

# CHAPTER 5

## MANAGEMENT ANALYSIS



This chapter will explain management analysis, which covers ABC’s implementation plan and implementation schedule. Then will describe organization setting, job function, job qualification, and employee salary. Finally, recruitment and selection of ABC Company will be illustrated.

### 5.1 Implementation Plan

After consideration of marketing and engineering analysis, the implementation plan of ABC Company is shown in the following table.

Table 5.1: Implementation plan

Item	Activity	Activity which finish first	Time(weeks)
A	Meet with potential shareholder	-	2
B	Describe detail of project	A	1
C	Collect Data and feasibility study	B	8
D	Make Decision for the project	C	1
E	Select source of fund	D	1
F	Plant location selection	D	2
G	Site selection	D	3
H	Apply for BOI support	E,F,G	1
I	Apply for loans	H	1
J	Purchase land and land improvment	I	3
K	Construct plant	J	24
L	Built fend and decorate	I	8
M	Purchase machines	K	1
N	Install machines	M	1
O	Purchase raw materials	N	1
P	Recruit managerial employee	N	2
Q	Recruit other employee	P	2
R	Training	Q	4
S	Pre-production (Incineration)	R	8
T	Advertising	R	6
U	Improve Incineration process	S	4

The project scheduling is shown in the following table.

Table 5.2: Implementation Scheduling

ID	Task Name	Duration (weeks)	Year 1														
			1	2	3	4	5	6	7	8	9	10	11	12			
A	Meet with potential shareholder	2	█														
B	Describe detail of project	1	█														
C	Collect Data and feasibility study	8	█	█	█	█	█	█	█								
D	Make Decision for the project	1			█												
E	Select source of fund	1			█												
F	Plant location selection	2			█	█											
G	Site selection	3			█	█	█										
H	Apply for BOI support	1				█											
I	Apply for loans	1					█										
J	Purchase land and land improve	3					█	█	█								
K	Construct plant	24						█	█	█	█	█	█	█	█	█	█
L	Built fend and decorate	8										█	█	█	█	█	█
M	Purchase machines	1															█
N	Install machines	1															█
O	Purchase raw materials	1															█
P	Recruit managerial employee	2															█
Q	Recruit other employee	2															█
R	Training	4															█
S	Pre-production (Incineration)	8															█
T	Advertising	6															█
U	Improve Incineration process	4															█

## 5.2 Organization Structure

ABC organization consists of Procurement & Administration, Production, Quality Assurance, Logistic, Engineering, and Financial, Marketing and Human Resource section, which are shown in the following figure.

