novel approach focused on developing evacuation management strategies for migrant workers in the oil and gas sector, drawing on specific case studies in Algeria and Iraq. The study's innovative aspect lies in its integration of risk management, crisis management, and rational decision-making theories to create a responsive and effective strategic framework (Riono et al., 2023). The research also highlights practical relevance through empirical analysis of past evacuation cases, while offering evidence-based solutions that can be applied in the future. In addition to making a significant contribution to the academic literature, this study is expected to serve as a practical guide for multinational companies in managing the safety of migrant workers in complex and high-risk work environments.

## **METHOD**

This research takes a qualitative approach, utilising a multiple case study design. This allows for an in-depth exploration of the evacuation management strategies implemented by PT Indonesian oil and gas company Algeria Exploration and Production in Algeria and PT Indonesian oil and gas company Iraq Exploration and Production in Iraq. This design was selected to enable a comparative analysis of the patterns, challenges, and successful implementation of evacuation strategies across the two locations, as well as to identify the contextual factors influencing the effectiveness of these strategies.

This research offers novel contributions through an explanatory approach that analyses the causal relationships in migrant worker evacuation strategies. The unique aspects of this study include:

1. Contextual and Specific Analysis: This research examines the factors driving the need for evacuation strategies in high-risk locations, such as Algeria and Iraq, and analyses the influence of

outsourcing and supply chain dynamics on risk mitigation. This overcomes the limitations of previous research, which focused only on technical aspects without considering the complex operational dynamics in the oil and gas industry.

2. **Integration of Operational Processes and Responsibilities:** The research explores the relationship between processes, schedules, and organizational responsibilities in evaluating evacuation strategies, providing new insights not extensively covered in prior studies. It demonstrates how the role of organizational actors in risk management can enhance the effectiveness of evacuation strategies.
3. **Data-Driven Approach for Strategic Decision-Making:** This research uses data-driven methods to link the evaluation of evacuation strategy performance with strategic planning, enabling the development of more concrete and relevant strategic plans to improve migrant worker evacuation outcomes.
4. **Practical Relevance for the Oil and Gas Industry:** By integrating social, cultural, and operational risk aspects in the specific context of overseas work locations, this research provides a holistic approach relevant for risk management and business continuity in the oil and gas sector.
5. **Contribution to Evacuation Strategy Research in High-Risk Countries:** This research is one of the few that comprehensively connects evacuation strategies with organizational and operational factors in high-risk work locations, offering a framework applicable to similar situations.

The research population comprised all Indonesian migrant workers employed in the oil and gas sector in Algeria and Iraq. The sample was selected purposively, consisting of Indonesian migrant workers from PAEP and PIREP, as well as other relevant stakeholders, including operational managers, security managers, and officials responsible for the protection of Indonesian citizens.

This research adopts a problem-based learning framework to explore and analyse evacuation issues (Verdière et al., 2023). The PBL syntax involves identifying key problems, exploring data-driven solutions, and formulating evidence-based strategies. This iterative approach is applied to evaluate and develop more effective evacuation strategy recommendations.

This research utilises Artificial Intelligence as an analytical tool, particularly in the following domains:

1. **Qualitative Data Processing:** Employing AI software to analyse interview transcripts and identify key themes.
2. **Evacuation Strategy Simulation:** Utilising AI-based simulation models to assess the effectiveness of evacuation plans in hypothetical scenarios.
3. **Data Management:** Implementing AI-powered systems to organise and triangulate data from various sources.

Data Collection Techniques, conducting document studies to collect relevant policy documents, evacuation reports, and operational data from PAEP and PIREP.

1. Undertaking in-depth interviews with migrant workers, operational managers, and other relevant stakeholders to obtain direct insights.
2. Facilitating focus group discussions involving various stakeholders to explore shared perspectives on evacuation strategies.
3. Observing the process of evacuation simulations in the field.

Data Analysis Techniques, the researchers employed qualitative analysis techniques to examine the data, including:

1. Data Reduction: Filtering and grouping the data based on its relevance to the research objectives.
2. Data Presentation: Organising the data in the form of diagrams, matrices, and narratives to identify patterns and relationships.
3. Drawing Conclusions: Formulating evidence-based conclusions through data triangulation and validation with experts.

## **RESULTS AND DISCUSSION**

The research findings reveal the overall effectiveness of the evacuation management strategies employed by Indonesian oil and gas companies in high-risk locations like Algeria and Iraq. Through in-depth interviews with 25 key stakeholders, the study's analysis of various strategic indicators highlights both the strengths and weaknesses of these evacuation plans. The research identifies robust legal and ethical policies, as well as productive government collaboration and external engagement, as consistently positive factors, indicating adequate regulatory support and effective inter-institutional cooperation. Additionally, thorough planning and the strategic use of information technology were recognised as strengths, demonstrating a systematic approach to crisis management and the successful integration of digital tools.

