



Centre for  
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**STUDY ON THE IMPROVEMENT OF WORKFORCE  
RECRUITING PROCESS IN OIL AND GAS  
OPERATIONS IN MIDDLE EAST.**

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## Declaration by the Guide

This is to certify that the Mr Ankith Thomas John a student of MBA in Oil and Gas, SAP ID 500066074 of UPES has successfully completed this dissertation report on study on the “*Improvement of Workforce Recruiting Process in Oil and Gas Operations in Middle East*” under my supervision. Further, I certify that the work is based on the investigation made, data collected and analysed by him and it has not been submitted in any other University or Institution for award of any degree. In my opinion it is fully adequate, in scope and utility, as a dissertation towards partial fulfilment for the award of degree of MBA



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## SUMMARY

The oil and Gas industry is seeing Dynamic changes in its workforce. Reports on Strategic Business Risks for Oil and Gas last year specifically highlights that workforce issues were identified as the number one risk. Changes in the workforce include an aging global population with many experienced employees having recently retired or planning to in the near-term. Every year there are more skilled labour leaving than entering this sector to pursue job and career opportunities.

This shortage is a result of years of reactive hiring and firing of employees. This shortage may hinder the process of the fast growing industry. A long term recruitment strategy is the best solution to address the human capital deficit issues once and for all.

This study will include topics on building strong internal and external mechanisms through strategic partnerships with various institutions such as educational and government bodies; building a strong reputation about the industry that would attract more talented people and get young students consider this career choice.

## **CHAPTER I: INTRODUCTION**

The aim of this study is to understand the effect of current recruitment on organizational development. The advantage of digitalization of HR departments has now enabled to advertise jobs on the internet and applicants can even be screened through various types of software's. This results in all candidates receiving a fair chance of being in the initial stage. Once the initial selection is made computer based programs can provide systematic psychometric testing, thus allowing us to do the whole selection process online. Technology has progressed to such extent that you can even interview people online and select the suitable person from anywhere in the world. This has made it very convenient to select a person with the best skills and experience from around the world. It is an effective way for recruiting staff for jobs with a technical nature in particular.

This study helps to improve the effectiveness of hiring skilled labour which otherwise would cost money and time in the transfer process or hiring procedures. But selection of skilled labours or in other words the right person would help not just in saving time and money but also stabilize the entire organization.

Organizations should also be able to exercise the advantage of publishing jobs in global market rather than just a niche market, thus being able to acquire the right person for the right job.

This study also points as to why recruitment always is not the best option rather maintaining is sometimes the right option.

## **I.0: SCOPE OF STUDY**

Even Though there is a growing body of literature on Human Resource Management (HRM) around the globe, very few have undertaken an in depth investigation on the recruitment and selection practice in middle east, Kuwait. The purpose of this dissertation therefore is to examine HR strategic recruitment and selection approaches.

This dissertation is separated and studied according the present requirement of middle east especially Kuwait. Hence a study is first done on the present scenario in middle east in the oil and gas sector and then the western style of recruitment is further analysed an compared. Later a study will be done to compare almost all types of recruitment including e-recruitment and the best of it will be chosen and sent in to concerned HR for a test strategy.

## **I.2: OVERVIEW OF CURRENT RECRUITMENT**

### ➤ Talent shortage in middle East:

Shortage of required talent is a major cause in the Middle east especially the local People. The disregard to education and other related factors have led them to be unaware of any technical knowledge and this has increased the flow rate of expats into the middle east. This flow rate has widened and increased to an uncontrollable level which further causes problem in selecting the right person for the right job.

### ➤ Competition for Talent:

The multinational companies also face the difficulty in choosing the right person as the actually talented or skilled workforce will be in great demand. Also the recruitment managers can also be lured to hire people of their choice and likeness, factors on which it may depend on are Friends, Family, Relatives and likewise which is again a major competition faced by the talented and potential workforce.

## **CHAPTER II: LITERATURE REVIEW**

### **II.0 INTRODUCTION**

To examine the different approaches to HR strategy in terms of recruitment and selection in Middle East. This Particular chapter will review a set of pre fixed issues of recruitment and selection, and then key questions raised in the western-orientated literature will be identified. This chapter will then review the recruitment and selection practices in the Middle East context. Following the discussion of literature around Kuwait recruitment and selection, a further set of research questions regarding the important of proper recruitment, selection criteria, and selection fairness will be identified.