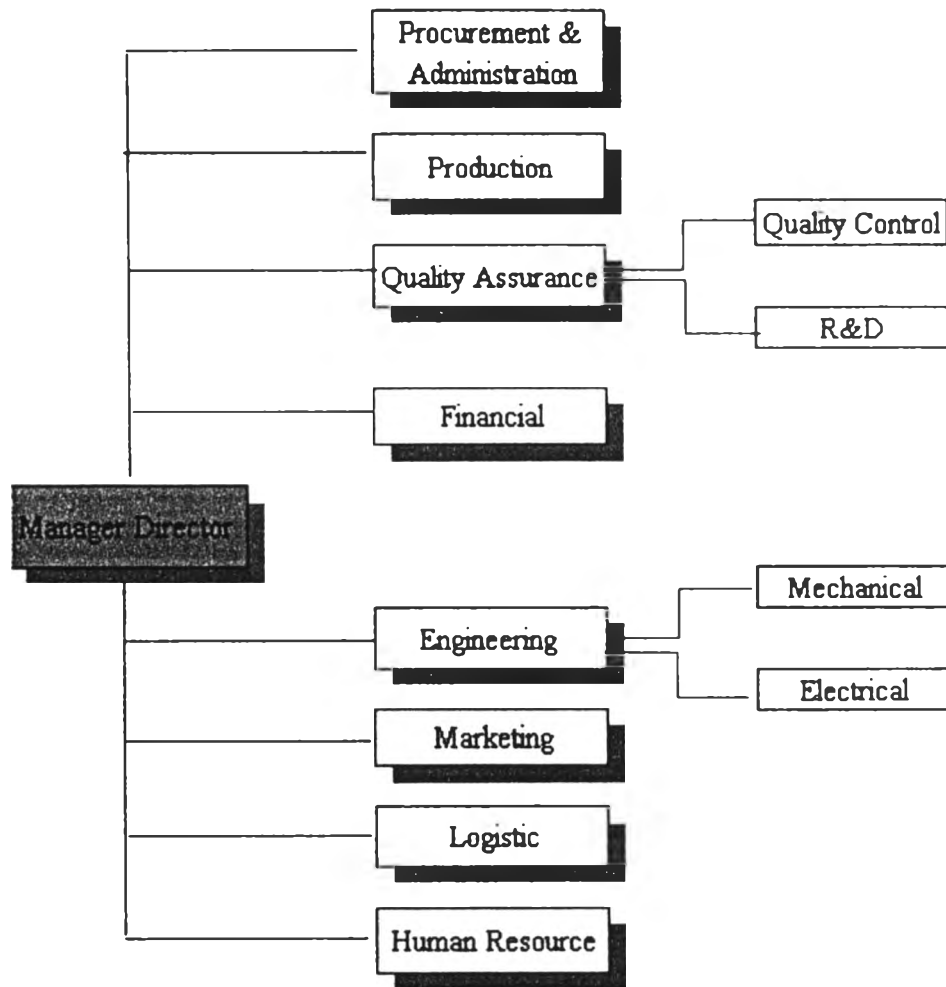


Figure 5.1: ABC Organization

## 5.3 Job Function

The following are the lists of job duties in each section of ABC Company.

### 5.3.1 Manager Director

Manager director will be responsible of the following tasks.

- Set the overall strategy
- Set the company's annual objective.
- Performance measurement
- Review all information from each manager
- Control the final decision-making.
- Motivation the staffs.

### **5.3.2 Procurement & Administration**

Procurement & Administration Section is responsible for the following tasks.

- Responsible for the procurement of both machines and equipment covering of direct and indirect cost.
- Select appropriate suppliers.
- Make good supplier relationship
- Evaluate suppliers
- Development and maintenance of a capable and reliable supplier base
- Ensure an uninterrupted material and supply at a competitive price in the appropriate quality, quantity and the right time.

### **5.3.3 Production**

Production Section is responsible for the following tasks.

- Responsible for incinerating plan, control and management.
- Control infectious plant's process covering of feeding, incinerating, wastewater treatment and so on.
- Control capability of the incinerating process.

### **5.3.4 Quality Assurance**

Quality Assurance section is responsible for both quality control and research and development as explain below.

- Quality controls which responsible for incinerating fumes to quality standards, wastewater qualification, and so on.
- Research and development for incinerating development
- New service development

### **5.3.5 Engineering & Maintenance**

Engineering & Maintenance is responsible for the following tasks.

- Optimization of the incineration process and structure.
- Providing engineering support to plant operation.
- Development of equipment specification and facility management

- Maintenance of process equipment

### **5.3.6 Financial & Accounting**

Financial & Accounting is responsible for the following tasks.

- Responsible for the overall accounting and finance activities
- Managing and controlling the cash, expense, taxation, payable and receivable function
- Prepare financial, statutory and management reports.

### **5.3.7 Marketing**

Financial & Accounting is responsible for the following tasks.

- Accomplish the marketing's objective
- Sale of infectious wastes incinerating service
- Customer service
- Make good supplier relationship
- Set sale promotion and advertising
- Prepare training course for customer

### **5.3.8 Human Resources**

Human Resources is responsible for the following tasks.

- Responsible for the management of the personnel activities
- Recruitment and selection
- Responsible for payroll process, man power planning
- Make good labor relationship
- Develop and implement evaluation system
- Develop annual salary and compensation and benefit planning
- Set training course for employee

### 5.3.9 Logistic section

Logistic is responsible for the following tasks.

- Control receiving of infectious wastes from customer
- On time delivery both suppliers and customers
- Set and update the transportation routing.
- Develop the material handle and equipment

## 5.4 Employee Qualification

When set the task for each section of ABC Company, then employee qualification will be set as shown in the following items.

### 5.4.1 Managing Director Section

The managing director and clerk qualification are shown in the following table.

Table 5.3: Managing Director & Clark qualification

Position	Qualification	Number	Salary (Bahr/month)
1.1 Managing Director	<ul style="list-style-type: none"> <li><input type="checkbox"/> Male/Female Age over 35 years</li> <li><input type="checkbox"/> Minimum 10 years experience with 5 year in key managerial position.</li> <li><input type="checkbox"/> Master degree in Engineering Management</li> <li><input type="checkbox"/> Excellent command of English</li> </ul>	1	100,000
1.2 Clerk	<ul style="list-style-type: none"> <li><input type="checkbox"/> Male/Female</li> <li><input type="checkbox"/> Minimum 1 years experience in Clerk field.</li> <li><input type="checkbox"/> Bachelor' degree / Technical Diploma</li> </ul>	1	10,000

### 5.4.2 Procurement & Administration Section

Procurement & Administration Section composes of procurement manager, engineer, and staffs. Their qualifications are shown below.

