



Schlumberger

EMPLOYER BRANDING SCHLUMBERGER- FOCUSED ON FEMALE ATTRACTION

FINAL YEAR PROJECT

MBA 2K14 B

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Abstract: Schlumberger limited, a French based oil and gas company, has been a prominent player in its industry. The organization is undergoing a transformation and has plans to achieve gender diversity as it is currently suffering from gender imbalance. Thus, the focus is upon improving its female population by 20% globally, therefore, resulting in an overall improvement in the female to male ratio of the organization.

In order to do that, it is extremely important to understand the needs of the company's target audience and to know how the company's message is going to be perceived by the target population. It's important to understand that both the genders have different needs and they are attracted by different elements that are offered by the company.

The report focuses upon how the message communicated to the target audience can be more specific and recommendations are made to put more emphasis on the things which are more attractive to the female population. The company has well integrated and exceptional culture and HR practices(such as it uses the Ulrich's 3 legged stool model, Business Partner role, strategic HRM, HR line Relationship, devolution etc) which can be used as the foundation upon which employer branding can be built. Over recent years, these HR practices has been regarded as the best practices (CIPD, 2011a: 1), (Reilly, Tamkin and Broughton (2007) (Truss, 2001).

The purpose of this report is to study the organization and its culture and to suggest a plan for using concepts such as employer branding to attract the female population to the organization.

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1. Introduction

1.1 Introduction

As today's market gets increasingly competitive organizations look for new ways to gain competitive edge. One such way that is gaining momentum is the concept of "employer brand" (Stefanie App, Janina Merk and Marion Büttgen, 2012). Organizations make it their strategy to focus on attracting, engaging and retaining the best fit talent so that they can improve performance in the long term.

This project primarily focuses on developing an employer brand for Schlumberger that is focused on attracting and retaining their female population. Schlumberger being an engineering company in the petroleum industry faces difficulty in achieving their gender diversity goals. Research suggests that out of the global oil and gas workforce, only 7.8 % are females (Hays Oil and Gas Global Salary Guide, 2012). One way to solve this can be through employer branding. This project will cover research from inside the organization as well as fresh graduates leaving universities to thoroughly understand what attracts the target audience and how it can be used to develop a customized message for females.

Gender diversity is a problem most organizations face in Pakistan. For MNCs such as Schlumberger they have to achieve and maintain certain gender diversity goals. This becomes a problem when operating in the Pakistani culture where there are fewer females in universities and even less in the work force (Samina Isran and Manzoor Ali Isran, 2012). Research suggests that the female labour force participation rate was about 29% in the year 2011(World Bank; 2012).

Here it is important to realize that employer branding is not just a short marketing campaign. It is focused upon both the HR and the marketing. According to Sullivan, It is a part of company's strategy where different departments of the organizations come together to achieve a long term goal of establishing a credible image of the organization in the market. For employer branding to be effective it is important that a long term goal of profitability is kept in mind and all employees work towards that.

1.2 Problem deduction

Keeping the scenario of oil industry in focus, it is important for organizations operating in the industry to keep its work force happy and satisfied. According to Schlumberger's HR representatives the organization faces problem in attracting the right females and it is also difficult for them to retain them when coupled with the Pakistani cultural context.

Schlumberger is going through a change. According to the data provided by Schlumberger their transformation goal clearly states that *"We want to be recognized as the best run company in the world. Together we are transforming how we work to achieve our step change in reliability, efficiency and integration of our technologies, products and services. Making our size a competitive strength and creating value for customers that only we can deliver. Our commitment to transformation is a start of the*

journey towards a culture of continuous performance and improvement that will secure our position as a company of choice for customers, employees and stakeholders”. This goal clearly translates into a need of employer branding. It is both internal and external (attract and retain). One of Schlumberger’s values is people, which basically means to attract and retain the best source. The company’s secondary goal is about achieving 20 percent female population. To achieve this goal the organization needs to attract more female employees right at the start of their careers. In order to do this they need to be on their toes with employer branding targeted at females, Schlumberger is focusing on female hiring from a target population of three universities i.e. NUST, GIKI and UET. Schlumberger already maintains constant communication with their target population. To further attract female candidates, they need to brand the organization for females

Schlumberger recognizes the problem of gender diversity and seeks to use employer brand as a way to keep their female pool satisfied.

It is important to realize that what attracts males to a job and makes them stay might not be true for females as well. This research aims to determine what these differences are and use them to develop an employer brand image.

1.3 Purpose of the project

1.3.1 Project aim

The purpose of the project is to develop an employer brand image targeted for Schlumberger Limited’s female audience. This is done in order to better attract them so as to achieve the company’s goal of increasing female population by 20 % throughout the organization.

In order to do this, we would first find out what the company, Schlumberger Limited, has to offer as its employer brand- various concepts and HR practices would be looked upon. Then, surveys would be collected to get the required information from potential female and male audiences. The result of these would then be further analyzed and data would be used to understand the different preferences of the different gender. Based on these, some marketing concepts are selected for branding of the company which is specific to the female audience. Lastly, recommendations are provided to the organization to improve their female to male ratio.

1.3.2 How was the project conceived?

The topic was chosen after thorough discussion with the company representative, keeping in view the recent goals of gender diversity of Schlumberger Limited

1.3.3 Why this and why not something else?

Schlumberger has been in existence since 1927 and the processes are fairly developed however the company faces problems in retaining females in the field jobs. Thus, leading us to select the specific topic.

1.4 Project Scope

This project will focus on determining how important various attributes to the different gender. Analysis would be made as to what HR practices attract which gender. Then the project will narrow down itself to developing an employer brand message just for the female target audience. It will focus on branding message to attract and recruit females and will also provide recommendations for female retention.

The project will exclude employer branding for males as Schlumberger has no trouble in attracting or retaining their male talent even when industry is going through difficult times and the company is laying off employees.

Secondly, when branding to attract female target audience, the project will only focus on fresh graduates as new entrants in the organization. It will not brand for employees looking to join at later stages in their career as that becomes too broad to research and come up with a viable solution.

Thirdly, the material developed for branding will not be communicated to the target audience as it is not allowed by the organization and the project is done during summer break when most students are not available.

1.5 Project questions

As employer branding focuses, both, on Internal and external employer branding i.e. attracting and retaining the employees. The focus of the project is upon attracting the right females, which in turn would help the organization to better retain the employees. Thus, the three basic questions this project will answer include:

1. What information is preferred by females looking for a job?
2. How does this differ from the information preferred by males?
3. What are the best channels to reach a target audience?

1.6 Organization of the report

A brief summary as to what every section of this report will present.

Chapter 1- Introduction – This chapter will provide the reader with the background of employer branding, the problem statement and the questions the project aims to answer.

Chapter 2- Literature Review – This chapter will define and explain the concept of employer branding and what previous researchers have answered about its significance. It will also provide with theories that would relate to the project.

Chapter 3- Appraisal of the project – Chapter 3 will set the context of the project. It will also give the research methodology that is followed.

Chapter 4- Empirical findings – Results collected from interviews and surveys will be presented in this chapter. The results will be further analyzed to give recommendations.

Chapter 5- Conclusion – Chapter five will highlight the conclusions and give recommendations for further research.

1.7 Chapter summary

This chapter introduces the project as to how employer branding is gaining popularity among organizations looking for competitive advantage. It also introduces the situation Schlumberger is operating in and how it is looking to hire more females while working in the Pakistan oil industry in times where oil prices have hit a record low. Based on this the chapter gives some questions which will be answered later on in the report.

2. Literature Review

2.1 EMPLOYER BRANDING

The importance for attracting, recruiting and retaining the right employees by companies has increased due to the labour market shortages (Lievens & Highhouse, 2003). Instruments such as employer branding can be used for positioning the company as the preferred employer. The strategic function of employer branding can be used to communicate the workplace characteristics and its differentiating factors from other organization which in turn becomes the competitive advantage of the organization.

Employer branding is used for attracting prospective employees and also to ensure commitment of current employees towards the organization (Backhaus & Tikoo, 2004). Employer branding has been defined as communication and development of the company's culture as an employer in the market (Ambler and Barrow, 1996). It is a combination of economic, functional and psychological benefits that are provided and are identified with the company. It is considered a mean to convey the value proposition of the employing company and it takes into account the systems, cultures, employee relationships and attitudes alongside encouraging employees to share and embrace goals for success, productivity, and satisfaction both on personal and professional levels.

Employer branding is defined as a strategic practice of creating an identity which is identifiable and unique from that of its competitors as a strategy which is long-term “to manage the awareness and perceptions of employees, potential employees and related stakeholders with regards to a particular firm” (Sullivan, 2004). Thus, the process is associated with the experience of employment which includes benefits that are tangible and intangible (Ruch, 2002). The employment experience includes tangible and intangible features such as compensation, rewards, recognition and development, company’s values and culture, style of management, employee learning opportunities. All these serves as the basis of the employer brand (Newell & Dopson, 1996; Hendry & Jenkins, 1997).

The philosophy related to human capital within an organization is communicated through employer branding. Employer branding also helps in producing brand loyalty and brand association (Backhaus & Tikoo, 2004). According to the model created by Backhaus & Tikoo, brand associations are developed which are used as building blocks to create a firm’s brand image which in turn will have an effect on the firm’s attractiveness and the applicants’ attraction in the process of recruitment (Belt & Paolillo, 1982; Greening & Turban, 2000). A person who identifies with the company’s image is more likely to apply to a position (Backhaus & Tikoo, 2004). Thus, it is imperative for organizations to communicate their employer brand as a means to attract suitable applicants for the company and the specific position (Backhaus & Tikoo, 2004).

Up till now we have established that authors agree upon employer brand as an instrument human resource can use during the recruitment process to make it better and more efficient. But to use it as a competitive advantage the employer brand needs to fulfill certain criteria. Employer branding is similar to product branding or corporate branding. These brandings are claimed to be successful if they are attractive and accurate for the target market. This is also applicable to an employer brand. A strong employer brand needs to be noticeable, relevant, resonant and differentiated from its competitors (Morocco and Uncles, 2008). During the recruitment process the employer and employee enter into a psychological contract and their expectations are set. The employee expects that the employer will provide him with training and development in exchange for his efforts and work. When the psychological contract is fulfilled it results in loyalty and commitment from the employee which eventually leads to increase in productivity. Firm attractiveness is affected by numerous attributes which are not necessarily employment related but employment still remains a strong factor that determines attractiveness for internal employees. Employment attributes include organization culture, leadership style, compensation and benefits and work relationships (Maxwell & Knox, 2009).

This establishes the essence of employer brand as defined by various authors. While the words might differ the essence remains the same. Employer brand is developed by organizations to project a better image externally to attract better talent and internally to retain their valuable employees. While this is the

basic function of an employer brand, it has various other benefits which contribute and eventually result in gaining competitive advantage and better profitability.

2.2 The Value of Employer branding and its effect

Branding activities and HR practices have an indirect effect on the organizations outcome and return on investment. Thus it gets difficult to measure the effectiveness of an employer brand. However, employer branding has proved to be successful in attraction, selection and retention of employees. As the war for talent intensifies, employer brand is one tool that organizations use to attract the best talent and retain vital employees. Employer brand wouldn't just help with attracting employees but it will also help create positive associations with the organization and enhance and spread the corporate image. Employer brand ensures that the right candidate is attracted to the organization while the candidate who is not a good fit is automatically filtered out thus helping the recruitment process. The value of an employer brand is not just limited to its external benefits; it extends internally as well. It creates a unifying strong culture, creates value for employees which increases satisfaction and leads to commitment to the organization (Edwards, 2010., Backhaus & Tikoo, 2004., Gaddam 2008). These external and internal benefits ultimately lead to better outcome and increased profitability for the organization. Gaddam shows this indirect relationship in Figure 2.1 shown below.