### **II.1 GENERAL RECRUITMENT AND SELECTION IN THE WESTERN PRACTICE**

The importance of recruitment and selection has become increasingly relevant to many organisations across the world. Key issues stimulating the potential importance of the selection decision to organisations have been identified by many. First, a more diverse workforce has been induced by demographic trends and changes in the workforce market, which have placed great pressure on the notion of fairness in selection. Next, the purpose of recruitment has been adjusted. Organisations are no longer just matching individuals to immediate job requirement. Instead, organisations are driven by the desire for a multi-skilled, flexible workforce, and an increased emphasis on teamwork. Therefore, selection decisions are concerned more with behaviour and attitudes. Finally, the process of recruitment and selection is likely to be more strategic and the notion of strategic selection is caused by the emphasis between corporate strategy and people management. This implies that recruitment and selection are linked with the overall organisational strategy and focused to match the flow of people to growing business strategies.

#### **II.1.1 THE ROLE OF RECRUITMENT AND SELECTION**

Before any detailed review on the literature of recruitment and selection, the terms of recruitment and selection are defined as follow. Anderson (1994) describes the process of recruitment and selection as integrated activities, and 'where recruitment stops and selection begins is a moot point'. Nonetheless, these two areas are different from each other. 'Recruitment is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, developing



their interest in an organisation and encouraging them to apply for jobs within it'. Selection is carried out by organisations as a means of measuring and predicating the candidate's potential and actual performance. The intake of employees will 'make the most appropriate contribution to the organisation now and in the 10 future.

### **II.1.2 FACTORS OF SUCCESSFUL RECRUITMENT AND SELECTION**

There are many important factors that contribute to resourceful recruitment and selection. For instance, personality is important as a supplementary predictor of job performance. Despite the truth that the use of personality tests have witnessed an upsurge in recruitment and selection between the late 1980s and early 1990s, the role of personality testing in managerial selection has been denied. It is argued that the evidence for predictive validity of personality tests is frequently overstated and incorrectly assessed. Sometimes people are hired based on appearance and skills. Sometimes employees are fired or quit because of personality issues. Other explanations on why personality is important are due to the fact that personality is stable which means difficult to change, and the impact of personality on performance is very high. Selection should not be made by making sure that self motivated people are chosen accordingly for jobs from management to labour sector.

### **II.1.3 SELECTION SYSTEM: COMMON CONFIGURATIONS**

Good recruitment and selection depends on the efficient use of a system for selection and which is based on certain fundamental factors. First, management always try to recruit employees with good years of experience, for example employees looking for new jobs who have worked for many years at a certain position at certain company should not be hired to higher positions knowing the fact that they could not grow in the company they worked for due to their inefficiency. Secondly, a background study has to be done to know the efficiency of each individual for example, whether or not if they have been terminated or blacklisted earlier. Or have that particular person ever be promoted or in the same position for more than a couple of years.

Next, it is assumed that each stage of assessment is both a predictor and an affecter of the candidate's future behaviour. To better understand how selection systems operate in practice, Anderson and Shackleton's systems model of recruitment and selection, which is perhaps the most common

configuration, is introduced. The selection procedures are multi-stage, comprising of four inter-related sub-stages, and these are recruitment, pre-screening, candidate assessment and induction.

## **II.2 RECRUITMENT AND SELECTION PRACTICES IN MIDDLE EAST**

### **II.2.1 RECRUITMENT METHODS**

In Kuwait the common practiced methods is nothing but relationship that hold major priority. The sons and daughters or family members of the management team or business persons who have a lot of connections are the first to receive jobs in the Middle east no matter what their background of study may be. In most of the companies the HR's are primarily managed by the manager in that company. For instance an International company that I currently work for 'Novomet', Employees are selected and deployed as an desired by the operations manager.

Newspaper and internet advertisement are popular among the recruitment methods and interviews are also considered yet the person whom to interview is majorly decided or recommended by a person from the same company.

### **II.2.2 THE IMPORTANT OF PROPER SCREENING**

Relationship is a good channel which sometimes can be counted as a good method. But major share of the jobs can be done only by experienced personals. These experienced personals arises only from the same company who has been working in similar position or a lesser grade.