Table 5.4: Procurement & Administration qualification

Position	Qualification	Number	Salary (Baht/month)
2.1 Procurement & Administration Manager.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Male/Female Age over 30 years</li> <li><input type="checkbox"/> Minimum 5 years experience in procurement field.</li> <li><input type="checkbox"/> Bachelor' degree in Business Administration / Engineering Management / Industrial Engineer</li> <li><input type="checkbox"/> Excellent command of English</li> </ul>	1	50,000
2.2. Procurement Engineer	<ul style="list-style-type: none"> <li><input type="checkbox"/> Male/Female</li> <li><input type="checkbox"/> Minimum 2 years experience in procurement field.</li> <li><input type="checkbox"/> Bachelor' degree in Industrial Engineer</li> </ul>	1	20,000
2.3 Procurement staff	<ul style="list-style-type: none"> <li><input type="checkbox"/> Male/Female</li> <li><input type="checkbox"/> Minimum 1 years experience in procurement field.</li> <li><input type="checkbox"/> Bachelor' degree in Business Administration</li> </ul>	1	15,000

### 5.4.3 Production Section

Production section composes of production manager, production engineer, and their staff. The qualifications are shown in the following table.

Table 5.5: Production Qualification

Position	Qualification	Number	Salary (Baht/month)
3.1 Production Manager	<ul style="list-style-type: none"> <li>❑ Male Age over 30 years</li> <li>❑ Minimum 5 years experience in incineration field.</li> <li>❑ Bachelor' degree in Engineering Management / Industrial Engineer/Production Engineer</li> <li>❑ Excellent command of English</li> </ul>		50,000
3.2 Production Engineer	<ul style="list-style-type: none"> <li>❑ Male</li> <li>❑ Minimum 2 years experience in incineration field.</li> <li>❑ Bachelor' degree in Industrial Engineer/Mechanical Engineer/Production Engineer</li> </ul>	1	20,000
3.3 Production staff	<ul style="list-style-type: none"> <li>❑ Male</li> <li>❑ Technical Diploma</li> </ul>	2	10,000



#### 5.4.4 Quality Assurance

The quality assurance section composes of QA manager, QA engineer, R&D engineer and QA staff. Their qualifications are shown in Table 5.4.

Table 5.6: Quality Assurance qualification

Position	Qualification	Number	Salary (Baht/month)
4.1 QA Manager	<ul style="list-style-type: none"> <li>□ Male/Female Age over 30 years</li> <li>□ Minimum 5 years experience in related field.</li> <li>□ Bachelor' degree in Industrial Engineer/Industrial Chemistry</li> <li>□ Excellent command of English</li> </ul>	1	50,000
4.2 QA Engineer	<ul style="list-style-type: none"> <li>□ Male/Female</li> <li>□ Minimum 2 years experience in quality control.</li> <li>□ Bachelor' degree in Industrial Engineer/Industrial Chemistry</li> </ul>	1	20,000
4.3 Research & Development Engineer	<ul style="list-style-type: none"> <li>□ Male/Female</li> <li>□ Minimum 2 years experience in quality control.</li> <li>□ Bachelor' degree in Industrial Engineer/Industrial Chemistry/ Mechanical Engineer</li> </ul>	1	20,000
4.4 QA Staff	<ul style="list-style-type: none"> <li>□ Male/Female</li> <li>□ Technical Diploma in Industrial Chemistry</li> </ul>	2	10,000

### 5.4.5 Engineering & Maintenance

Engineering and Maintenance section compose of the section manager, engineers, and their staffs. The details of qualification are shown in Table 5.7.

Table 5.7: Engineering and Maintenance Qualification

<b>Position</b>	<b>Qualification</b>	<b>Number</b>	<b>Salary (Baht/month)</b>
5.1 Engineering & Maintenance Manager	<ul style="list-style-type: none"> <li><input type="checkbox"/> Male Age over 30 years</li> <li><input type="checkbox"/> Minimum 5 years experience in incineration field.</li> <li><input type="checkbox"/> Bachelor' degree in Mechanical Engineering</li> <li><input type="checkbox"/> Excellent command of English</li> </ul>	1	50,000
5.2 Engineering & Maintenance Engineer	<ul style="list-style-type: none"> <li><input type="checkbox"/> Male</li> <li><input type="checkbox"/> Minimum 2 years experience in incineration field.</li> <li><input type="checkbox"/> Bachelor' degree in Mechanical Engineer/Electrical Engineer</li> </ul>	2	20,000
5.3 Engineering staff	<ul style="list-style-type: none"> <li><input type="checkbox"/> Male</li> <li><input type="checkbox"/> Technical Diploma in Mechanical/Electrical</li> </ul>	2	10,000

### 5.4.6 Financial Section

Financial section composes of financial manager and their staffs. The qualifications are shown in Table 5.8.

