

Eni Corporation

Student's Name

Institutional Affiliations

Eni Corporation

Company Overview

Eni Corporation is an Italian company operating in the oil and gas industry. Established in 1953 and headquartered in Rome, the company has grown significantly over the years to become one of the global supermajors in the global oil and gas industry. Currently, Eni has ventured into more than 79 countries across the world, with thousands of employees (Eni Corporation, n.d). The company is co-owned by the Italian government, the People's Bank of China, and other private stakeholders. Although its primary business venture is in the oil and gas industry, Eni has diversified its business into other areas such as hospitality, textile, mining contracting, as well as nuclear power. In order to continue creating value, Eni underwent a complete overhaul of its structure between 2014 and 2017 to become a full integrated Oil and Gas company (Eni Corporation, n.d). In addition its financial strength, Eni counts Human Resources as one of the important pillars upon which its growth and development is anchored.

Current Situation

Training

Eni Oil and Gas Corporation has made tremendous progress in the efforts to train its members to equip them with appropriate knowledge and skills in matters of oil and gas exploration. The company is committed to ensuring that its workers are well-conversant with current issues in oil and gas to gain competitive advantages over its rivals. The needs assessment is an essential exercise that has helped the firm to address the problems undermining the performance of its members (Furnham, 2017). The strategic management has a practice of formulating training programs from its perspective. This has limited the employees from making their contributions to have their needs identified and adequately addressed. The corporation is

currently using the questionnaires and focus group discussions to identify and evaluate the needs of its employees. Although these strategies are effective, there is the need for one to considering their pitfalls to avert managerial crises. The training program focuses solely on conducting work analysis rather than integrating knowledge, skills and abilities of its members (Furnham, 2017). Consequently, it is critical for the human resource management to consider improving on its techniques for its members to benefit immensely.

Eni Oil and Gas Corporation offer on-job training in petroleum business and professional development to equip its staff members with essential knowledge and skills to realize the desired performance. The program is keen on familiarizing the selected individuals with petroleum and energy business. The program has helped the employees to appreciate the role of Eni in the energy industry and how it seeks to meet its set goals (Philips, 2017). The organizational culture allows the company to train its employees regularly to keep them informed about the on-going issues and changes in the energy sector. This approach has significantly improved the abilities and competencies of the members empowering them to be independent and work as a team.

Informed employees are committed to adopting transformations that aim at enhancing their individual and team performance (Brudney, 2018). This explains why Eni Oil and Gas Firm' is realizing a lot of success in the efforts to becoming a model integrated energy company. The human resource of Eni Company is committed to influencing, promoting and developing its culture in an attempt to outshining rivals in the same industry. Despite the success realized by Eni Oil and Gas in training the employees, there is room for improvement for the corporation to maximize the presenting opportunities to remain relevant in the dynamic market.

Employee Selection

Eni Oil and Gas Corporation' is committed to recruiting qualified individuals to advance the vision and mission of the firm. Perhaps, this explains why the human resource has adopted the structured interview to select a talented workforce (Brudney, 2018). However, the shortcomings of the methodology have seen Eni missing out talented individuals who could have been perfect match to drive its agenda to the multinational level. For instance, prejudice and personal differences have made it difficult for the human resource to conduct the recruitment process fairly, an aspect that has injured its reputation.

Eni Corporation is also using the face-to-face interviews as one of the recruiting strategies. Although the method has helped the firm to select qualified persons to serve in in different capacities, the problems associated with the method make it imperative for the human resource to explore better options (Erdody, 2017). For instance, it makes the potential employees nervous and contributes to them failing the interview when he/she could have been of help to the company. There is the need for improving the selection methods to ensure that Eni Firm is attracting and recruiting best employees to add value to its operations.

Eni, Oil and Gas train its employees after selection, an aspect that has improved the knowledge and skills of the members over time. Staff development is a healthy practice that helps the human resource to identify and develop talented employees to enhance their individual and group performance (Brudney, 2018). It seeks to improve the competencies of the organizational members in a bid to helping them contribute to its wellbeing. The organization is investing enormous resources to facilitate the employee training programs that aim at benefiting those that have qualified to serve in different capacities. The practice is against the efforts of the corporation to minimize operational costs while at the same time adopting lean management. Thus, it is crucial for the human resource to explore alternative selection methods that could

ensure that the firm is recruiting members that are already conversant with the operations of the firm (Philips, 2017). This will save resources and advance the agenda of the corporation of realizing lean management and production to realize the desired results.

Recommendations

Strategies for Improving Training

Developing effective training strategies offer employees opportunities to master new procedures and enhances their productivity at the workplace. As such, it is of the essence to consider designing an appropriate training program based on the needs of the organizations for the workers to benefit fully (Philips, 2017). Eni, Oil and Gas can heighten the performance of its members by adopting key strategies that are geared at enhancing the effectiveness of its training programs, as stipulated by its human resource. These recommendations are geared at enhancing consistency among the members of the organization while at the same time better equipping the management to identify and fix problems undermining the role of the human resource as a strategic business partner in matters staff development. Eni Oil and Gas ought to develop an effective training program for its workers based on its current and future needs to remain viable in the competitive oil and gas market.