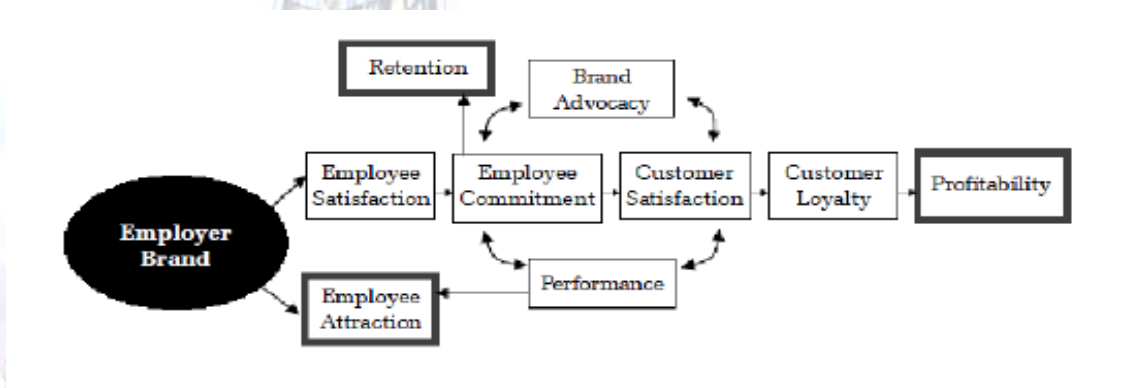


Figure 1 How employer branding creates value (Gaddam, 2008)

The figure relates direct effects of employer branding, such as employee satisfaction and attraction, to indirect effects such as employee commitment, better performance which leads to customer satisfaction which eventually means increased profitability for the organization. Beardwell and Claydon (2010) list down a few additional benefits as well which include more potential candidates, more internal recruitments, lower time-to-hire, lower cost-to-hire, lower absenteeism, increased job satisfaction and a positive spin-off effect on the organization's product and corporate brand.

2.2.1 Job Satisfaction

For any organization it is important that they attract the best candidate and it is even more important that they motivate them so that they stay with them and work in the organization for a long time. For this to happen organizations must keep their employee satisfied by managing "the total employment experience"

(Bergstrom and Anderson, 2001). As Rosethorn (2009) puts it that “Employer brand has been too much about recruitment and not enough about life beyond on-boarding”.

To define job satisfaction, it is said to be that feeling of contentment a person feels when working. Job satisfaction and employee retention are becoming issues of major concern for organization worldwide. When current employees are satisfied with their job, they will stay with the organization, work for it, and also share the good word about it in their circle. Job satisfaction has an obvious relation with employee retention whereas job satisfaction is a predicted outcome of employer branding. Thus, linking employer branding to employee retention. Employee satisfaction is an outcome of employer branding, which also helps with employee commitment, customer satisfaction and organizational profitability Gaddam (2008).

Robbins (2005) defines job satisfaction as the collection of feelings held by the employee towards his job. According to previous researches, job satisfaction is a construct which is directly linked to employee turnover, motivation, commitment and productivity (Winterton, 2004; Lok and Crawford, 2001; Wright and Davis, 2003).

Previous research by Priyadarshi (2011) measured the impact of employer brand on constructs such as job satisfaction, commitment and employee turnover. For this the author used the instrument developed by Knox and Freeman (2006), and found out that organizational fame and flexibility were directly related to and impacted the job satisfaction of the employees of the organizations which practiced employer branding.

Tanvar and Prasad (2016) identified 12 dimensions of employer branding; culture, team spirit, tasks, international career and environment, benefits, reputation, WLB, training and development, diversity, customers, autonomy and CSR. Through their research the authors found out that job satisfaction mostly depends on a few of these 12 dimensions, which include training and development, CSR, reputation and organizational culture (Tanvar and Prasad, 2016).

While job satisfaction is the immediate and direct consequence of an employer brand it loops into a cycle which increases employee performance and customer satisfaction. A satisfied customer leads to customer loyalty. Like any other product or corporate brand developing customer loyalty is one of the goals because this leads to organizational profitability.

2.3 EMPLOYER BRANDING PROCESS

Employer branding is a three step process. Firstly, there is a need for an organization's value proposition to be developed and represented via the brand (Backhaus & Tikoo, 2004). Thus, the information regarding the predominant style of management, the culture of the organization, the quality evidence impressions and the current employment image are considered a part of the brand value (Sullivan, 2002). The fundamental message of the organization's employer brand is facilitated by the value proposition (Eisenberg, Kilduff, Burleigh, & Wilson, 2001) and its basis is the perceived attractiveness of the organization. The brand equity of an organization is stronger when the employer is more attractive (Berthon et al., 2005). The internal and external communications are combined in employer branding (Jenner & Taylor, 2007). Employer branding assists in creating a consistent communication and experience of employment and it also helps in improving the engagement of employees (Backhaus & Tikoo, 2004).

The second step is based on the first step. In this step the brand is externally marketed, the purpose of which is the attraction of the target group through communicating the value proposition (Backhaus & Tikoo, 2004). In order for the employer branding to be successful, the brand should be aligned with all the other branding efforts of the business (Sullivan, 1999).

The third step is that of internal marketing, in which the brand is accepted by the employees as part of the culture of the organization (Frook, 2001). The message is spread unconsciously by the employees.

For organizations looking to establish an employer brand for the first time or tweaking it from before, a simple process can be followed. A value proposition based on the organization's unique practices and offerings has to be established. A strong value proposition is one which keeps the target audience in mind because the next two steps involve communicating the unique value proposition externally to attract talent and internally to retain employees.

2.4 Employer branding and its Strategic Dimension

Sullivan (2004) defines employer branding as a "targeted long term strategy" to manage current employees', potential employees' and related stakeholders' perceptions of the organization. To study if employer branding is in fact a strategic direction Fulmer, Gerhart and Scott (2003) analyzed top 100 US companies and found out that they make use of employer branding policies.

Organizations develop their brand for employer branding purposes. Every organization develops an external brand and an internal brand. The external brand is the brand image the organization wants to convey to its customers, suppliers, investors and the public at large. While the internal brand is the image organization wants to convey to its internal employees. The aim of an employer brand if properly planned and executed is to engage an employer with its employees in a healthy manner, build and provide for a foundation for working arrangements and establish reasons to commit to the organization (Dawn and Biswas, 2010).

2.4.1 Strategic Process

With its evolution into a strategic discipline, the process of employer branding is no longer considered the sole responsibility of the marketing department. Minchintong & Thorne (2007) supports the organization's need to consider employer branding as a process that integrates different disciplines. According to them, in employer branding a major challenge is that of ownership as the responsibility can come upon Human Resource department, marketing department and corporate communication department. So in order to be successful, there should be an integrated process that links all the departments. Additionally, the employer brand should support the overall corporate strategy. The following figure illustrates how the disciplines within the organization are closely linked to employer branding.

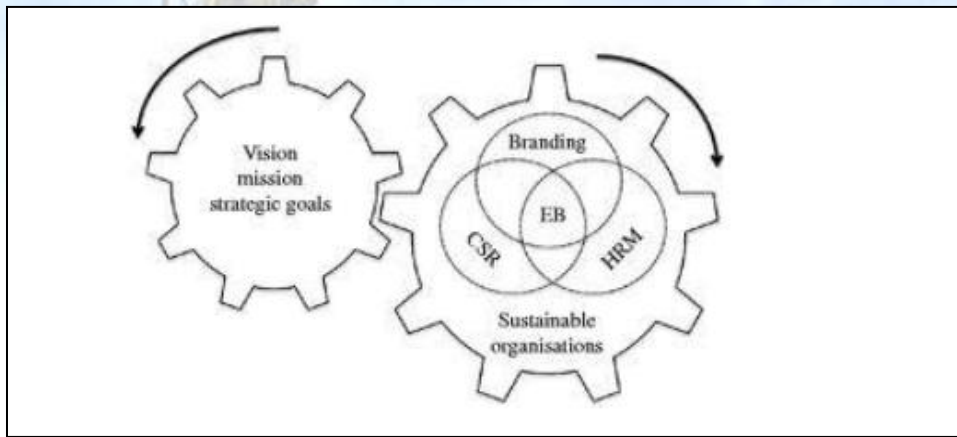


Figure 2 Employer branding process (Aggerholm, 2011)

The recognition of the employer branding as a strategic process involves a shift from short term labour shortage solutions to long term strategy which included the overall experience of employment.

Employer branding is not separate from the strategy of the organization. A successful employer brand needs to inter linked throughout the major functions of the organization such as marketing, HR and communications. When all the departments are integrated a unified message can be developed to project to the world. This would also shift the focus from short term gains to a long term strategy for the organization's betterment.

2.5 Employer Branding and the Role of Human Resources

The internal perspective of employer branding is aimed at the employees already working in the organization whereas the external perspective is focused upon potential employees and other stakeholders. The attraction, recruitment and retention of employees are the core processes of the Human Resource Department (Morocco & Uncles, 2008).

The business operates in a continuously changing and dynamic environment due to which the attraction of employees who are competent is essential for the organization; Also the organization are involved in intense competition for human resource who are qualified as they help them to differentiate from other organizations (Gaddam, 2008).

The process of employer branding can be used as a means to attract the right candidates to the organization, which is one of the task undertaken in the recruitment process which is mostly done by the human resource department. Thus, the task to develop and communicate the employer brand is usually assigned to the HR department (Barrow, 2008). According to Barrow, the HR department is most suitable for this job as they have an overview of the overall organization and the much needed managerial insights.

It is considered the responsibility of the human resource department to attract and retain suitable employees; and also to give suggestion regarding the employment experience to be considered as a product which shows that the specific department is given the task as a manager and a developer (Morocco and Uncles, 2008). In relation to employer branding, the HR department's mission should be related to the establishment of the employer branding's foundation and to communicate it to the employees (both current and potential) to maintain growth (Morocco & Uncles, 2008).

According to the Conference Board Report 2001, in transactional aspect Employer branding is strongly linked to the human resource management (HRM); the process of EB is gaining popularity and thus the organizations were focusing their efforts of branding towards the employees rather than exclusively on the corporate brand like before. It is defined by the report that the key players are the senior management team and HR and their decisions are extremely influential on a strategic level, while the actual execution depends mainly on the individuals. The human resource executives who were involved in this study were able to identify their goals to be the recruiting and retaining of employees and to help employees internalize the values of the organization.

2.5.1 Effect on employee attraction and retention

The intention of branding is fundamentally to build the image of the product (Cleary, 1981). This image will have an influence on the product's perceived worth and will enhance the value of the brand to its customers which ultimately would lead to brand loyalty (The Economist, 1988). Thus, EB is used as a tool to assist organizations to compete effectively in the labor market and to attain the loyalty of the employees via effective practices of recruitment, engagement and retention. Every organization has an employer brand, despite of whether or not they have consciously wanted to establish one. An organization's employer brand is based on the way they are recognized as a "place to work".

2.5.2 Effect on Turnover

Human Resource management has started to realize the importance of employer branding strategies. This success can be further iterated by showing its effects on employee turnover intentions. Edwards and Edwards (2013) state in their research that employer branding has a direct effect on the perception of its current employees about the identity of the organization and its uniqueness in the industry. This effect is translated into employee's intention to quit.

Researchers suggest that developing an employer brand, having a unique identity and maintaining a positive image can provide an answer to solve the trouble of high turnover rate. Developed employer

brands are recognized as employer of choice which helps in attracting talent pool. Potential as well as existing employees choose such organizations with a strong image (HR Focus 2006)

Turnover intentions are also reduced when employees trust their management and leaders of the organization. A strong employer brand image helps in increasing employee trust levels. In addition to this theory states that employees want to enhance their self-esteem. Self-esteem leads to feeling a part of and a member of the organization. Using this theory, the authors found out that employer brand helps build and enhance employee's self-esteem (Kashyap and Rangnekar, 2014).