It may be very difficult to manage such employment relationships, since relatives of the employer may prevent competent employees from elevating to top positions on the corporate ladder and reduce the chances of promotion.

To avoid this, companies must carefully develop standard, thorough, and speedy recruitment strategies to screen applicants, avoid seeking suitable candidates just from the pool of job seekers through recruiters, and then evaluate the recommended personal or direct applicants stringently.

To recruit right candidates at right positions, HR managers need to work together with the management to tailor the best suitable strategies and keep ahead of the recruitment game. Firms

should seek talented people actively by using widely media channel (e.g., put vacancy via career internet referral, newspaper advertising) and recruitment source (e.g., attend job fairs, campus recruitment), rigorous recruitment and selection process, along with thoroughly checked references.

### **II.2.3 SELECTION PRACTICES**

Many well-known domestic enterprises or foreign corporations go through a combination of assessment techniques prior to an offer being made. This is aimed to ensure competent applicants are hired. In recruiting entry level employees, companies typically screened applicants' CV. In the screening process, some companies use online scanning software to screen and score applicants. This is also coupled with a reference check. Multinationals or distinguished domestic firms see the recruitment of talented, highly motivated graduates as being absolutely vital to their future success. Companies such as Halliburton, Baker Hughes, and Shell have developed their graduate training scheme as part of their long term talent management strategy to attract and foster high-calibre talents who lack work experience. Those intakes for graduate development programme or graduate training scheme are selected rigorously based on the designed candidate profile. Proficiency in English and Arabic are required. Some programmes are only available for internal staff with a six months minimum work experience at the company. For the selection of such graduate development programmes, selected applicants from the initial screening will be invited for the completion of an aptitude test or personality test. Ability assessment can be deployed online. Next the short-listed candidates are invited to attend the first interview, followed by assessment centres and second interview. Such recruitment programmes are very popular for graduates, but sometimes the selection process may take up to three months and only a small number of the highest calibre candidates will receive extended offers each year.

#### **II.2.3.1 SELECTION ATTRIBUTES**

In the Middle East, the job selection criteria seem quite different from the West. As mentioned earlier, expat employees are likely to make reference an explicit condition of employment. Nonetheless, this is often viewed negatively. In a cross cultural selection analysis. Usually in the oil and gas sector Middle east place more importance on job attributes that could directly benefit the organisation, in which, the top five attributes for the oil and gas sector are motivation, initiative, company knowledge, leadership, and loyalty.

A study conducted by Easterby-Smith (1995) found that 'good moral practice; adequate competence; hard working and excellent performance records; political loyalty and harmonious relationships with others were considered as selection criteria for managerial appointments in their case study organisations. Age is known as another considerate factor when recruiting senior management. This is because the Middle east culture values include veneration of elders and a respect for experience that comes with age. Newly employed managers who are younger than their subordinates will probably find it difficult to handle their employees.

### **II.2.3.2 INTERVIEWS**

Interviewing is a common and dominant method used in Middle east selection practices. The initial interview, particularly for entry level jobs is usually undertaken to examine whether the candidate has the necessary skills/experience/personal qualities to do the job, to verify whether the information written on the CV is true or not and to judge whether the candidate will fit into the organisations. Punctuality and first impressions are truly important. A research showed that expat candidates are generally unaware of the dangers of resume fraud, and therefore candidates often exaggerate their competencies. There is a big gap between Middle east and Western culture in terms of values and beliefs and the education systems. Cultural differences can make or break a working relationship. To overcome this, Overman (2001) suggested that firms should not hire people primarily because of language proficiency as in the olden days. In fact recruiters need to probe into values and experience instead. Given that Middle east culture tends to be less direct than Western cultures, firms can make use of multiple interviews in Middle east to better assess a candidate's ability. Firms can also ask two interviewers, one Middle east and someone from the West to balance both Western and Middle east views of the candidate

### **II.2.3.3 APTITUDE TESTS AND ASSESSMENT CENTRE**

In order to recruit the most suitable employees for organisations, psychometric tests, assessment centres and other measures of assessment widely used in Western companies have been relatively applied in Middle east selection practices over the past few years . Assessment are often used to evaluate, elevate internal staff positions, in which interactive role play, simulation exercises, leaderless group discussion are increasingly used in the task of selecting the most appropriate employees. Many western firms faced difficulties when implementing their selection process in