Eni, Oil and Gas Corporation should consider conducting needs assessment to determine what the workers are doing well and what they are doing not-so-well to enhance its efficiency. Without doubt, the human resource of the corporation is keen on developing training programs that are geared at empowering its members with essential skills and knowledge in the business of oil and gas. However, there is the need for performing needs assessment in an attempt to helping the human resource department to identify the unmet needs of the employees. Training of the organizational members is an extensive and expensive exercise that requires enormous resources

to be successful (Liu, Potočnik & Anderson, 2016). It is imperative for Eni Oil and Gas to perform needs assessment to inform the formulation of decisions when contemplating to design training programs for its members. The human resource department should administer survey questions to its members in the quest to identifying the unmet needs of the members that the current training programs do not address. This will help the firm to ensure that all its programs are geared at fixing the challenges undermining its effectiveness in an attempt to outshining its competitors in the oil and gas industry.

Employees are also expected to have appropriate knowledge, skills and abilities to be independent thinkers and apply their creativity (Nikolaou & Oostrom, 2015). Eni, Oil and Gas Corporation should consider designing programs that aim at enhancing the knowledge, skills and abilities of its workers to realize the desired efficiency. There is the need for Eni Corporation to endeavor to empower its employees with appropriate competencies to deliver in their mandate. Analytical and adaptability skills are essential in helping an individual to become an independent thinker who can work with others to realize the group goals. The human resource of Eni Oil and Gas should incorporate self-management and teamwork knowledge and skills in its training programs to ensure that its employees are well-trained and developed to address the challenges presenting in their routine operations (Schnake, 2016). Innovation and interpersonal competencies are also essential for the Eni workers. It owes to the changes in technology and the increased conflicts among its members. Wrangles and misunderstandings undermine the spirit of teamwork and cooperation, aspects that inhibit individual and group performance. Eni Corporation should consider enhancing interpersonal relations among its members through improved training programs that focus on effective leadership to address the current human resource problems it is facing.

Work analysis is a human resource practice that contributes to effective management of the workers. Eni Oil and Gas Corporation can benefit immensely if it improves on its task analysis strategies. The human resource management should adopt key questions to improve on its current analysis that has been associated with minimal changes and efficiency. The human resource manager should consider incorporating key questions to have an efficient job analysis in a bid to designing an appropriate training program (Beltran, 2011). Apart from just asking what tasks are performed by the workers, it might be critical to ascertain how frequently such tasks are performed by the employees to have a clear understanding. It is also essential to ascertain how difficult is each task and determine the trainings that are available that can improve the performance of the members.

Employment Selection

Eni, Oil and Gas can attract and retain talented workers if it improves its staff selection and recruitment procedures. The knowledge about the job test is an effective method that helps an organization not only to assess the cognitive abilities of an individual, but also tests the suitability of a person to perform certain tasks. It will help the human resource manager to ascertain the abilities of an individual in knowing about the job he/she is seeking. The pencil and stencil test will be useful in this aspect owing to its role in ascertaining the abilities and knowledge of an individual regarding a given job (Krawcke, 2018). Based on this test, Eni Corporation will be assured of recruiting individuals who are well-conversant with its operations and activities. It will also help the organization to avert situations whereby it has to train employees after they are selected, an exercise that has proven to be expensive to the corporation.

Situational tests will also enhance the selection process of Eni Oil and Gas, a strategy that helps an organization to identify and recruit members based on how they react on different

situations. Eni Firm should consider adopting this strategy based on its current situation and the challenges facing its members (Krawcke, 2018). This should then motivate the human resource to recruit individuals based on how best they respond to the identified challenges that undermine the effectiveness of its workers. Situational judgment tests are essential in helping an organization such as Eni to identify potential employees.

The human resource manager should adopt the methodology to test the decision-making skills and capabilities of a person based on a given scenario. The oil and gas industry is marked by numerous challenges and issues that one should be familiar with to remain relevant to the organization. Therefore, administering crisis management situations will be useful to ascertain how an individual can resolve and lead and lead an organization during worst times (Krawcke, 2018). Hence, the recruiting team should endeavor to adopt the situational strategy to ensure that only members who are flexible and informed are recruited to attend to the changing situations and issues in the oil and gas industry.

Realistic job previews will also be useful for Eni Oil and Gas Corporation in a bid to improving its employee selection process. The strategy is effective in helping an organization to identify potential workers from hundreds for further tests and interviews (Erdody, 2017). The oil and gas corporations experience enormous challenges ranging from management to marketing that undermine their performance and positioning globally. Individuals who are keen on securing employment with such companies are committed to conducting research about these issues to offer solutions in the future should they have a chance to do so (Siegal, 2016). Securing the services of such potential employees is critical to addressing the realistic problems that could be facing the company. Therefore, Eni Oil and Gas Corporation should consider adopting the

realistic job previews to identify and recruit only members who are interested in the affairs of the company and appreciate the challenges in the given industry.