Competition keeps on increasing and organizations are seeing trends of increasing turnover rates. This has been a source of major concern for researchers as well as managers (Yang et al. 2012). To gain competitive advantage organizations look for the best talent and are always trying to attract and retain a better talent pool. Business environments keep changing and it is getting difficult for organizations to look for new sources of competitive advantage. Managing high turnover rate gets even more problematic when employees are highly skilled, technical, professional and managerial. This 21st century brought with itself a slower economy and tight labor markets thus adding on to the problem (Batt and Valcour 2003).

2.6 Elements of a successful Employer Brand

The two perceptions, that are a part of employer attractiveness, influence the potential employee's attitude, the job and the characteristics of the organizational (Cable & Judge, 1997). This consequentially has an influence on the attitudes and the behavior of the members of the organization. If an individual is interested and engaged in an organization and wants to stay in the organization, then the organization is said to be attractive (Hedlund, Andersson and Rosén, 2009). All the organizations from different industries are apprehensive regarding the precise strategy for attracting the right talents (Rynes and Barber, 1990). Viability of a business and its competitive advantage is guaranteed by the human resource of an organization. Even though, no direct relationship exists between the attractiveness of the organization and the process of recruitment, it is still assumed that the attractiveness of the organization has an influence on the candidate's intention to apply in any organization (Saks et al., 1995), this is because the perception of attractiveness predicts the purpose of applying for a specific job within the company (Robertson et al., 2005). Nevertheless, for an employer brand to be successful, it must consist of the following elements (Sullivan, 2004):

1. Culture that promotes sharing and constant improvement

The managers should spread the best practices explicitly. To publicly tout has become usual. The employees should be encouraged to share by the managers by making use of measures and rewards.

2. An equilibrium between good management and high productivity

The management practices are the base of each employer brand. This is done by maintaining and increasing the productivity of the employee. The management has to make efforts to look good.

3. To obtain public recognition (to make it to the lists of great places to work)

By getting listed on one of these "great places to work" lists such as that of fortune magazine's etc. enhances the organization's credibility. The organization, thus, makes use of such lists to convince the target market that the specific organization is a good place to work for.

4. Proactive employee's Story telling sessions

A properly implemented employer brand will result in its employees sharing their experience with their organizational and personal networks. Viral marketing is considered the most significant part of a successful employer brand as it has more of an impact as compared to the stories told by the organization.

5. Being discussed or “talked about”

Being discussed or “talked about” in journals and publications helps the organization to overcome the risk of being unidentifiable or unknown. Thus, the CEO's perceived image is linked to the image of the organization i.e. the employment brand; so any headline (negative or positive) regarding the CEO will have the same impact on the image of the organization as well.

6. Being a benchmark for other firms

The organizations that are pioneer in their specific industry have more chances to carry out successful employer branding. All the other organizations in the same industry try to copy, or learn and imitate the practices of the benchmark firm.

7. Increasing awareness regarding the organization's best practices

The organization should spread awareness regarding their best practices; they should convey their message such that the focus is on the management's and business's best practices. This is done in order to create awareness among the potential candidates so that the candidates are aware that the organization is a good place to work for.

8. “Branding assessment metrics”

The brand assessment metrics or measures should become a vital criterion in order to fit the varying needs of individuals. An organization which does not measure and compare cannot improve and may not be that productive in future.

However, there is no one best way of managing the performance or behavior of employees (Bartram, 2011; Bendaraviciene et al., 2013). The organization should be consistent in regards to their practices in order to promote and cultivate a reliable and responsible identity all through the organization (Baron, Hannan, & Burton, 2001).

2.6.1 Tangible versus intangible elements

Every organization has a unique and distinct design and strategy with respect to the employment relationship even if they are abiding by the same labor laws and are in the same line of work (Bendaraviciene & Hannan). With respect to their opinion, it makes a business case to differ in other aspects of the organization. They can differentiate in terms of features. These features may include monetary reward packages, economical rewards or it could also include intangible or tangible rewards. These benefits should be relative to the employees of your organization. They should value these benefits or they should fill the void of socio-emotional needs (Edwards, 2010). There is a growing need of highly specialized and skilled labor force. Organizations look for individuals who already have the required skill set and are trained for the job that they are selected for. As the need is growing and the employer is identifying more specific needs that are very individual specific so, this translates into aggressive competition between firms to hire the right talent. They have to offer added benefits and hire individuals on the points of difference in the package, and meet the points of parity in the package offered by

competing organization. Firms can provide better salary, child care, training and development, career growth, good work-life balance, medical and healthcare or a combination of these benefits (Akhter, 2010). The process is negatively affected if the stated organization is more concerned with attracting the right pool of candidates and helping them restructure and design effective strategies. It is the innate need of every organization to have a healthy considerable chunk of employee pool available to them. This is a proactive approach to overcome any technological challenges or any shortcomings in a given crisis situation (Schwarzkopf, Meijia, Jaspersen, Saunders, & Gruenwald, 2004).

Monetary rewards are more than often associated with tangible benefits. These consist of salary, fringe benefits or promotion. Whereas, the intangible benefits cannot be materialized. They are considered to be more abstract. For example, flexible office hours or good work-life balance (Saqib, Abrar, Sabir, Bashir &, Baig, 2015). Organizations often use a combination of both the intangible and tangible benefits. It is at the discretion of the organization to offer this mixture in whichever ratio they seem accurate to their employees. There is still ambiguity as to the preference of fresh graduates for intangible benefits over the intangible ones.

2.6.2 Reputation as an element of employer brand

In order to create a rich and affluent employer brand for any organization it is logical to start from answering the basic question “who are we?” (Mosley, 2009). Starting from this direction will add value to the successful design of the employer brand. Regarding to Bendaraviciene, 2013, there should be complete understanding of the fact that each organization is accountable for its own employer brand whether intentionally or unintentionally. Organization should put focus on every specific feature or characteristics. The organization cannot possibly provide everything by the book to each employee of the company. The principle of relevancy is important. Similarly, not every person finds a job fit in every organization. Different people make the right candidate for different type of companies (Rosethorn and Mensink, 2007). To be unique and to be distinctive is decisive to the organization. Distinctiveness is an opportunity availed by the organizations to do things differently and to stand out in a good manner from the rest of the chunk. They can deliver on that opportunity by positioning themselves as an attractive employer to the external audience. This defines their identity and separates them from the crowd. More than often organizations define themselves and create their identity but it is not clearly communicated to the external audience. The message crafted by the organization is often unclear. This creates a gap between the employer and the future employee. Organization needs to be genuine, veritable, enthralling and differentiated to captivate the attention of the audience and communicate an engrossing and attractive image of the organization.

When employer brands concentrate on only recruitment and resourcing they suffer a great deal. Either this is the reason for a poorly envisioned employer branding strategy or due to broadcasting a vague and a general picture of the organization. The message should concise of focused demonstration of the organizational core values (Rosethorn & Mensink, 2007; Mosley, 2009). There are examples of successful leading employer brands and they all have some common characteristics, they are reliable, relatable and reflect the actual experience of the employment. So in order to be successful, the organization needs to make more understandable and comprehensible decisions and be courageous to

communicate them. With the help of employer branding it is easier to govern the right talent. It also helps to create an organizational culture and its identity.

There exists a cycle that links organizational identity to the personal identity of an employee. The employer brands craft an image for the employer, these associations influence and attract the potential candidates and helps them builds associations of their own. They measure the synchronization of their personal identity with that of the organization. The lesser this gap is the greater the chances for the employee to be retained in the organization. Human beings generally like to illustrate themselves positively; they prefer to be related to the positive and the righteous. Therefore, they are inclined to work for any organization that matches their personal requirements.

This can be demonstrated by two functions of attraction with respect to a good reputation: social adjustment and value expression. Highhouse, 2007 illustrated the dominant relationship between different market signals and the construct of symbolic inferences about organizations with the help of Figure 3.



Market Signal	Symbolic Inference		Function of Attraction
Compensation Leader Fortune Ranking Progressive Technology	Aggressive Dominant Innovative	 Impressive Company	Social Adjustment
Socially Responsible Family-Friendly Policies Principled Leader	Sincere Empathic Fair & Ethical	 Respectable Company	Value Expression

Figure 3 Relation of self-goals and employer attraction (Highhouse, 2007)

To cater the social adjustment need, a person should be able to blend in with the socially desirable groups. With reference to the choice of job, social adjustment caters to the job seeker’s awareness of these symbols. Also how much influence and individual can invoke working for an organization on another individual. If this is substantial, then it is crucial to the organization. Job-seekers want to reflect the high status of the organization with them. If an individual has a preference for any potential organization or has a favorable impression of them, this helps to build a public image that is socially acceptable and it forms a trend. It is concluded that social adjustment plays a vital factor in deciding the right organization to apply for. It helps the individual decide and factor a decision that is more logical. People are disposed to favor hard skills and monetary and tangible benefits.

On the contrary, the concern for value expression need emerges from reflecting an image of consensus (Highhouse, 2007). An individual whose concern is high for value expression need is apprehensive of personal positive regard, depending on how one view on collective self (Brewer & Gardner, 1996). With

respect to the choice of job, value expression concerns demonstrate the awareness of an individual about the degree of dignity or respectability. Organizations focus on the intangible benefits to satisfy the value expression need. These benefits as earlier discussed are more abstract and are affluent in the organizational core values. These benefits evoke pride and a satisfied conscience. The importance of this value expression concern cannot be ignored and should be considered in the process of seeking a job. The employer should highlight the intangible benefits and the soft skills required to meet this value expression need.

Both the functions are vital to the job-seekers and play a vital role in selecting the employer of choice. Potential employers value the two functions while searching for a job and while deciding between two job opportunities. A good reputation is substantial for both potential and existing employees. The existing employees feel a sense of cohesion within the organization whereas; the potential employees are attracted by such an organization (Hannon & Milkovich, 1996). On the contrary, a disadvantageous reputation is not favorable to any organization. In such a case the potential employees will prefer the competing organization in the market. Consequently, the organization that has a disadvantageous reputation will lose the best talent and will fail to attract the best candidate or to retain them. In order to construct and maintain a good reputation in the market, the existing employees should feel at ease working in the organization and the potential candidates should be aspired to be a part of the organization (Joo & Mclean, 2006).

This section further tells us about how to develop a strong employer brand, the elements it should have. It further draws linkage of the elements and how intangible and tangible benefits affect the brand image. It draws insight to the fact that an organization cannot offer everything to every employee, but that is not necessary. What is important is to offer according to what is valued most by each employee in their different stages of the employee life cycle. What employees value can range from tangible benefits to intangible benefits. It further shows how a good reputation should also be considered an intangible benefit an organization projects. A good reputation will result is attracting and retaining talent from the market.

2.7 Communicating the Employer Brand

The developments elaborated are integrated within the communicative message of the employer brand. It is an integral part of the organization and is strategically anchored within the organization. Each organization is unique and distinctive in nature. Similarly, every organization has differentiating employer brands too. This brand message is the very core of the organization, the process of creating this message involves linking the emotional connectivity of the heart and soul of the workforce. Thus, it will provide the distinctive experience of employment of an organization promised by a successful employer brand (Edwards, 2010).

There are no perfect ingredients that will result in a leading employer brand. The elements are not clearly defined. But the research in the related area highlights the often used elements by leading employer brands. Certain factors are more than often associated with creating high brand equity. Research also suggests that the intangible benefits and the organizational values are preferred by potential employees.