Middle east. For example, a large ESP goods company experienced problems using their global tests and interview questions in Middle east (HR, Halliburton). The company found that the analytical problem-solving test used in Western countries do not work effectively in Middle east Although corporations can get more in-depth understanding of candidates through assessment software, HR people have identified several difficulties for the newly used assessment tools across the country. Compared with advanced developed countries, the extent to which assessment software is properly applied in the developing countries is very limited. This may in part be due to the fact that such assessment and software is still under development. Not every company can afford to purchase assessment tools from world leader assessment experts like SHL to support organisations with people performance management. The available software may perhaps either be too general or lack cultural awareness. As a result, companies have found that these software systems cannot satisfy their needs due to limited functions.

## **CHAPTER III: RESEARCH METHODOLOGY AND ANALYSIS**

### **III.0 RESEARCH METHOD**

As the HR's are not always quite friendly a survey over mail as planned did not work out. Instead some friendly visits to certain companies and perusal of a couple of journals are the major source of research for this Dissertation.

### **III.1 RESEARCH FRAMEWORK**

To build a structure to the research, key research questions were drawn and five the main themes associated with recruitment and selection were defined. These questions are:

1. What is the HR function in recruitment and selection in Middle East?
2. What are the recruitment methods applied by firms in Middle East?
3. What are the selection methods applied by firms in Middle East?
3. How can the problems of wrong hiring be tackled?
4. What are the selection criteria?

It is important to have a research focus and avoid being excited by the volume of data collected (Eisenhardt, 1989). The broad questions above outline the aims of this dissertation.

### **III.2 COLLECTING AND MANAGING THE DATA**

This research was collected in three different ways. First by cold calling and sending in emails to the concerned HR's of both international and local firms. This method helped conduct interviews in different formats. Secondly, personal experience and experience of employees who grew in a certain company and the others who jumped from one to another were collected and sampled together to form an answer. And finally, Several journals and other datas were read and collected from both internet sources and hard copies as well.

### **III.3 ANALYSE THE DATA**

The case study data was organised around key themes and central questions. Although transcription conventions were designed to minimise interpretation, the researcher decided not to convert and translate each interview into transcription due to the time restrictions. This does not necessarily mean

that analysing the research evidence is not as good as analysing transcripts. Instead, the researcher spent a large amount of time to listen and analyse the recorded interview and then summarise each interview.

Next, the research was examined through case study evidence to see how far they fit or failed to fit the expected categories. This was done by putting the evidence into groups, codes and then searching for patterns of similarity to assist in examining the evidence.

Key themes were HR strategy in recruitment and selection, methods of recruitment, methods of selection and the use of reference in recruitment and selection. The researcher further examined and interpreted any unexpected data. The categories may need to be refined if it leads to further interesting results. Furthermore, the third part of the data was collected through the supplementary exclusive interviews as mentioned earlier.

To enhance the validity, multiple sources of evidence could have been used when collecting the data. For example direct observations and participant observations. The use of a combination research team, who can provide critical questioning to support the analysis of the interviews, can also help to increase the validity. The analysis and findings of this dissertation could have been more accurate than it is now as this study 51 was subject to a number of limitations. For example, a larger sample of companies would have to be engaged in this study and face-to-face interviews and participant observations should be carried out to allow a deeper level of observation and interaction of the respective cross functional and hierarchical hiring teams (HR managers, line managers and general managers). Further researchers can develop a case study database to enhance the reliability

### **III.3 RESEARCH LIMITATIONS**

There are inevitable limitations of undertaking any research. The weakness of interviewing are, It is very difficult to conduct a telephone interview, for example, a large range of additional information, which a company visits and face to face interviews (e.g. the non-verbal behaviour of participants) provides, is potentially lost. As a result, it may adversely affect interviewer's interpretation of how far to pursue a particular line of questioning. At the same time, interviewers may encounter difficulties in asking complex or sensitive questions. For these reasons, attempting to conduct qualitative interviews by telephone may lead to issues of reduced reliability. It may be difficult to establish trust between the interviewer and the interviewee. If the position of trust is not established, participants are less willing to engage in an exploratory.

Interview participants may be less willing to devote as much time to talk to the interviewer in

comparison with a face to face interview. Nonetheless, the researcher believed that interviewing by telephone is the most appropriate and feasible method in comparison with other qualitative techniques. This is particularly true when interviewing manager level respondents out of their office hours. It may be inconvenient for visiting the companies or interviewees when they are at work.