However, the study also uncovers significant challenges. The organisational structure requires improved internal coordination to streamline the execution of evacuation plans. Resource and logistical constraints, such as limited transportation and medical facilities, posed major obstacles, particularly in remote or conflict-prone areas. Furthermore, the evaluation and learning mechanisms, while showing potential, were found to be suboptimal in updating strategies based on previous experiences, which aligns with existing literature emphasizing the importance of continuous evaluation in risk management to enhance organisational preparedness and response. The differences observed between the research locations, with Iraq demonstrating higher communication effectiveness compared to Algeria, further underscores the need for contextual adaptation, highlighting the relevance of local conditions in shaping effective evacuation strategies.

The research findings suggest that while the overall evacuation management framework employed by the Indonesian oil and gas companies is generally effective, there is room for improvement, particularly in addressing organisational, resource, and evaluation-related challenges. Additionally, the study highlights the broader social impacts of migrant worker evacuation strategies, emphasizing the importance of fostering positive relationships with local communities and upholding ethical standards, particularly in the integration of digital technologies, which raise concerns about privacy and data security.

### **Strengths in Evacuation Management**

1. **Legal and Ethical Policies:** The study highlights the importance of robust regulatory support and effective inter-institutional cooperation, which provide a strong foundation for successful evacuation strategies (Farwin et al., 2023) (Spitzer et al., 2023). These policies ensure the ethical treatment and safety of migrant workers during high-risk operations (Turnbull et al., 2023).
2. **Information Technology:** The strategic utilisation of digital tools in planning and executing evacuations enhances the efficiency and responsiveness of the protocols, demonstrating a systematic approach to crisis management.
3. **Government Collaboration:** Productive collaboration with government entities improves resource allocation and coordination, leveraging stakeholder expertise to enhance the overall effectiveness of evacuation outcomes.

### **Challenges Identified**

1. **Organisational Structure:** The research identifies limited internal coordination within the organisational framework, necessitating improvements to ensure seamless strategy implementation (Lyu et al., 2023).
2. **Resource and Logistical Availability:** Resource constraints, particularly in transportation and medical facilities, remain significant barriers to the effective management of evacuations (Farwin et al., 2023).
3. **Evaluation and Learning:** The study reveals that current processes lack robustness in incorporating lessons learned from past evacuations, highlighting the need for systematic feedback mechanisms to enhance organisational preparedness and response (Spitzer et al., 2023).

### **Contextual Adaptation**

The findings emphasise the critical importance of adapting evacuation strategies to local contexts. The observed differences in communication effectiveness between Iraq and Algeria underscore the need to tailor strategies to the unique political, cultural, and infrastructural conditions of each location (Lyu et al., 2023).

### **Practical and Theoretical Implications**

From a theoretical standpoint, the research reinforces the pivotal role of strategic planning and technology in creating resilient evacuation management frameworks. The study demonstrates that digital tools are crucial in enhancing coordination and real-time response, aligning with crisis management theories. Practically, these insights provide actionable recommendations for multinational companies, including sustained investment in training, logistical infrastructure, and inter-institutional communication to ensure operational continuity amidst complex and high-risk environments.

### **Ethical and Social Considerations**

The integration of digital technology for tracking and managing evacuations introduces ethical concerns related to worker privacy and data security (Turnbull et al., 2023) (Fabbri et al., 2023). The study emphasises the need for robust data protection policies, including encryption, limited access, and transparency in usage, to safeguard worker trust and uphold the company's ethical commitments. Furthermore, the research highlights the importance of effective evacuation strategies in fostering harmonious relationships with local communities, thereby reducing.

This research makes significant novel contributions to academic literature and industry practice by offering a comprehensive, data-driven, and contextual approach to migrant worker evacuation management strategies in high-risk regions like Algeria and Iraq. Key aspects of novelty include:

1. **Tailoring Strategies to Context:** The research aligns strategies with the legal policies, geopolitical dynamics, and socio-cultural conditions in Algeria and Iraq, providing a specific framework adaptable for other high-risk countries.
2. **Leveraging Digital Technology:** The research emphasizes using information technology, such as GPS tracking and emergency communication apps, to enhance responsiveness and effectiveness of worker evacuations during crises.
3. **Cross-Stakeholder Collaboration:** The research reveals the importance of strategic collaboration between the company, local governments, international organizations, and other stakeholders, an aspect not well-integrated in prior research.
4. **Holistic Approach to Preparedness:** The research provides findings on the effectiveness of regular evacuation simulation training and preparedness education for migrant workers, enhancing readiness to face various threats.
5. **Business Continuity in Risk Management:** The research highlights that successful evacuation strategies relate not only to worker safety, but also to maintaining the company's operational stability in high-risk regions. This study emphasizes considering business sustainability in risk management.

## CONCLUSION

The findings reveal strengths in legal frameworks, planning, and technology use, but highlight gaps in evaluation processes, resource allocation, and organisational coordination. These gaps necessitate more integrated and adaptive strategies. The research also emphasises the importance of communication, digital technology integration, and robust data protection to enhance evacuation efficiency while safeguarding worker privacy. This study contributes to the risk and crisis management literature and provides practical insights for multinational companies to optimise migrant worker evacuation strategies, ensuring safety and operational sustainability in complex, high-risk environments. The study's findings and recommendations can help organisations in the oil and gas industry develop more comprehensive and effective evacuation plans for their migrant workforce, ultimately enhancing their preparedness and resilience in the face of crises and emergencies.

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