The value expression needs are more successful methods of attraction than the social adjustment concerns. Communication messages that inculcate this research and avail this opportunity is more successful than the rest. Research conducted amongst the fresh graduates show that they value the career development and growth opportunities highly. Second to career development, they value the challenging work environment. Furthermore, the potential employees value the integrity and accuracy of the communicating message by the employer. Extremely positive depictions in the communicating message may result in a negative perception amongst the target audience, as they value integrity and accuracy of the employer brand (Berthon, 2005, Moroko & Uncles, 2008, Lievens & Highhouse, 2003, Sutherland, 2002).

Tayloristic notions no longer define the employees as humans being equivalent to raw materials. In fact, they are considered to be meaning making organizational citizens (Aggerholm, 2011). “With the change of this notion and being considered as “meaning-making organizational citizens” it is an organic expectation to look for more self-satisfying and self-actualizing components in the employment relationship” (Brooks, 2009).

Inclination to depict extremely positive images of the organization is natural but the message should be true. Integrity and accuracy of the image being portrayed is crucial to the employer branding process as ethical image also adds up to the organizations reputation.

2.8 Gender differences effect on employer brand perception

Tanwar and Prasad (2016) conducted a research to determine how gender differences affect the dimensions of employer branding. They found out that female employees were affected more by Work life balance, corporate social responsibility and organizational culture. They are affected more by the social aspect of the organization. Male employees are affected more by training and development and organizational reputation. The authors suggest that when employer brands are developed these dimensions should be kept in mind according to the audience you are targeting. This is not just limited to external target audience. Internally, when trying to increase job satisfaction among females management should focus on improving work life balance and offering a friendly culture whereas for males they need to provide them with better growth opportunities and trainings.

3. Appraisal of project

3.1 Oil and gas industry

The oil industry is one of the largest, most complex and one of the most significant industries with global presence. It includes the global processes of exploration, extraction, refining, transporting and other petroleum products such as heating and electricity fuels, asphalt, lubricants and hundreds of petrochemical products. The products that are produced in large quantities are petrol and fuel oil. They are also the two commodities that affect the global economy. Hence, they are closely monitored. Petrochemical products are a sub set of a number of other industries that include a number of products such as, pharmaceuticals, fertilizers, pesticides, plastics, carpets, clothing etc. the industry function is basically divided into four major categories, production, distribution, refining and retailing. These combined form the world's largest industry in terms of dollar value.

Recently this industry is showing a series of disorderly events, such as the advancement of technology in the unconventional oil and gas, the enhanced growth of oil and gas production in the United States, the tumultuous changes in oil prices, rising demand for energy globally, concern for environmental damage and the focus on non-hydrocarbon sources of energy.

3.1.1 Background

The first phase of the oil began in the 1859. An oil company under the name of Stanford Oil Trust was the pioneer and the leading company in the industry. It controlled 90% of the market share and was focused on not being the monopoly but achieving the economies of scale. a new phase of the industry began with the Spindletop discovery of oil in East Texas in 1901. Before this era the main usage of the oil was mainly in the lamps and lubrication. After the discovery of Spindletop it was used for new inventions and the introduction of automobile and the airplane industry. Trains and ships that previously run on coal shifted to oil. From this point onwards, oil was the main source of energy alongside natural gas.

Since the beginning of oil industry there has been much debate about oil being a finite source of energy that it will eventually deplete. There have been numerous estimates about the peak oil theory present by Hubert; it states that after reaching a peak point the rate of oil production on Earth will enter a terminal decline. Some analysts argue that the peak has occurred and we are in a state of decline others disagree and claim this as a myth. They agree that the oil resource is finite but they present an argument that there are many sites unexplored or poorly analyzed. Also, the knowledge of in-ground oil resources increases dramatically as an oil reserve is exploited. Technical advancements also reveal new possibilities and new sources of oil and gas.

The oil and gas industry has always been a cyclic industry, showing a dynamic price trends in the past. Political events or instability also directly affect the prices of this industry. It is price sensitive. The Arab Oil Embargo and 9/11 led to drastic changes in the prices of oil. The price of oil and gas were significantly high in the periods of recession and then fell significantly.

3.1.2 Oil and Gas in the Global Economy

The key to keep this industry running its natural course is to find new reserves and keep replacing the oil and gas production. Failure to do so will result in the death of this industry. The value of a reserve is determined by the value in the marketplace. If a reserve is viewed as non-economical to develop they are not considered as real reserves such as the oil sands of Alberta, Canada. Oil and gas play a vital role in the global economy. It is expected that the energy demand will increase significantly in the developing countries over the next three decades. And most of these growing needs for energy will be met by oil, gas and coal. Even though this industry is assumed to be a highly profitable one but due to its cyclical nature the long-term profitability of this industry is not much higher than the average profitability across many industries. The oil industry was ranked 30th out of 36th in terms of return to the investor by The Fortune in 1985-95.

3.1.3 Supply and Demand

The dynamic nature of the energy industry is not within the controls of the industry leaders. The fundamentals of the oil industry have changed. There is a systematic imbalance in the industry with abundance in supply and receding growth in demand. Tougher fuel economy regulations are in place now and with the availability of alternate energy sources that are viable the demand growth is further suppressed. To further curtail the demand for oil, the consumer industries are becoming more efficient and are developing efficient engines, automobiles and power plants. Discovery of shale oil reserves in numerous regions of the world is also saturating the oil market.

All countries across the globe are the consumers of the products of oil and gas industry. However, the production is limited to only a small set of nations that control the majority of the supply. The production of petroleum and other products of the industry increased at twice the rate of the consumption. This imbalance in supply and demand resulted in lower prices and declining profit margins. This painted a very concerning picture for the oil giants such as ExxonMobil, Royal Dutch Shell, BP and Chevron. These major industry players have invested billions of dollars in the exploration of oil when prices were sky rocketing. They did not match the expected boost in production or profit margins. Now they are cutting down on redundant and unprofitable units, slimming down the investment in exploration and downsizing their workforce. These major players are facing fierce competition and threat from national oil companies and independents.

To adjust to the new reality, the oil and gas producers need to improve efficiency of their operations and adjust their portfolio. They need to lock in demand and survive in a period of oversupply. The industry has been enjoying a period of high profits, high growth, and rapid expansion but the dynamics have changed and the industry is evolving. Hence the basis for survival are also shifting to driving capital and operational efficiencies to retain profit margins and maintain the reinvestment rates supplementary for growth of production. The major players in the oil and gas industry cannot turn a blind eye to the fact that technological advances in fuel efficiency translates to diminishing economic growth with respect to the elasticity of demand. These advancements also affect the supply side of the equation by reduction in the costs of extraction. This results in increased production from every producer and ultimately oversupply. Both sides of the equation add up to a prolonged period of diminishing profit margins.

3.1.4 Industry Composition

The industry has three major categories of players that compete in the global market.

- The integrated oil companies
- National oil companies
- Independents

Integrated Oil Companies

The term integrated may also refer to international oil companies. In the past there was true vertical integration in this industry. The producers that explored the product further refined it and sold it to the consumer through their retail networks or company owned retail outlets. Today, the dynamics have changed and the IOCs operate in different segments ranging from exploration, refining, marketing and retail. Initially the IOCs consisted of the seven sisters and were known as the oil majors. But as the industry evolved and became more sophisticated and saturated, it resulted in mergers within the seven sisters and gave rise to the existing major oil players such as, ExxonMobil, BP, Chevron and Royal Dutch Shell.

On the surface these integrated oil companies seem similar in nature and design. They seem to be vertically integrated from exploration to distribution. In fact, this doesn't hold true, they have their own unique design and have distinct capabilities that form their separate identities. They have developed various organizational designs to deal with vertical integration. They maintain different portfolios of projects and develop different relationships with various governments and national oil companies around the globe.

National Oil Companies

Although the integrated oil companies are among the largest publically traded companies around the globe but they do not match the world's largest oil and gas firms with respect to the oil and gas reserves. The national oil companies or the partial or wholly owned companies are the largest in terms of oil and gas reserves and they control about 90% of the global oil and gas production. They are also one step ahead in the new oil exploration territories.

The national oil companies suffer from government intervention and misguided political agendas. Due to the nature of the structure, they fail expectations in terms of profit margins and operational efficiencies. In regions with ill legislation and lack of surveillance the NOCs suffer from billions or trillions of losses on the expense of corrupt politicians and other stakeholders. Insufficient investment in the downstream is a pressing problem for countries like Iran and Indonesia, with abundance of oil and gas reserves but the inability to capitalize on the resource. Ultimately they import petroleum products from other equipped producers around the globe. However, Brazil, Russia and Malaysia present examples of successfully running NOCs. They are well run and are profitable to the state.

Independents

These are non-government companies that focus on either the upstream or the downstream functions in the value stream of the industry. Among these companies are leading firms such as Occidental, Tamoil, Neste, Valero, CononcoPhilips, Anadarko and Woodside of Australia.

Other Firms

Aside from the Integrated oil companies, the National oil companies and the independents. There are other very important players in the dynamics that play a vital role in the global market they are the oilfield service firms. They provide specialized services to oil companies. The three major players in this mix are Schlumberger, Halliburton and Baker Hughes. Schlumberger being the largest among the three, it is twice as big as both Halliburton and Baker Hughes combined. These service firms play a critical role in upstream activities of the value chain i.e. exploration, development and production phases. They don't claim ownership of the reserves, so the importance of such firms is becoming increasingly relevant given the changing dynamics of the industry and a shift towards operational efficiencies.

3.1.5 The Oil and Gas Industry Value Chain

The upstream activities in the value chain include the exploration, development and production. In the exploration phase, the oil is discovered and then it moves to the development phase where the discovery requires development and then later moves to the production phase. The last phase is the long-term process of drilling and involves the extraction of oil and gas. The midstream of the value chain comprises of activities such as storing, trading and transportation of crude oil and natural gases. Oil in its crude form has little or no value until it is refined into the end products such as gasoline and engine fuel etc. The midstream includes a number of players including the refiners, speculators, commodities exchanges and shipping companies. The last stream of the value chain is the downstream that handles the refining of the crude oil into the end products such as diesel fuel, heating oil, gasoline, jet fuel, home heating oil etc. the end products are directly sold to the consumer through retail outlets, wholesalers and through direct channels to large users.

3.1.6 Evolution of the Industry

Innovations and technological advancements are shaping the future of this industry. To survive in these difficult marketplace companies should not only focus on reducing costs. Reducing costs is not an effective strategy for long-term successful business endeavor. Underinvestment in the upstream activities can result in a lower profit margin. Instead the companies should focus on the careful assessment of their supply of assets, analyze the logistics of available markets. They should ensure a long-term presence in the market. The imbalance of supply and demand does not mean that the industry will eventually demolish. Instead, it presents new opportunities for the players to evolve and to adapt the new strategies and capitalize on the new reality.

Schlumberger

Mergers and acquisitions in the industry are inevitable since its inception. The mergers within the seven sisters have been a very prominent event in the history. However, there has been a serious of mergers within the smaller players that did not get much attention. Some experts argue that eventually there will be only a few large players in the global market. This industry is attractive for the firms that might be looking for an entry in the market. The rising demand for oilfield service firms is also a lucrative opportunity for the new entrants.

3.2 Schlumberger and its presence in the oil industry

3.2.1 COMPANY'S PROFILE:

Schlumberger Limited, the world's first well logging company, came into existence in 1927. Today, the company is present in over 85 countries with 103,000 employees representing more than 140 nationalities across the world. In Pakistan alone, there are more than 1400 employees working in Schlumberger which are from over 22 different nationalities. According to the Universal Global Survey 2014, Schlumberger has been ranked 29th most attractive employer in the world.

Schlumberger Limited is considered the world's chief supplier of technology, integrated project management, and information solutions to clientele working in the worldwide oil and gas industry. The organization supplies the industry's widest range of goods and services from exploration to production and was the first company to invent wireline logging as a method to obtain downhole data in oil and gas wells.