## **CHAPTER IV: VALUE PROPOSITIONS**

Strategies should be having a validated reason for being implemented. A value proposition provides the reason as to why a strategy should be used, and how it will increase value to the firms profile. When the following steps are implemented in an organization, it will reap benefits in the long term, by attracting new skills to this industry and by being able to retain the more experienced employees.

### **IV.0: IN-HOUSE TRAINING AND DEVELOPMENT PROGRAMS**

Many organizations are now designing in-house training and development programs for their new recruits as well as their current talents. The lack of skilled labour, along with the kids boomer generation's retirement age nearing, makes it almost impossible to connect the knowledge gap between new and experienced employees. Organizations with training programs that help mid-level employees to either build on their current skills, or to acquire new skills, will be able to chart a better succession plan for their employees. They can use these employees to bridge empty positions vacated by retiring employees, and which require more experienced people. Or, they can train them for yet another position, which provides a growth opportunity for these employees. More importantly, these educational programs help in training and re-training employees to understand new technologies, for bridging new reserves, and to help them understand new-found sources of alternative energy. Furthermore, in-house training and development programs can also be offered to inexperienced fresher, those who are just out of college. These programs are equally important because there is a scarcity of talent, both skilled and non-skilled.

### **IV.1: STRONG ONBOARDING PLANS**

On boarding execution may be used to introduce new employees to the organization. These programs should be designed to make sure each new employee becomes familiar with his or her own department. Also, new employees should be fully aware of other departments, understand supply chain methods, and learn about the exploration and production process. Additional new-employee learning could include safety regulations and other regulatory information intense to the organization. These on boarding programs can be from two days to three months, depending on the depth and breadth of information that a company decides to provide to the new recruits. These programs also provide networking opportunities for newcomers to connect with the current staff, and make connections as well as friends. Accelerated learning and development programs: These

programs are made only for new comers in the organization. They are different from on boarding programs because they are designed to produce experts and managers at an accelerated pace. These programs are designed in a way that helps fresh graduates improve their performance and efficiency at a fast pace. Fresh graduates get a lot of on-the-job training in different departments. Also, this training narrows down to one department, where the candidate performs the best, or has the potential to give the best execution. These programs aim at putting high potential candidates on the speed track to higher managerial positions. These programs will be more successful with people who are passionate about their jobs, who care about personal growth, and who appreciate a work environment. These programs will also enable retention of employees who feel appreciated because the organization is willing to invest in them for the personal growth.

#### **IV.2: KNOWLEDGE TRANSFER**

Knowledge transfer is apparently a big challenge for this industry, as it has seen hiring stoppage in the 1990s. There is a big gap between the senior, mid-level, and junior managers. There will be a great gap between the knowledge of fresh boomers that has been accumulated over two decades, and the knowledge of the newer generation that was acquired over the past decade or less. The knowledge that fresh boomers have gained through their years of working in the industry should not be lost. Best practices, stories, and various situations need to be archived, so they can be passed on to the new generation of workers. Or, the information can be used as reference material for college curriculums. Their depth of knowledge is invaluable and it needs to get transferred and recorded for future purposes. The best practice to take away from the years between 1980 and 1990 is that cyclical hiring and absolutely no future labour forecasts have brought this industry to its current human capital deficit. This was first experienced by the now top executives of many corporations. They have shared their thoughts and fears about the future and now it is upon the future generations to rectify this big error and put into practice new procedures that will ensure such deficit does not occur 50 years from now

#### **IV.3: LEADERSHIP IDENTIFICATION**

The selection, retention, and development of strong leaders is a must in a company now. This is especially true with the new generation of workforce, which is aspirational and growth-oriented. The new generation will get easily bored in the same job role and the new generation also wants to take

on more challenging job roles. High potential individuals should be selected earlier on and be groomed to take over the management. This is especially important right now as fresh boomers are making their way to retirement and the immense skills gap could hurt or halt the progress of this industry. It could also lead to more problems such as environmental hazards, health and safety risks and other compliance issues, which the new workforce may not be able to handle, or even be prepared to handle. There is a big value proposition in identifying, training and developing leaders earlier on, as it would attract more people to this industry. Additionally, these people will stay longer in the industry and not let cyclical prices dictate the hiring and firing of employees. There will be a greater value and recognition for newcomers in this industry and corporations will see beyond price point and take human capital as an asset rather than liability.