Table 5.8: Financial section qualification

Position	Qualification	Number	Salary (Baht/month)
6.1 Financial Manager	<ul style="list-style-type: none"> <li><input type="checkbox"/> Male/Female Age over 30 years</li> <li><input type="checkbox"/> Minimum 5years experience in Financial / Accounting</li> <li><input type="checkbox"/> Bachelor' degree in Financial/Accounting</li> <li><input type="checkbox"/> Excellent command of English</li> </ul>	1	50,000
6.2 Financial staff	<ul style="list-style-type: none"> <li><input type="checkbox"/> Male/Female</li> <li><input type="checkbox"/> Minimum 1 years experience in Financial/Accounting field.</li> <li><input type="checkbox"/> Bachelor' degree in Financial/Accounting</li> </ul>	2	15,000

### 5.4.7 Marketing Section

Marketing section composes of marketing manager, sale personnel, and customer service's staffs. The qualifications are shown in Table 5.9.

Table 5.9 Marketing qualification

<b>Position</b>	<b>Qualification</b>	<b>Number</b>	<b>Salary (Baht/month)</b>
7.1 Marketing Manager	<ul style="list-style-type: none"> <li>□ Male/Female Age over 30 years</li> <li>□ Minimum 5years experience in Marketing field</li> <li>□ Master degree in Business Administration</li> <li>□ Excellent command of English</li> </ul>	1	50,000
7.2 Sale personnel	<ul style="list-style-type: none"> <li>□ Male/Female Age not over 30 year</li> <li>□ Minimum 1 years experience in sale personnel</li> <li>□ Bachelor' degree</li> </ul>	3	15,000
7.2 Customer's Service staff	<ul style="list-style-type: none"> <li>□ Male/Female Age not over 30 year</li> <li>□ Bachelor' degree in Mechanical Engineering, Environmental /Engineering, Environmental Science</li> <li>□ Minimum 2 years experience in waste disposal</li> </ul>	2	20,000

### 5.4.8 Human Resource

Human Resource section composes of HR manager, and their staffs. The qualifications are shown in the following table.

Table 5.10: Human Resource Qualification

Position	Qualification	Number	Salary (Baht/month)
8.1 HR Manager.	<ul style="list-style-type: none"> <li>□ Male/Female Age over 30 years</li> <li>□ Minimum 5years experience in Human Resource</li> <li>□ Bachelor' degree in Social Science/ Political Science / MBA / EM</li> <li>□ Excellent command of English</li> </ul>	1	50,000
8.2 HR staff	<ul style="list-style-type: none"> <li>□ Male/Female</li> <li>□ Minimum 1 years experience in Human resource field.</li> <li>□ Bachelor' degree</li> </ul>	2	15,000

### 5.4.9 Logistic section

Logistic section composes of logistic manager, driver, and infectious wastes handle staffs. Their qualifications are shown in the following table.

Table 5.11: Logistic qualification

<b>Position</b>	<b>Qualification</b>	<b>Number</b>	<b>Salary (Baht/month)</b>
9.1 Logistic Manager	<input type="checkbox"/> Male Age over 30 years <input type="checkbox"/> Minimum 5 years experience in logistic /transportation field. <input type="checkbox"/> Bachelor' degree in Industrial Engineer	1	50,000
9.2 Driver	<input type="checkbox"/> Male Age 25-30 year <input type="checkbox"/> 2 Year experience for truck driver <input type="checkbox"/> Driver License	4	10,000
9.3 Infectious Wastes Handle staff	<input type="checkbox"/> Male Age 20- 25	4	8,000

## 5.5 Salary Estimation

The salary estimation of each position is shown in the following table.

Table 5.12: Salary Estimation

Item	Position	Number	Salary	Total (Bant/month)
1	Manager Director	1	100,000	100,000
2	Clerk	1	10,000	10,000
3	Procurement & Administration Manager.	1	50,000	50,000
4	Procurement Engineer	1	20,000	20,000
5	Procurement staff	1	15,000	15,000
6	Production Manager	1	50,000	50,000
7	Production Engineer	1	20,000	20,000
8	Production staff	2	10,000	20,000
9	Quality Assurance Manager	1	50,000	50,000
10	QA Engineer	1	20,000	20,000
11	R &D Engineer	1	20,000	20,000
12	QA Staff	2	10,000	20,000
13	Engineering & Maintenance Manager	1	50,000	50,000
14	Engineering & Maintenance Engineer	2	20,000	40,000
15	Engineering staff	2	10,000	20,000
16	Financial Manager	1	50,000	50,000
17	Financial staff	2	15,000	30,000
18	Marketing Manager	1	50,000	50,000
19	Sale personnel	3	15,000	45,000
20	Customer's service staff	2	20,000	40,000
21	HR Manager.	1	50,000	50,000
22	HR staff	2	15,000	30,000
23	Logistic Manager	1	50,000	50,000
24	Driver	4	10,000	40,000
25	Infectious Wastes Handle staff	4	8,000	32,000
	<b>Total</b>	<b>40</b>		<b>922,000</b>

According to the estimated salary, ABC Company needs to pay 922,000 baht per month and the number of employee is about 40 person.