Schlumberger Limited manages its business by dividing it into three main groups namely Drilling, Reservoir Characterization and Production. Each of these groups consist of a number of technology based services or product line such as the Reservoir Characterization is concerned with discovering and classifying resources of hydrocarbon, while the Drilling group is concerned with the positioning and drilling of oil and gas wells, lastly the Production group is concerned with the life span production of reservoirs of oil and gas.

The reporting of the business is divided into four main geographic regions which provides technical, logistical and commercial coordination. The regions are North America, Latin America, Asia and Africa/ Europe/ CIS and Middle East. Schlumberger has 15 product lines and has been a market leader in 10 of these 15 product line according to the latest Spears survey (Barclays CEO Energy Power Conference, Paal Kibsgaard).

Schlumberger has the major market share of 100% in the reservoir characterization segment which accounts for 27.03% of the company's total revenue. The company generates the most revenue from the oilfield services and has the market share of 30.59% in that segment. In the drilling segment, the company has a market share of approximately 11.63%.

The product lines, the core of the organization, are in charge of sales, technology portfolio, resource management and product & service delivery. The Geo Market areas are responsible for cross-product-line opportunities, management of the main support functions, customer interface coordination, and providing general business oversight.

3.2.3 Effect on Schlumberger of the recent crisis

The recent recession in the oil and gas industry has had an impact over all the oil and gas companies, no matter how big or small the companies were. Thus, the organizations had to adapt to the changing trends in the environment in order to survive or remain competitive in the market. Schlumberger limited also had to make certain changes in order to remain competitive in the market.

Schlumberger had expected that the oil recession will come and so it had planned for this beforehand. They planned and started on the cost control measures two three years back, so laying off people was the last resort. The extra expenses were cut down. E.g. If an employee is in Pakistan, he/she will go for a training to Dubai rather than France (depending upon the number of miles they have to travel). Thus, they started focusing on within area trainings. Additionally, the company originally had two offices in Islamabad (one in Serena business complex and the other in I-9, the industrial area) which was later merged into one i.e. they practiced facility consolidation. The Serena office was shut down in order to save costs and all of its employees were shifted to the I-9 office. Also, the variable portion of salaries was also cut down. No increments have been given for the last two years. Bonuses were also reduced. Other small cost cutting measures were also taken such as Schlumberger has an inbuilt mess facility where all the employees can have free lunch. Before the recession the lunch given was quite extravagant but during recession number of dishes was reduced to two in order to save cost. The company also had a hiring freeze so the cost of training new employees was also significantly reduced. These practices were carried out not just here but all over the world.

The recession on the whole caused job insecurities in the entire industry; this was because a lot of companies started laying off people. The same was the case in Schlumberger; however, this was considered the last resort. Schlumberger on the whole had 135,000 employees worldwide before the recession, which were then cut down to 102,000 which was way less in percentage as compared to other oil and gas companies. So this was considered a healthy turnover for the company due to its vast size and operations. People losing their job did cause demotivation and job insecurity. However, oil and gas industry is a cyclical industry where if there is recession today, it will have a boom tomorrow. Schlumberger claims that they usually tend to rehire most of these laid off employees as they have been provided with extensive trainings and the company has invested in them extensively and also because the reason for layoffs was not that of poor performance rather than that of industry being hit by a recession.

So in order to motivate the employees, the organization makes use of HR engagement, where they try to engage them back. So all the HR practices use employee engagement such as performance appraisal. It is extremely important at this time as people were facing job insecurities and the company wanted 90 percent completion of appraisals. They wanted the employees to know about how they performed year round as this is one of the ways to make sure that employees are re-engaged with the organization. This is done in order to show that all the employees who remain working in the organization are important. The company feels that it's the right of every employee and thus it stresses upon that even more in such circumstances.

Thus, it can clearly be seen that the company was somewhat prepared for the recession and all necessary actions were taken in order to prevent as many layoffs as possible.

3.3 Methodology

3.3.1 Data Collection

Primary Data Collection

The group contacted Schlumberger and arranged for interviews to collect sufficient amount of data for the project. Primary data was collected in three steps.

1. Semi- structured interviews with HR manager were held to collect substantial data to understand the workings of the organization and its HR policies. This also helped in understanding the culture of the organization because of the visits made. Interview guidelines were made after research on the topic to give them a better structure. These were sent to the HR manager beforehand so they were better prepared.
2. Surveys from fresh graduates were used to collect data to analyze what attracts the female target audience and how does it differ from the male responses. This data was analyzed quantitatively coupled with qualitative analysis from the interviews.
3. Surveys were also structured to collect data from internal employees at Schlumberger to study and analyze any perception gaps between the management and employees.

Secondary data collection

Secondary data about the recruitment process was collected from a previous research done by these authors on Schlumberger. Interview reports were used to collect data about recruitment and selection. Schlumberger's published information and the annual reports were also used in order to obtain the relevant information. The internal records of the company, which were confidential, were also used to reach the analysis and recommendations of the project.

3.4 Chapter summary

This chapter gives us a complete understanding of the macro and micro environment Schlumberger operates in. It gives us an overview of the global oil industry and how it affects the Pakistani oil industry. It gives us a background on Schlumberger and how it is affected by the fluctuations in the oil industry. Furthermore, it gives us an understanding of the Pakistani culture and how women and their careers are affected throughout their lifecycle.

4. Empirical findings

All the findings from the interviews and surveys are objectively stated in this chapter. They will be later analyzed in the next section using a mix of quantitative and qualitative methods and combining them with the literature studied.

4.1 Semi structured interviews and secondary data

Interviews were conducted with Ms. Aysha Akhtar to understand the workings of HR department and learn about their practices. Organizational culture was discussed and the ingrained values in the system were discussed as well.

4.1.1 Recruitment process

Schlumberger, Pakistan has a three step Recruitment and Selection process:

1. Short listing of candidates
2. HR interviews
3. Technical interviews

They shortlist fresh graduates from specific targeted universities across Pakistan, that includes NUST, GIKI and UET. Approximately 80% of the recruits are fresh graduates. But they also prefer students with previous internship experience at Schlumberger and other extra-curricular. A decent GPA i.e. 3.0 and above is considered. After shortlisting they selected candidates have group HR interviews (25 people per group). This interview lasts for about 10-20 minutes and it focuses basically on the confidence and the communication skills of the candidate. Then the selected candidates have a panel technical interview which is focused on the technical skill required at the job, it lasts for 30-40 minutes. Schlumberger is the only organization in Pakistan that calls the interview panel from outside Pakistan so that there is no affiliation with the ethnic, religious or academic background of the candidate. Then for the selected male candidates they have the direct on boarding process. But for some female engineers they have FEP (field exposure programme) for 7-14 days on the field, which gives them and the organization the opportunity to decide if they are capable for the job and make the final decision. They have a 3-year training period that includes field engineer training under supervision and training school in which they have simulator exercises. The candidate has to score 80% to pass the simulator training. They invest in their employees in this initial tenure which proves to be profitable in the later years.

When we asked them why they focused their selection process on specific targeted universities as mentioned earlier, he explained that they have limited positions at Schlumberger, Pakistan i.e. 70-80 recruits per year. They have been hiring in Pakistan for **60** years now. They target these universities because of the high HEC rankings, the excelling faculty, research labs, the focus on the curricular and the opportunity of the extra-curricular. They perceive that the top of the line students are enrolled in these universities. So they don't want to hire from other universities and slow down the entire selection process. They further elaborated that they form impressions from the appearance and dressing of the candidate, especially if the nature of the job is marketing related. They avoid selecting candidates that are weak and they are petite because they perceive that they cannot take the pressure and the hectic 18-19 hours continuous shifts at the field trainings. But they are aware of such biasness and they have online trainings

and class based trainings for their interviewers and they have standardized the process to minimize the effect.

Ms. Aysha quoted an incident where a very petite girl came in for an interview for a field engineer position. She was expected to not survive the field training. But she did extremely well and she is working in Schlumberger for 3 years now.

They had a male candidate who was selected but after one month he was not satisfied with his job. He couldn't cope up with the training rotations and had trouble balancing between work and his family life.

Another example was that of a student from some other engineering university than the targeted universities who was shortlisted due to some reference but he went through the same selection process as the rest of the candidates and he was selected because he outperformed his competitors.

Schlumberger is in the oil industry and as the hydro carbons are scarce. So they invite and prefer right brain people who would innovate, initiate and create. Especially for Business Process Re-Engineering department. So people can look at the processes, eliminate wastes and find out the solution, they have Intellectual Property Advisor for any such employee who comes up with a solution or an idea. Like USA started to fight oil shortage by Sheer Gas production.

Schlumberger hires from four universities that are located far apart on the map of the country. So they have an ethnic amalgam at Schlumberger. They bring in different individual cultures but when they enter the organization they will learn the organization's culture also known as the blue blooded people. They said that they are equal opportunity providers for both males and females too. They are operating in the oil industry so it the industry's culture that the percentage of females to males is very low. But 2000 onwards they have tried to improve the situation. They said that it is a general opinion that females are better at desk jobs. They are most effective in the Finance and Marketing department than males. And males are more efficient on the field jobs but we are trying to minimize such stereotypes. It is also their goal to appreciate diversity.

4.1.2 Organizational culture

Schlumberger limited has a strong culture which is embedded deeply in the organization and its employees. Schlumberger's employees call themselves Blue blooded. This is because, as mentioned before, the organization prefers to hire fresh graduates and then they are offered exposure. The organization trains and invests in the employees. For the first 3-5 years from the employee's recruitment period, Schlumberger invests in the employees and after this period the employees become profitable for the company. In the first five years, the employee isn't doing that much for the organization.

As fresh graduates usually know nothing about the oil industry, they are trained and molded according to the oil industry and the culture of the Schlumberger is inculcated into them. So they become blue blooded, they get accustomed to Schlumberger's culture.

There is a culture that employees will give a lot of importance to their work and they are provided with a lot of exposure, a lot of needs are being fulfilled. Schlumberger makes you go to places- different countries which might not be provided by other organization. One needs to be on the toes and adapt to things while working for such an organization. Very young people are given important responsibilities which in any other organizations are given at a managerial level.

No matter how good or big the organization is it is a tough place to work. Employees need to feel the responsibility and ownership of their work so that they are motivated enough to put in all the hard work. Being in the oil industry field employees have to work more hard, their work life balance is not maintained. Thus, it is this culture that they associate with which keeps them motivated and satisfied. The blue blooded concept means that even after this hard work, employees are willing to stay because in return they get training and development, career building opportunities and autonomy to carry out their work.

Corporate culture has its defined set of values namely people, profitability and technology. They consider people their biggest asset and realize that they won't be able to succeed without them if they don't hire the right people. Schlumberger is known for its high end technology and profitability is what all departments strive to achieve.

4.1.3 The Organization's Structure

The organization follows the Ulrich's 3 legged stool structure, where the company has 3 legs namely the center of expertise, shared services and the business unit business partners.

The organization makes use of the HR Business Partner role, which is responsible for the alignment of the business objectives with the employees/management within each business unit. The business partners serve as a consultant to management on HR related issues. The successful HR Business Partner will act as an employee champion and change agent. In Schlumberger, the HR employees play the role of an employee champion where they have to listen to the concerns of the employees and also to co-ordinate and be in communication with the line managers. So they fulfill the needs of the employees and also act as a business partner for the line managers.

In Schlumberger the shared services are called HR transactions which refer to an entity that is responsible for the execution and handling of specific task which helps prevent wastage of resources and helps an organization to operate in an efficient manner.

Schlumberger also have practices that are center for excellence which refers to a shared facility/ entity that provide best practices and research, leadership, support and/or training for a focus area.