Moreover, the human resource will benefit immensely from the method, thanks to its contributions to ensuring that the potential employees are equipped with adequate knowledge about the company and the problems it faces (Siegal, 2016). This will help the corporation to avert situations whereby the recruited employees are not well-conversant with the industry; hence they do not appreciate the problems that a corporation could be facing. Such individuals are also not prepared to help a firm address its challenges, but instead, they might take long to understand the oil and gas industry to be useful to their employer.

Eni Gas and Oil should adopt the preliminary screenings to enhance its employee selection process. Studies have revealed that such screenings are critical in helping an organization identify and choose best employees from a wide range. Selecting employees is not an easy task (Erdody, 2017). Eni Oil and Gas Corporation' has encountered numerous challenges when it comes to selecting talented employees. This owes to the vast challenges it experiences with the recruited members that requires the firm to conduct staff training to survive. It is common for the recruiters to have a tough decision to make in a bid to selecting the perfect employees from a job position that has attracted many applicants. He/ she is required to be smart enough to recruit competent and qualified individuals who can adequately serve in the identified position (Erdody, 2017). It is important for Eni Firm to consider the preliminary screenings to benefit from the selection process that is geared at recruiting appropriate individuals to improve the overall performance.

Changes in Legislation

Government regulations and legislation is among the four external factors that affect the human resource in an organization. Economic conditions shape the current economy, an aspect that affects the way the human resource selects and recruits potential employees. This owes to the fact that it adversely affects the talent pool while at the same time hampers the efforts of the human resource to hire an individual (Darwish, 2013). Technological advancements are also an external factor that could influence the operations of the human resource in an organization. This is so because it affects the way the human resource thinks and acts when contemplating to downsize the staff to minimize the costs of operation. The workforce demographics also affect the management of the human resource (Darwish, 2013). However, changes in legislation cut across the other three factors, making it imperative for the human resource to consider adapting to the changes to remain relevant to the organization.

Changes in leave provisions can also affect the role of the human resource manager at Eni Oil and Gas Company. The Leave Provision Act requires an employer to allow leave of up to 12 weeks owing to various circumstances such as health problems and bonding with new baby. An employee is entitled to enjoy the leave and must not be coerced by the employer to work during that period (Sims & Sauser, 2015). Changes in this provision could consequently affect the planning in the human resource in an organization. For instance, increasing or reducing the duration for leaves will have a direct impact on planning at Eni Oil and Gas, an aspect that could alter the routine operations. One should be conversant with the change in legislation pertaining leave to ensure that he/she is operating in the confinement of the law governing the practice of human resource (Sims & Sauser, 2015). The failure to abide by the enacted changes in the legislation could have adverse effects on the operations of the company, a situation that could injure its profits and reputation.

The Civil Rights Act plays a critical role in protecting the employees from any form of discrimination. Changes in this legislation means that the human resource at Eni Oil and Gas Corporation' re-evaluates their operations and practices to abide by the law. An employer cannot refuse to recruit and hire an individual, dismiss him/ her from employment or even discriminate against them in any way (Donsky, 2014). For instance, changes in the age discrimination in the Employment Act will compel the human resource of Eni Oil and Gas Company to consider individuals who were initially locked out by its company policies governing the recruitment process. This requires the human resource of Eni Oil and Gas Company to adhere to the changes and implement them to the latter to avert frictions with the authorities (Donsky, 2014). In such situations, the role of the human resource could change to fit into the new legislation as directed by the government.

Changes in legislation could affect the way the employees with medical conditions and disability are treated in an organization. The human resource might be obliged to relieve an individual some of their duties and responsibilities owing to their disability or medical condition (Darwish, 2013). It is critical for the strategic management to consider the special needs of the respective employees to ensure that they are protected and are operating in conducive environment. For instance, the role of the human resource could change when an individual is diagnosed with a chronic or terminal illness.

The management cannot dismiss or jeopardize the wellbeing of the employee on such grounds if the law protects them. However, amendments that allow the employer to dismiss such individuals on the ground of productivity and performance could consequently mean that the employer can choose to dismiss or retain such individuals (Donsky, 2014). The labor Act protects employees with disabilities from discrimination and directs the employer to create an

enabling environment to facilitate their wellbeing at the workplace. Such changes could alter the role of the human resource and compel them to support the employees with disabilities rather than victimizing and finally dismissing them from work (Donsky, 2014). The human resource at Eni Oil and Gas Corporation should endeavor to remain informed about the changes in legislations that affect their job to adhere to the law.

The Fair Labor Standards Act stipulates the minimum wage is usually revised on periodic basis. The human resource of Eni Oil and Gas Company is required by law to adhere to the act when designing the remuneration packages (Bose & Biswas, 2018). The periodic changes require the human resource to adjust the remuneration system as per the law to avert frictions with the labor agencies and the government of Italy. The failure to administer the changes could attract industrial actions from the employees and labor unions in the country (Bose & Biswas, 2018). The reputation of the corporation will be at stake, something that the human resource is committed to protecting. Eni Oil and Gas Corporation should embrace changes in the legislation affecting the practice of the human resource to protect its reputation and global position.

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