## 5.6 Recruitment and Selection

Recruitment and selection of ABC Company should do by following steps.

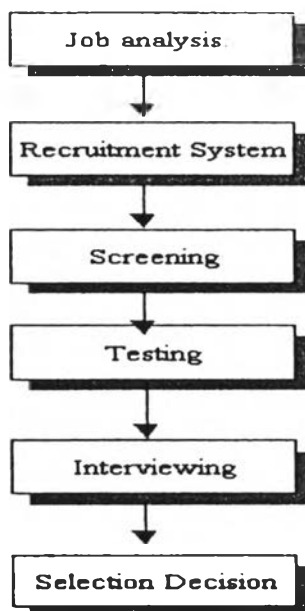


Figure 5.2: Recruitment and Selection System

Details of each step are shown in the following items.

### 5.6.1 Job analysis.

According to L.N. Jewell Marc Siegall (1990:121), “Job analysis is a defined data collection and analysis procedure through which information about job tasks and job requirements are obtained. At the same time job analysis is the basis for each of these other organizational activities, as well as for recruiting, selection and job training.” In case of the ABC Company, it should do job analysis in order to set recruitment and selection system.

There are a number of job analysis methods that the ABC Company can apply for the company as following,



### □ **Observation**

ABC Company can use “Observation Method” which is the method that the owner as the manager will observe the employees do a job. According to Wayne F Cascio, (1995:137). “Direct exposure to the jobs can provide a richer, deeper understanding of job requirements than worker’s descriptions of what they do.” However, if the work in question is primarily mental, observation alone may reveal little useful information.

### □ **Interview**

Interview is the method that ABC Company can obtain information and to find out on employee’s work description. In this way, questions and responses can be restricted to job-related topics. This method can provide information about standard as well as nonstandard activities. In addition, this method can provide the analyst with information that might not be available from any other source. If the interviewers use unclear questions or ask the ambiguous questions, the answer will be distorted information. (Wayne F. Cascio, 1995: 137).

### □ **Structured questionnaires**

ABC Company can use “Structured questionnaires method” which is one of job analysis method that the employees are sent a specifically designed questionnaire on which they check or rate items they perform on their job from a long list of possible task items. (David A. Decenzo and Stephen R. Robbins, 1999: 139). This method is generally cheaper and quickly to administer than other methods and it can be completed off the job, thus avoiding lost productive time. Also, where there are large numbers of job incumbent, this method allows an analysis to survey all of them, thus providing a breadth of coverage that is impossible to obtain other wise. Besides, such survey data often can be quantified and proceed by computer, which opens up vast analytical possibilities. (Wayne F. Cascio, 1995: 137).

ABC Company should not use only one job analysis method because there may be distortion of information. The company may use questionnaires supported by interviews and observation. If the company designs a completely and specifically questionnaire,

the structured questionnaire method will be suitable for the company. In addition, the company should use observation method for some positions such as the infectious waste handle because these positions have not many tasks. And this method will save time and expenditures. However, in some positions such as manager, engineer the company may use interview method because, this method provides a lot of information in a short time period.

### 5.6.2 Recruitment system.

There are several methods for recruiting the qualified applicants that the ABC Company can apply to set recruiting sources and methods of the company. For example, advertising, employee referral, public employment agency, and etc., According to David E. Terpstra, there are a search for effective method for nine recruitment source on a 5-point scale (1= not good, 3= average, 5= extremely good):