4.1.4 HR practices

Schlumberger considers the human resource extremely important and it is due to this reason the organization tries to cater to the needs of the employees in every way possible. Schlumberger has a strategic human resource department, where the human resource is involved in decision making right from the start and is considered integral to the organization. The organization also uses concepts like devolution, where some of the HR activities are devolved to the line managers. The line managers are

considered as half HR managers, so they do all the performance appraisals, other than that they do the exit interview meetings. Everything else is coordinated with the line manager as well. The various HR practices used by the organization are as following

1. Compensation and benefits – The organization offers competitive compensation and benefit packages according to the market and industries in which they work. The organization frequently monitors their market positioning by means of regularly taking part in pertinent salary surveys. This is done in order for the organization to maintain competitive local packages in all countries, as well as a system of internationally referenced packages for their mobile population.

They focus on all levels and not only on cash. Their salary packages are often always above the median. But they believe in a complete package, where they provide life insurance, medical, basic salary, housing allowance, transportation allowance, utilities etc. they all add up to make the gross salary. Then some people also get location risk allowance, this is for those who shift to Karachi. People on rotation get the rotational coefficient.

The company believes that best quality of work can only be derived if employees are mentally and physically healthy due to this reason the organization has devised a total compensation package.

Schlumberger's compensation philosophy is based on Maslow's hierarchy of needs. They have developed a total compensation package. People in the organization are at different levels of the Maslow's hierarchy so the model is used to cater to every need accordingly. The breakdown at each level is given below:

Basic needs: Base salary, performance incentive bonuses, job bonuses, sales and project bonuses, housing allowance, fringe benefits like e-card, food vouchers, Eid bonuses/ Christmas bonus, schooling benefits

Safety need: Insured and differed benefits which includes medical and pension plan

Self Esteem: Discount stock purchase options

Self-Actualization: Stock Vehicles for people who are very high up in the management.

Everyone gets these benefits except the self-actualization one. The organization believes a consistent approach to compensation at all levels is a strong factor in achieving a diverse workforce comprising top local talent. For e.g. base salary is a fixed component, then comes the bonuses which will vary for everyone but everyone gets it, then Eid benefits, and lastly deferred benefits such as medical and insurance. They realize that young people are more focused on the lower level needs but as people grow old they are more concerned about the medical and insurance. In Schlumberger everyone has the same medical entitlement. They consider the life and health of every employee equal whether he is a grade 3operator or geo market manager. This further helps to motivate the employees.

2. Work from home and Flexible timings – Schlumberger offers its employees work from home options and flexible timings in certain conditions. As long as an employee is online at the system and working on schedule they are allowed to avail this option. Managers make sure to entertain females if they want to work from home.

3. Training and Development –Schlumberger is considered the training and development hub in the industry as they have an extensive T&D program and their systems are very unique. The organization is further planning to focus on improving their IT systems in the transformation goal. A few years back their IT was second best to NASA because it was so well integrated with all the programs. Thus, they almost have a paper-less environment and they bring practical implications of theories into their practices. The company has been applying those theories for quite a long time, which also explains their powerful position in the market. The company believes in continuously training and developing its employees throughout their careers. For the new hires, business segments and support functions provide a structured career development training programs. The organization has three types of trainings which differ according to job quotes. Every person is assigned to a job and every job is assigned to a job quote. And every quote has a different training program. Every program has three types- Class based, on the job training, and web based training.

4. CareerDevelopment -

The company focuses upon Career development process where they tend to improve the employees abilities in anticipation of future opportunities for attaining career objectives. The organization's entire culture and its compensation program help in building the company's long term employment and loyalty such as all employees are given seniority awards on the completion of every five years term at the company.

Schlumberger realizes that individual goals are different from that of careergoals and thus the organization makes use of Career Orientation Review (C.O.R.) every three to five years; by help of this the individual goals are aligned with the career goals. This is done by HR alongside the segment manager.

When C.O.Rs takes place or when performance appraisals are done, a meeting is held with the employee in order to discuss their development plan and identify the person needs and accordingly the trainings are assigned.

The organization also focuses upon succession planning, they have a complete process, automated tool, where they identify the key positions and who's ready for the position and who has the future potential. This is done every year. They see the higher value people and design their careers accordingly and reward them accordingly as well. Employees who demonstrate exceptional competency, performance and potential to progress are promoted to ever higher levels of responsibility within the company

5. Performance management systems

The organization follows the management model of management by objective. This model intends to enhance the organization's performance by clearly defining the objectives that are agreed upon by both the employees and the management. The organization ensures that the corporate goals are understood and cascaded across all levels of the organization in a coordinated manner.

Management by Objective constitute the basis for assessing the performance and development needs of the employee, maintaining a balance between actual performance against objectives (which refers to what was achieved) and behavioral factors (which refers to how it was achieved).MBO provides line of sight, for every employee i.e. how is the employee helping the organization achieve its goal.

The organization provides its employees with challenging work in order to motivate them. This actually shows that the company is a firm believer of the contemporary goal setting theory of Edwin A. Locke along with other theories, which basically states that challenging goals along with feedback leads to higher performance. They believe that this helps the employees to focus and direct their attention, increases persistence and force individuals to become more efficient and effective.

4.2 Findings from external target audience surveys

Survey responses were collected from 115 males of which 40% students were from NUST, 27.8% from GIKI and 27.8% from UET. 81% of these students were engineers. Responses were also collected from 114 female students, 69% of these students were engineers. Female students from NUST were 44.7%, from GIKI 25.4% and 25.4% from UET. Data was collected from these universities because they are the target universities of Schlumberger. About 93% and 96% percent of males and females are familiar with Schlumberger respectively.

4.2.1 Preferred channel when looking for jobs

Students were given options to pick out a preferred channel when they are looking for jobs. Options included organization's website, universities recruitment drives, newspapers and social media sites. 80% and 83% students prefer visiting university recruitment drives and social media sites respectively. Organization's website was preferred by 35 percent students and newspapers were preferred by about 15 percent students.

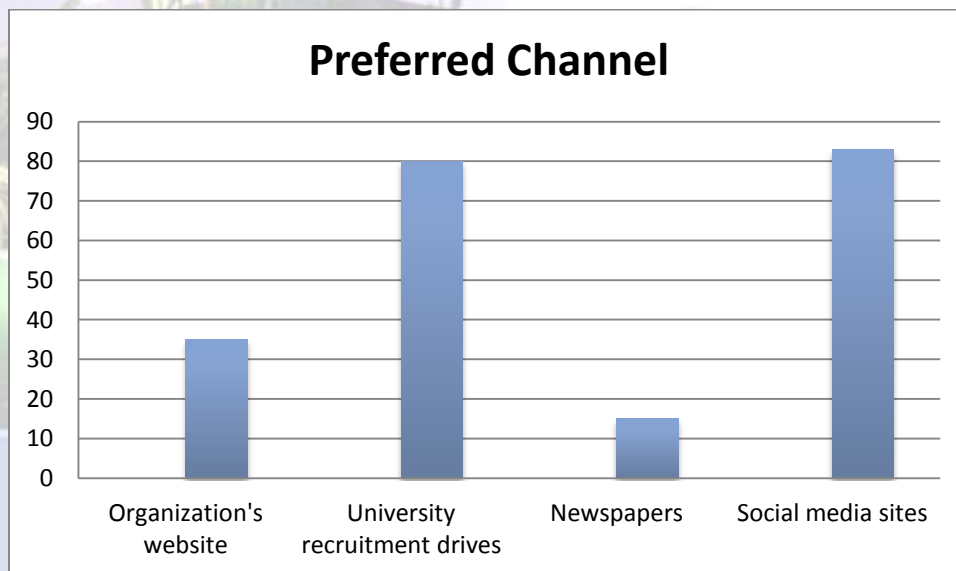


Figure 4: Preferred channel by candidates

4.2.2 Preferred information when looking for jobs

Respondents were asked to pick what information they prefer when looking for jobs. The options are listed below.

- Inspirational/ Success stories
- Why you should work there
- What is expected from you?
- Values, Culture and environment
- Corporate social responsibility

75% male and 56% females responded that they wanted to know what is expected from them when looking for jobs. 57% and 77% males and females respectively answered that they wanted to learn about success stories. 20% males and 25% females responded that they wanted information about why they should work in that organization. Values, culture and environment was another popular option gaining 62% and 88% responses from males and females respectively.

4.2.3 Important characteristics when considering a place to work

Respondents were asked to rank work place characteristics according to what is most important to them. Nine workplace characteristics are listed below which they ranked from 1 to 9; 9 being the most important and 1 being least important.

- Training and development
- Organizational culture
- Organization's reputation
- Rapid career advancement
- Flexible working hours
- Secure employment
- Contribution to society
- Work life balance
- Competitive salary and benefits

Female responses

84% females ranked work life balance from 7 to 9, 78% ranked organizational culture and 75 % flexible working hours from 7 to 9, Average scores were given by 64% females to salary and benefits, secure employment and rapid career advancement were also given average scores whereas organization's reputation, training and development and contribution to society rapid were given low scores.

Male responses

Secure employment, training and development and rapid career advancement were given high scores of 7 to 9 from 63%, 62% and 61% respondents respectively. Contribution to the society, flexible working

hours and organizational culture were given low scores whereas work life balance and salary and benefits received average scores.

4.3 Analysis

4.3.1 How is Schlumberger currently attracting female employees?

Currently Schlumberger is using characteristics like Training and development and market leadership to attract its employees. It is working well for the male candidates but as shown by the project results female candidates want to know more about the culture and the support organization is going to provide them throughout their work life. Schlumberger keeps a low profile on social media sites where most candidates look for to gather an image of the organization.

4.3.2 What are female potential employees looking for?

The findings show that female employees give more importance to work life balance, organizational culture and flexible working hours. Training and development and contribution to the society are not of much importance to females when they go out looking for jobs. This gives us an insight as to the difference between the current branding message of Schlumberger and what female potential employees actually want to know. While Schlumberger's message tells more about the organization's reputation and their best training and development methods, that might not be what the target audience is looking for. They prefer to gain knowledge about the culture, how it is going to be easy to settle in and what the management will do to care of their work life balance.

Schlumberger already has these practices well established. They need to reach out to the audience with the right message through the right channel. Preferred channel will be discussed shortly.

4.3.3 Difference from male potential employees preferences

Here it is important to highlight that there is significant difference among the important criteria for male and females. Male candidates prefer to gain information about secure employment, training and development and career advancement. Schlumberger's branding message is more skewed towards this target audience and thus proves its effectiveness as Schlumberger doesn't face issues in attracting a male talent pool

Gap between Schlumberger's brand and male preference – Although the brand message is quite relevant there is one difference that is important to highlight here. Schlumberger operates in the oil industry and with cyclic trends of profit and cost cutting lay-offs are very frequent. This poses a problem when employees are looking for secure employment. The findings show that male candidates give preference to secure employment as well and this should be highlighted in Schlumberger's branding. A secure safe feel is important in the Pakistani context where unemployment rates are high and job market is saturated. While in the west a laid-off employee might feel that it is easy to look for a new job, here in Pakistan looking for a new job that too in oil industry is not a piece of cake. Thus, when branding for

Pakistani candidates this has to be kept in mind. This project does not cover Branding for male target audience and this is a topic which can be further researched on.

4.3.4 Preferred channel

Projects findings suggest that candidates looking for jobs prefer university recruitment drives and social media sites more than other channels. As Schlumberger only keeps a limited presence at LinkedIn and completely avoids other social media sites, its branding message might not reach the target audience. University recruitment drives are also important to get the right message through. Frequent visits to universities for lectures and drives might be beneficial to keep interactive communication open between candidates and the organization.