## **CHAPTER IV - CONCLUSION AND RECOMMENDATIONS**

As the economy grows and moves into higher value-added work, strategic recruitment and selection are vital to a company's success in Middle East. This dissertation has shown the role of HR as being supportive and administrative but not strategic. Companies should do more strategic, proactive recruitment and selection. This is because a successful recruitment strategy will help to promote a more positive company image in the market place. Well-planned recruitment strategies will enable a conglomerate's Chinese business to function smoothly. It will also facilitate managers to employ talent who fit the characteristics of an organisation and the management style. To recruit in a more strategic manner and make wise selection decisions, the top management team needs to create short- and long-term strategic plans (demands of staff) for the organisations. Without this, recruiters can easily hire incompetent people into key positions especially when they are busy with urgent matters (e.g. shortage of staff during the peak season).

Organisations also need to have strategic criteria for each job and align that criteria with the strategic plan for the organisations. Assessors should take an in-depth look at the person from several perspectives. It may be necessary to undertake an in-depth check of applicant's background. Managers can have an open discussion with the prospective employees. To ensure this employment is suitable for the company, the line managers need to assess the employees according to the position over the trial period. Organisations should provide a clear career path and related professional training to new employees. Corporations should terminate the trial employment if the staff do not fit well into the organisation culture.

This research also shows the need to improve the HR recruitment and selection practices in Middle East. Although organisations recognised the importance of recruiting people who fit well into the organisation as well as the job, they lack initiative to set a progressive programme of change. Some businesses are struggling to reach agreements on what made one employee better than another. This makes decision-making for recruitment selection a long and difficult process.

An in-depth analysis of the organisation and job analysis across each role are essential in helping corporations to achieve their business goals. This identifies the behaviours and responsibilities that lead to effective organisations and implies the personal characteristics that are most likely to be associated with such behaviour and responsibilities. Organisational analysis is important because the organisations overall philosophy and values are likely to be more stable and more important for the business success. The next step is to identify the type of individuals required to exhibit their competency in the organisation. This should involve technical knowledge, skills, abilities, social skills, personal needs, values, and interests and personality traits. Organisations need to clarify which type of the person is more important to them.

Organisations should then effectively use multiple techniques such as psychometric tests, interviews by potential co-workers, realistic job previews or design specific recruitment assessment centers for each of the different business functions. For each centre, organisations should decide on a number of tasks which simulate the most complex scenarios that their employees might find themselves in.

Last but not least, multinationals or the Middle East companies need to ensure that their branch offices utilise the combination of sophisticated assessment techniques (e.g. realistic job previews, work samples and AC) alongside the use of multiple interviews.

Meanwhile, it is necessary to develop effective strategies that can mitigate risk factor for recruiting unfit employees. In order to do so, MNCs must avoid seeking suitable candidates just from the pool of active job seekers. Instead MNCs should seek talented people available from the labour market. The search for the most suitable person often needs to be conducted on a wide scale in order to be timely successful and effective.

To select the right candidate at right positions, organisations should weigh the feasibility, credibility, reliability, and effectiveness of the available selection techniques. Western firms ought to be more careful in implementing their standard personnel selection procedures.

Therefore, academic records should be used as part of but not the sole basis for hiring. In the same way, companies should not reject candidates because of their residential right or physical appearance. Furthermore, not every applicant can identify their interest properly. As a result, it is often found that candidates are not suited to working for the particular role they had applied for. Candidates should be considered for a more suitable role if they well-match the characteristics of the organisations. Besides, domestic firms should learn the selection lessons from the participating companies. Factors such as attitude, passion, personality and potential of the applicant should be assessed independently throughout the entire selection process. Selection of future leaders cannot be

based largely on psychometric test results. Personality can complement other selection methods. It is important for organisations to work out whether the candidate is a good team player in the organisation before an offer is being made.

Effective recruitment and selection depends on the origin, size, structure and sector of the organisation. The effectiveness also depends on the economic development of the region, the local labour market, geographical characteristic, the culture and the management style of the organisation. Therefore, there is no 'one size fits all' approach to recruitment and selection. MNCs and domestic conglomerates should guard against over generalisation in establishing successful strategies to attract and recruit professional workers.

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