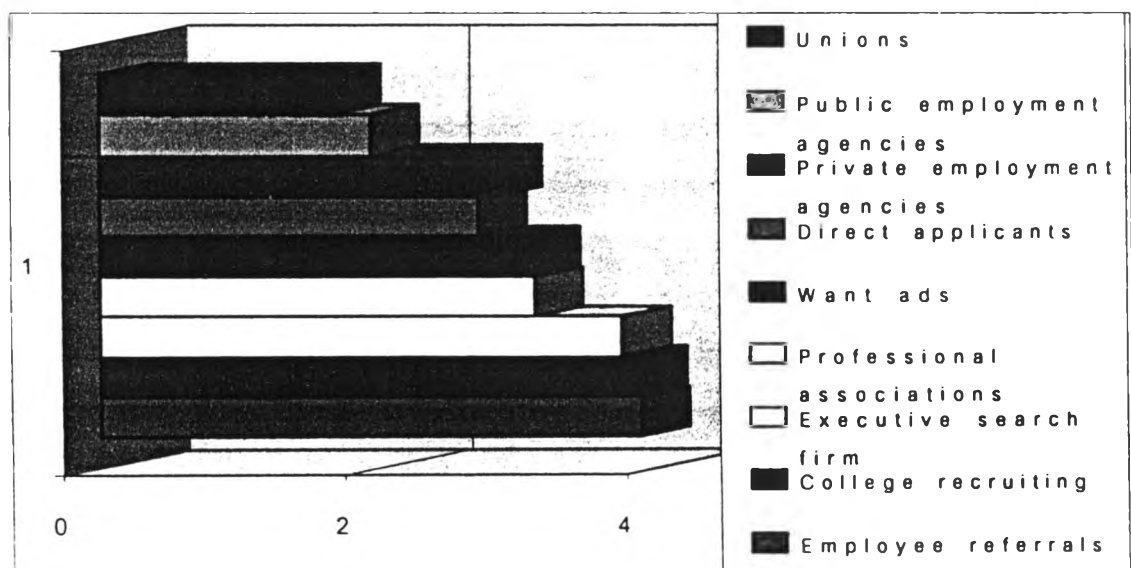


Figure 5.3: The search for effective methods

According to the search for effective methods, it shows that the effective method for recruiting method is the employee referral, college recruiting, executive search firm, professional associations, wanted ads, direct application, private employment agencies, and union respectively. Therefore, ABC Company need to consider of these method. Details of each method are shown in the following items.

### □ **Employee Referral**

The interesting source for recruiting is employee referral that the current employees can recommend relations and friends for specific job opening recruit method. For the ABC Company, employee referral can apply for many positions such as driver, infectious waste handle, clerk and so on. However, the employees referred by successful employees had longer tenure than did employees who has been unsuccessful employee should be consider. In addition, this method reduce cost of recruiting by eliminating advertising cost and agency fees, resulting in higher quality candidates because many people are reluctant to refer less qualified candidates.

### □ **School, Colleges and University Recruiting**

Since ABC Company requires many employees from several opening positions such as marketing people, financial people, engineers, so the education institution is one of the popularly methods for recruiting. The company may recruit from many schools, colleges and universities. Especially in the nation's top school in Thailand such as Chulalongkorn, Thammasart universities, and so on. However, in some positions that require experienced people such as managers and engineers so they can not recruit from this source.

### □ **Executive Search Firms**

Executive search firms call "headhunters" is the private employment agencies, which help the candidates for finding job and help the company for finding the required employees (George Bohohlander, Scott Snell, Arthur Sherman, 2001:147). Normally, the executive search firms always charge 10-40% of the annual salary from the companies that want qualifies employees. Even though, some headhunters will directly charge from the candidate that get the job. For the ABC Company, it can use executive search firms only in some position such as marketing manager, financial manager. However, another position such as driver, clerk, infectious waste handles are not suitable for this method because ABC Company should hire the local labor in Wong Chan.

### □ **Media Advertising**

The ABC Company will advertise in national newspapers such as *Thairuth*, *Dailynews*, and *Matichon* newspapers. In addition, there are many sources for advertising such as entertainment journals, local radio, television, billboards, posters and electronic mail are also utilized.

### □ **Job Fair**

Job fairs are suitable for providing information in a personal fashion to as many applicants as possible. During job fair, the candidates will fill the applicant form with including salary history, education, and work experience is included. So the company will review the resume for initial screening and then set up appointment during the job fair. (Diane Arther, 1998: 63). And this method, the ABC Company can hire an unlimited number of qualified candidates.

In addition, job fair method conducts brief interviews during the fair. Make them in depth enough to establish further interest, but not so detailed as to result in a hiring decision. In this way, a maximum number of candidates can be screened, but only potential employees are called to the company offices for a full interview at a later date. If all goes well the company may hire several people for job fair. Besides, the ABC company will recruit with the job fair that prepare by government or university because it will be low expenditure, sometime there is no cost.

### □ **Government Agencies**

Government agencies are cost free. Besides they screen and refer many applicants usually for entry level or nonspecialized position such as driver and clerk. An additional advantage is that candidates referred by government agencies are currently unemployed, so anyone selected can usually begin working. (Diane Arther, 1998: 63). However, for some positions such as the managerial are not suitable for this method because it is hard to meet the qualification from the Thai government agency.