4.4 Employer brand for female target audience

Schlumberger presents itself to the target market as a total package. They build their communication message on being the market leader and the training and development hub in the region. However, these are very attractive features about the organization but our research suggests that females and males value different variables when looking for an employment opportunity. Males are more attracted towards an employer that provides secure employment, rapid career succession and training and development. Females prefer an employment opportunity that provides a work and family life balance, has a strong organizational culture and the support for life changes through different life changes. Schlumberger provides these benefits for women, but their message is not communicated so distinctly in their branding message. We suggest that Schlumberger should build a strong branding message that focuses on the female audience and target them through career talks and brochures. They should focus on the recruitment drives on the campus and send a carefully crafted targeted message to their target female audience in order to hire the 'right candidate' for the job.

4.4.1 Employer Value Proposition

For people who embrace work that can be physically tough and intellectually demanding, Schlumberger provides strong organizational culture, work life balance and flexible working hours to their employees. Schlumberger provides equal employment opportunity and training and development unlike any other in the industry.

4.4.2 Brochures

Brochures are a paper document that can be folded into a leaflet or a pamphlet and is used for introducing a company to the target audience. Also it is helpful to highlight the value proposition of the organization. Even though Schlumberger keeps a low profile and does not focus on marketing through prominent channels such as newspaper advertisements and social media presence, we suggest that they communicate their marketing message through both brochures and social network presence.

We have designed a brochure for Schlumberger that highlights the variables valuable to female employees and helps them select the employer of choice. Keeping in mind different cues we have chosen visual aids that depict equal employment opportunity for all at Schlumberger, irrespective of gender, race or nature of the job. Highlighting the support, the female employees require when going through any life transformation phases. The brochure builds on ‘*what the organization provides*’ to them instead of ‘*what the organization is about*’.

The core purpose of developing a branding message is to capture the attention of the audience and to tap their needs and expectations from the employer. By reducing the gap between what the target audience needs and what the organization provides, both parties will benefit. The employer will find the right candidate and the candidate will find a job fit.

What's in it for you ?

"It's been almost four years since I have been working in Schlumberger and I believe that Schlumberger has provided me an amazing platform to learn new things, develop and polish my exiting skills, provide a borderless exposure and the opportunity to develop my career alongside my personal skills. It supported me in the most important phase of my personal life changes and I feel a sense of pride to be a part of Schlumberger limited." – **Aysha Akhtar (HR Representative Schlumberger)**

- Work Life Balance
- Flexible Working Hours
- Strong Organizational Culture
- Rapid Career Growth
- Training and Development
- Secure Employment



Day Care



Competitive Salaries



Paid Maternity

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 Islamabad, 44000
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 Web <http://www.slb.com>

Schlumberger



Engineering, Research, and Operations

We believe in hiring the right people and giving them a culture they are passionate about. You will experience that culture at Schlumberger



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What's in it for you ?

I joined as a field engineer right after I graduated. I got married to Babar, who also works for Schlumberger. After completing my training we were transferred to Norway when my son, Hamza, was two months old. Soon after the birth of my daughter, Zoya, we transferred to Indonesia and we're now in Dubai. Far from limiting my career perspectives, I feel that being a woman from an emerging country has actually been an advantage.

Uzma Babar (Training, Development & Staffing Manager, Schlumberger)

- Work Life Balance
- Flexible Working Hours
- Strong Organizational Culture
- Rapid Career Growth
- Training and Development
- Secure Employment



Day Care



Competitive Salaries



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We believe in hiring the right people and giving them a culture they are passionate about. You will experience that culture at Schlumberger

4.4.3 Career talks

The students at their target universities look for employment opportunities at the recruitment drives conducted on the campus. Schlumberger should make an appearance on these drives and plan career talk sessions with the target audience. These career talks should target women and should be used to send a subliminal message to the female audience about how they will be valued in the organization. Schlumberger has a strong presence in the industry, the target market is well aware of their presence in the global and local market. They can seize that advantage and build on the expectations of the target market.

The career talks should build rich content on the organizational culture, they should explain the blue blooded concept and the lifestyle attached to working in Schlumberger is like. The challenging lifestyle is not for everyone and the contribution the employees would have to make to be a part of that culture. Also highlighting the support, the organization provides for females that are going through different phases of life changes. Managers are very supportive of their female subordinates working from home.

Inspirational stories and success stories from employees greatly influence the audience. Research suggests that people are interested in real life events when researching about the choice of employer. Schlumberger should also ask a female employee working at the organization to address these career talks and talk about her journey in the organization. Such a testimonial helps the audience to connect at a personal level and is relatable. This will substantiate the organization's claim that it provides these benefits to their female employees and is not just on the paper.

Schlumberger

4.4.4 Meeting with the families

In Pakistan, it is often the case that even if the female candidate agrees on working on the field, the culture of Pakistan is such that the candidate's family does not approve of their daughters working and living on the field. Thus, we recommended that as the Pakistani culture suggests, the organizations should arrange meetings with the female candidate's families and answer all their queries and show them the facilities so that they know that the candidate would be in safe hands. By doing this the families would get to more about the organization and its policies prevalent such as that of harassment, privacy etc. Thus, this would help increase the female ratio.

5. Conclusion

This report highlights a subtle problem with the communication message of brands. As with corporate brands and product brands different messages are targeted for different audiences, similarly employer brand messages should consider this in their communications. Organizations are striving hard to achieve gender diversity and maintain an image of a workplace that respects and supports females. For Schlumberger to achieve their goal of 20% female population it is important to understand what their target audience is looking for and how the message they send is perceived. Schlumberger has very good HR practices that support their female staff at every stage of their life, their culture respects and honors them. All that is left to do is let the potential target market know about it. Through the findings it was analyzed that females want to know more about the work place environment, work life balance and timings support the organization provides rather than the information that tells them how big Schlumberger is or how it is a training and development hub. Currently Schlumberger's message greatly emphasizes these facts. This report recommends putting more emphasis on their culture and organizational support while not completely overlooking the fact that they offer competitive salary and benefits and career growth opportunities, thus maintaining a balance between the two. Frequent interaction with the target audience through social media and career talks is also recommended to the organization.

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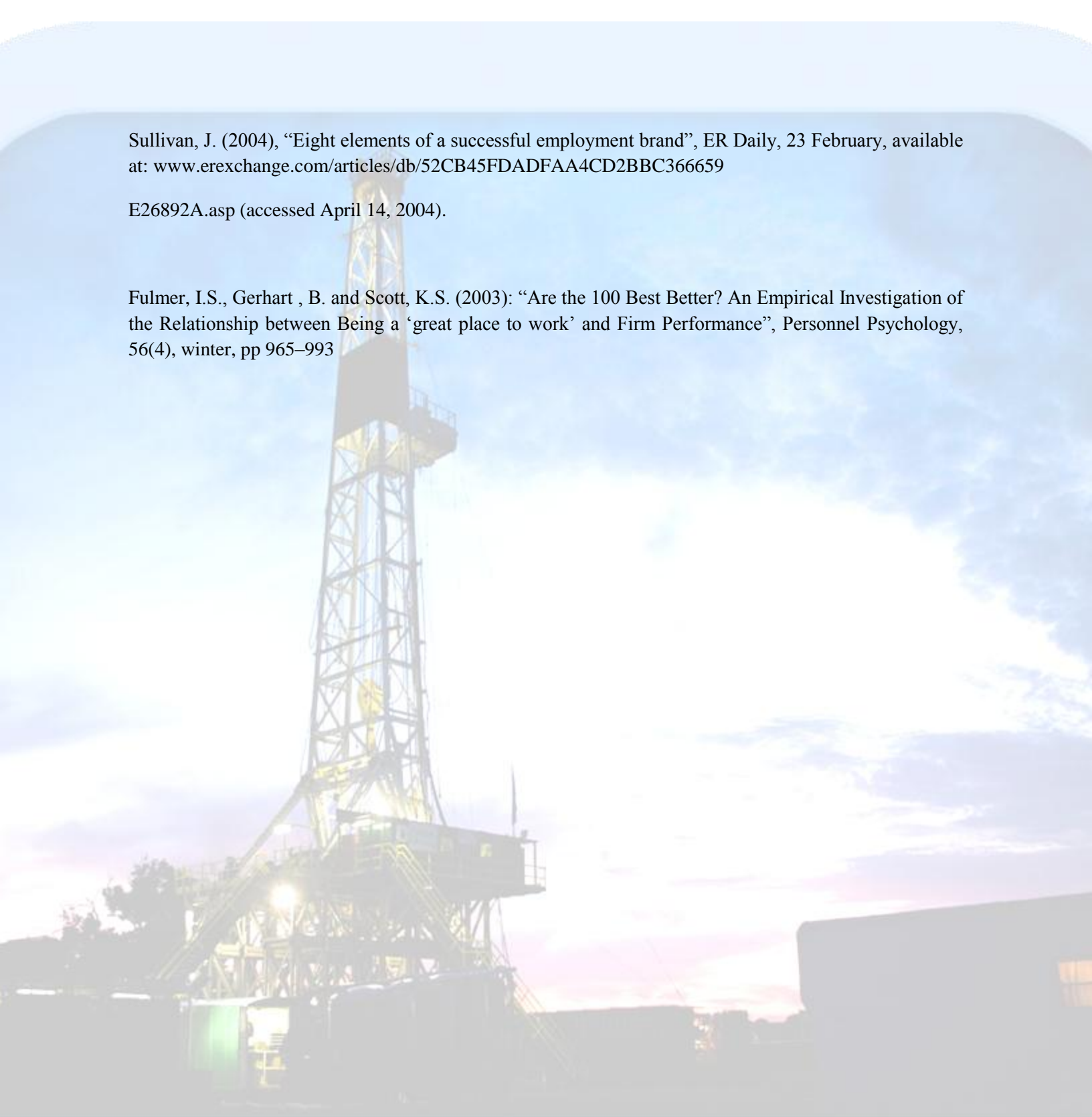
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A tall, lattice-structured oil rig stands against a sky with soft, colorful clouds from a sunset or sunrise. The rig is illuminated from below, and its base is surrounded by various pieces of equipment and structures.

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Schlumberger

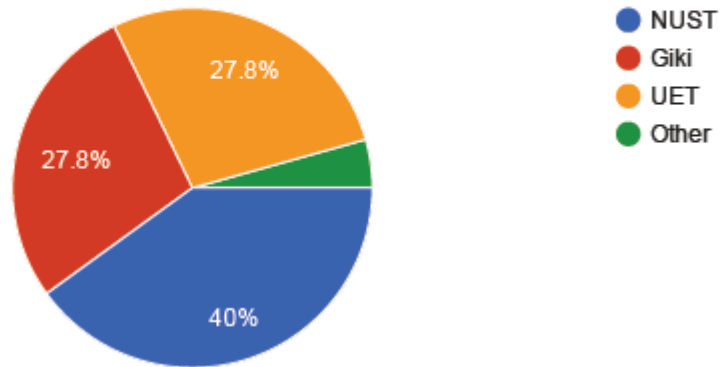
Appendices

Appendix 1 Online survey

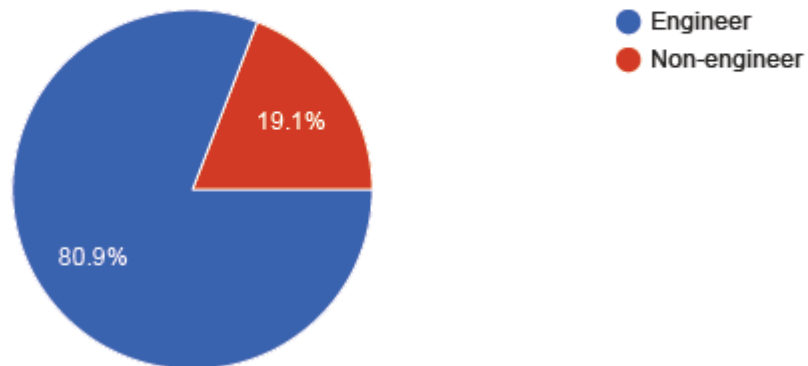
1. Which university did you study from?
2. Are you an engineer or non- engineer?
3. Have you heard about “Schlumberger Limited”?
4. Which of these do you prefer when looking for jobs?
 - Organization’s website
 - University recruitment drives
 - Newspapers
 - Social media sites
1. What sort of information do you want to find about the company?
 - Inspirational/success stories
 - Why you should work there
 - What is expected from you
 - Its values, culture and environment
 - Corporate responsibility
2. Which of these is important to you when considering a place to work? Please rate from 1 to 9. 1 being least important and 9 being most important. (Please give a different rating to each).
 - Training and development
 - Organizational culture
 - Organization's Reputation
 - Rapid career advancement
 - Flexible working hours
 - Secure employment
 - Contribution to society
 - Work life balance
 - Competitive salary and benefits