## Evaluating Recruitment Strategies

According to Christopher Daniel, Sergio Valencia (1991,151) “Considering the number of potential recruitment sources, it is important to determine which source is the best to use”. The following steps show the way to make decision of the recruiting methods of the ABC Company.

- 1) The company should set up recruitment team for brainstorming in order to set recruiting method.
- 2) The team should list of the opening position as the following table.
- 3) The team should discuss and brainstorm for evaluating and selecting the most suitable method by put the score for each recruiting method. For example, A 5-point scale (1= not good, 3= average, 5= extremely good). However, the company should consider of number of applicants and cost of successful recruiting.
- 4) The team should sum of total score and rang them then compare with the other methods in order to find the most appropriate methods.

The Table 5.13 shows the example for finding the suitable recruiting method of the ABC Company.

Table 5.13: Evaluation Recruiting Method

Job Opening	Recruiting method							
	Employee Referral	Job Fair	College Recruiter	Goven. Agency	Media Advertising			
					Newspaper ads	Business Magazines	TVads	Radio ads
Manager Director	1	2	1	1	5	1	1	1
Clerk	5	5	5	3	2	1	1	1
Procurement Manager.	1	1	3	2	5	5	1	1
Procurement Engineer	2	3	3	1	5	5	3	2
Procurement staff	4	4	4	2	3	3	1	3
Production Manager	1	2	1	1	5	5	2	1
Production Engineer	2	2	3	1	5	3	2	1
Production staff	5	3	2	3	3	1	3	3
Quality Assurance Manager	1	2	1	1	5	5	2	2
QA Engineer	1	2	2	1	5	3	3	2
R &D Engineer	1	2	2	1	5	3	3	2
QA Staff	2	3	2	1	4	1	3	2
Engineering Manager	1	2	2	1	5	5	2	1
Engineering Engineer	3	2	3	1	5	3	3	2
Engineering staff	4	3	2	3	3	1	3	5
Financial Manager	1	2	2	1	5	5	2	2
Financial staff	3	2	3	1	5	3	3	2
Marketing Manager	1	2	2	1	5	5	2	1
Sale personnel	3	2	3	1	5	3	3	2
Customer's service staff	3	3	2	3	4	1	3	5
HR Manager.	1	2	2	1	5	5	2	1
HR staff	3	3	5	1	5	5	1	3
Logistic Manager	1	2	2	1	5	5	2	1
Driver	5	3	2	3	3	1	3	5
Handle staff	5	3	2	3	3	1	3	5
<b>Total</b>	<b>60</b>	<b>62</b>	<b>61</b>	<b>39</b>	<b>110</b>	<b>79</b>	<b>57</b>	<b>56</b>

The following figure shows the evaluation of recruitment system.

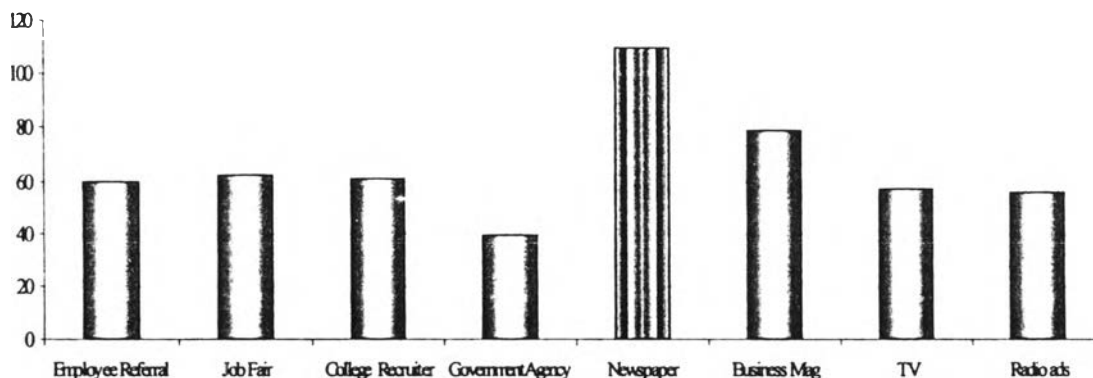


Figure 5.4: Recruitment Evaluation

Table 5.4 shows that the suitable methods for ABC Company are newspaper ads, Business magazine, job fair, respectively.

### 5.6.3 Screening

Screening is one of the important steps for recruitment and selection. According to Ronald E. Riggio (1990:97) “Personnel screening is the process of reviewing information about job applicants to select individuals for job”. A wide variety of data such as resumes, job applications, employment test, letters of recommendation, can be used in screening potential employees. In case of ABC Company, I suggest that the company should screen by following steps.

Firstly, the ABC Company should evaluate written application forms and resumes before interview. Usually, standard application form are used for screening lower-level positions in an organization, with resumes used to provide biographical data and other background information for high-level job (Ronald E. Riggio, 1990:97). The main purpose of the application form and resume is to collect biographical information such as education, work experience, and outstanding work or school accomplishments. Such data are believed to be among the best predictions of future job performance.

Secondary, the company may quantify the biographical information obtained from application forms through the use of either weighted application forms or biographical information bank. (Ronald E. Riggio, 1990:97).

#### **5.6.4 Testing**

After the evaluation of the biographical information available from resume, applicant forms, or other sources, the next step in comprehensive employee screening programs is employment testing. Therefore the ABC Company should test the candidates before interview in order to evaluate and reduce time and cost of selecting by following methods.

##### **□ Cognitive ability tests**

A cognitive ability test is designed for testing of cognitive ability range from tests of general intellectual ability to test of specific cognitive skill. In addition, this test is designed to measure abilities to learn simple jobs, follow instructions, and solve work-related problems and difficulties, these test are used to screen applicants for positions such as office clerks, production staff, mechanical staff, infectious waste handler, drivers, and so on.

##### **□ Mechanical ability tests.**

Mechanical ability tests are standardized tests that have also been developed to measure abilities in identifying, recognizing, and applying mechanical principles. These tests are particularly effective in screening applicants for positions operating or repairing machinery, and for certain engineering positions. (Ronald E. Riggio, 1990:97).

##### **□ Job Skill and Knowledge Tests**

ABC Company can use Job skill and knowledge tests, which can assess specific job skills or domains of knowledge. For example, the clerical workers would be a standardized typing test or tests of other specific clerical skills such as proofreading, filing, business vocabulary, and clerical knowledge.



### □ **Work Sample**

Work sample is a job skill test that measures applicant's abilities to perform brief examples of important job tasks. (Ronald E. Riggio, 1990:97). In addition to being an effective screening device, this work sample also served as a realistic job preview, providing applicants with a good idea of what the job was all about. (Cascio Phillip, 979:128)

### □ **The effective of Personnel Screening Test**

ABC Company will use "Employment screening tests" which are usually grouped together into a test battery that is a combination of personnel tests used to increase the ability to predict to predict job performance. (Ronald E. Riggio, 1990:97). However, the company should consider that standardized tests could be reliable and valid screening device for many jobs.

## **5.6.5. Interviewing**

After screening, the ABC Company should select the applicants who pass the test. Then the applicants will be interviewed as shown in the following items.

### □ **Structured interview**

Structured interviewing, in which the same basic questions are asked of all applicants, is nearly always more effective than unstructured interviewing, because it allows for comparisons among applicants. The use of structured questions also helps prevent the interview from wandering off course and assists in keeping interview lengths consistent.

### □ **The interviewer must be trained before interview**

The ABC Company must be trained all of the interviewer before interview because the interviewers can be instructed in proper procedures and techniques and trained to try to avoid systematic biases.

#### □ **Prepare interview questions**

The interviewer should prepare interview questions before interview. In addition, the questions must be developed from a detailed job analysis to ensure that they are job – related. Some researchers have developed situational interview questions which are derived from critical incidents job analysis techniques that ask applicants how they would behave in a given job situation. Evidence indicates that situational interviews more accurately predict job success than the traditional interview format. (Ronald E. Riggio, 1990:97).

#### □ **Panel interviews**

In order to reduce bias of the interviewer, the ABC company should use panel interviews. According to Arvey Campion (1982:282) “One way to increase interview reliability is to have a group of evaluators assembled in a panel” While panel interviews may improve reliability, they may still have validity problems if all interviewers are incorrect in their interpretations or share some biases or stereotypes. Also, the use of panel interviews is costly. (Ronald E. Riggio, 1990:97).

### **5.6.6 Selection Decision**

After obtaining and evaluating information about the finalists in a job selection process, the ABC company must take the most critical step of all: making the actual hiring decision. The final choice will be made from among those stills in the running after reference checks, selection test, and interview informations have been evaluated. (Robert M. Noe, R. Wayne Mondy, Shane R. Premeaux, 1999:238)

The ABC Company makes final decision by apply the statistical model for select the qualified applicants as are shown in the following items.

- **Multiple Regression Model** which is a personnel selection method that combines separate predictors of job success in a statistical procedure.

- Multiple Cutoff Model which is a personnel selection method using a minimum cutoff score on each of the various predictors of job performance.
  
- Multiple Hurdle Model which is a personnel selection strategy that requires that an acceptance or rejection decision be made at each of several stages in a screening process.