Appendix 2 Survey results males

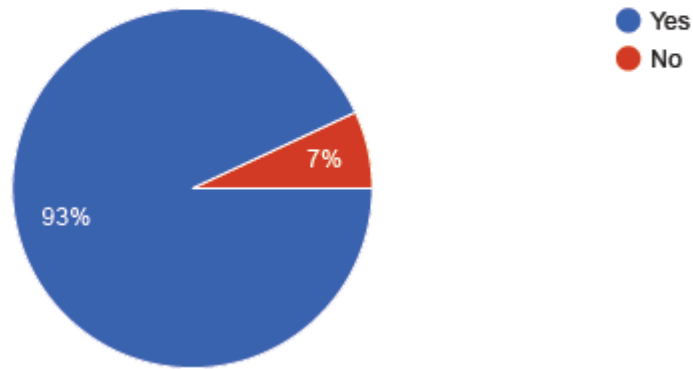
Which university did you study from? (115 responses)



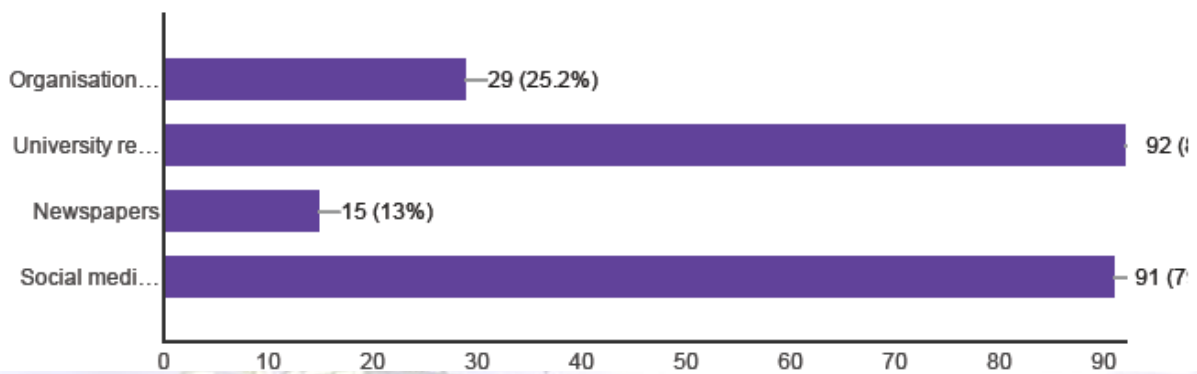
Are you an engineer or non-engineer? (115 responses)



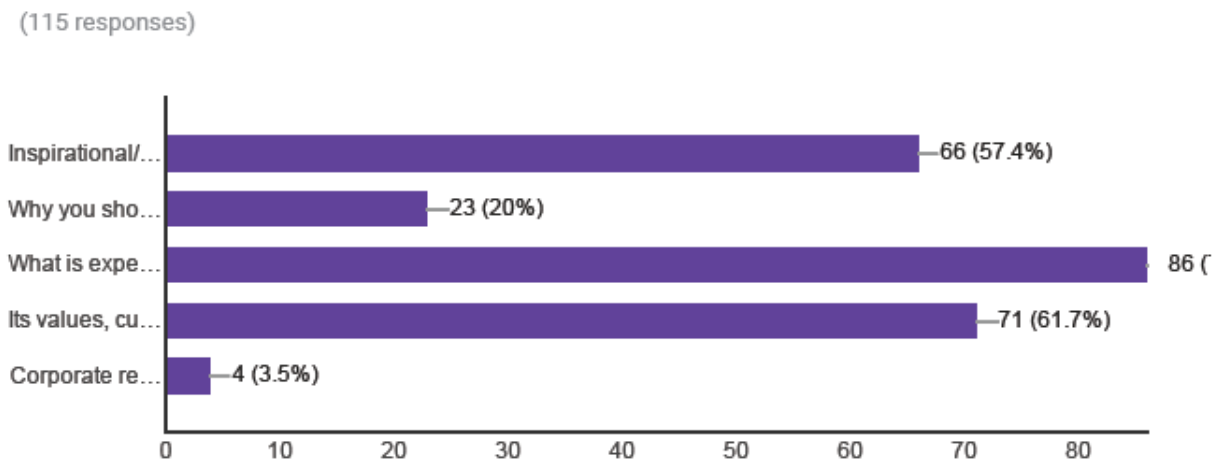
Have you heard about "Schlumberger"? (115 responses)



Which of these do you prefer when looking for jobs? (115 responses)

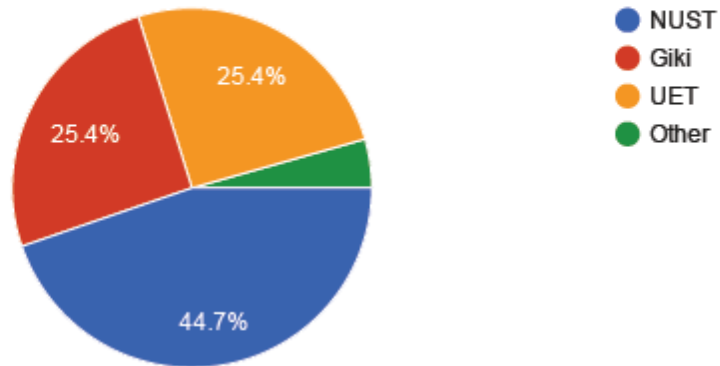


What sort of information do you want to find on the company's career site? (115 responses)

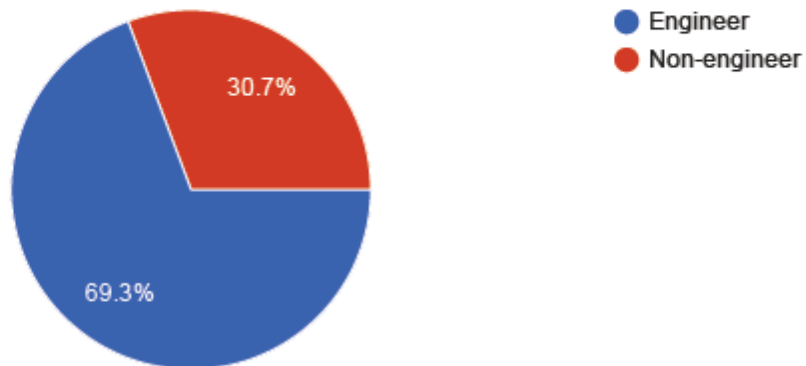


Appendix 3 Survey results female

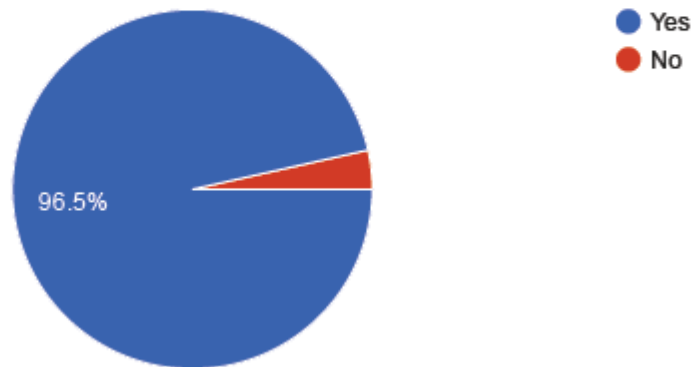
Which university did you study from? (114 responses)



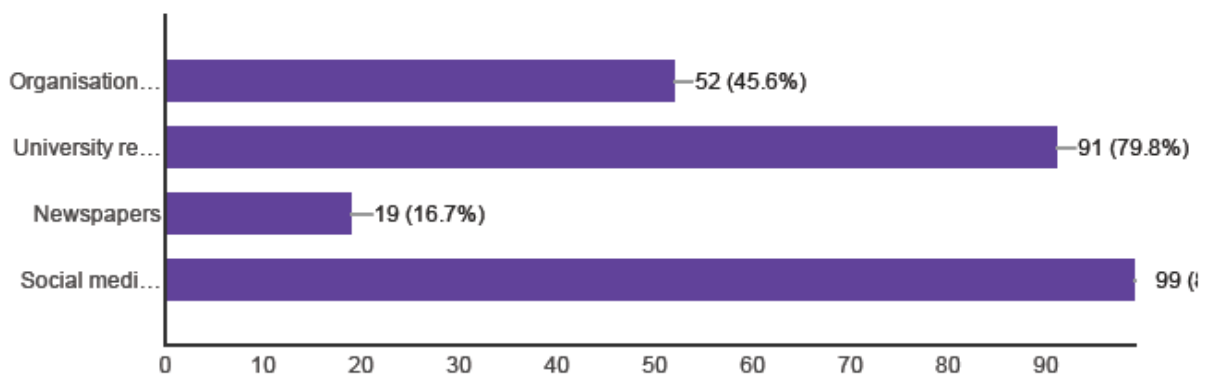
Are you an engineer or non-engineer? (114 responses)



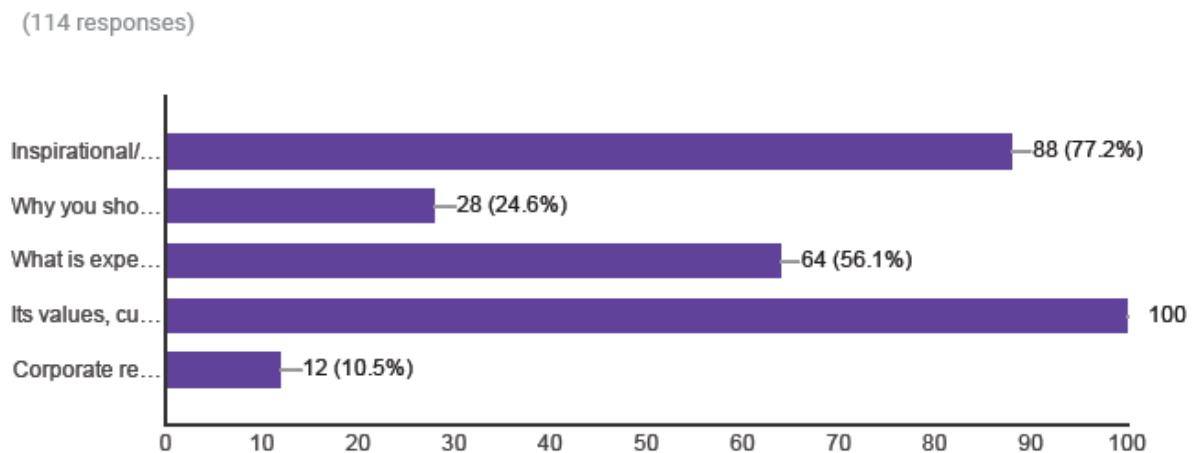
Have you heard about "Schlumberger"? (114 responses)



Which of these do you prefer when looking for jobs? (114 responses)



What sort of information do you want to find on the company's career site? (114 responses)



Which of these is important to you when considering a place to work? Please rate from 1 to 9. 1 being least important and 9 being most important. (please give a different rating to each)

