

ESSO AND THE EXECUTIVE SEARCH

(A RESEARCH STUDY ON THE PROBLEMS OF RECRUITING
BUMIPUTRA ENGINEERS AND ACCOUNTANTS IN ESSO)

MOHD. SOFIAN JAAFAR

A RESEARCH PAPER SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DIPLOMA IN BUSINESS STUDIES.

SCHOOL OF BUSINESS AND MANAGEMENT
(KAJIAN LUAR KAMPUS)

MARA INSTITUTE OF TECHNOLOGY
JALAN OTHMAN
PETALING JAYA
SELANGOR

APRIL 1981

A C K N O W L E D G E M E N T S

I should like to express my gratitude to my organization and its executives who have contributed to the preparation of this research. I am indebted to numerous individuals who have given me the benefit of consultation. Particularly I should like to acknowledge the advice and comments given on various parts of the research by Dr. Abdul Razak Abdul and Encik Iskandar Abdullah. My brother, sister and friends gave inspiration and encouragement from the inception. The secretaries of Esso deciphered and typed up the manuscript. My sincere thanks to all. Needless to say, all matters of analysis, interpretation, judgement, opinion, error or omission are entirely my responsibility.

C O N T E N T S

ACKNOWLEDGEMENTS

| <u>CHAPTER</u> | | <u>PAGE</u> |
|----------------|--|-------------|
| 1 | <u>INTRODUCTION</u> | 1 - 8 |
| | ● THE PROBLEM | |
| | ● THE OBJECTIVES | |
| | ● HYPOTHESIS | |
| | ● SCOPE, LIMITATIONS AND ASSUMPTIONS | |
| 2 | <u>REVIEW OF RELATED LITERATURE</u> | 9 - 23 |
| | ● MANPOWER FOR DEVELOPMENT | |
| | ● IMPORTANCE OF HUMAN RESOURCES | |
| | ● EXECUTIVE SELECTION | |
| | ● CORPORATE IMAGE | |
| | ● EMPLOYEES AND ORGANIZATION IMAGE | |
| 3 | <u>ESSO</u> | 24 - 37 |
| | ● THE COMPANY | |
| | ● PRODUCTION AND CONTROLLER'S DEPARTMENTS AND THE JOB | |
| | ● THE BENEFITS | |
| 4 | <u>METHODOLOGY</u> | 38 - 44 |
| | ● OVERVIEW | |
| | ● METHODOLOGY APPROACH | |
| | ● RESEARCH METHODS | |
| | ● DISTRIBUTION OF QUESTIONNAIRES | |
| | ● THE SAMPLING PLAN | |
| | ● METHODOLOGICAL ASSUMPTIONS | |

CHAPTER

PAGE

| | | |
|---|---------------------------------------|---------|
| 5 | <u>FINDINGS AND ANALYSIS</u> | 45 - 65 |
| | ● ANALYSIS OF RESPONDENTS | |
| | ● FINDINGS AND ANALYSIS | |
| 6 | <u>CONCLUSION AND RECOMMENDATIONS</u> | 66 - 74 |
| | ● CONCLUSION | |
| | ● RECOMMENDATIONS | |
| | APPENDICES | 75 - 84 |
| | LIST OF ILLUSTRATIONS | 85 - 86 |
| | BIBLIOGRAPHY | 87 - 88 |

ESSO AND THE EXECUTIVE SEARCH

Introduction:

Esso, a part of Exxon, the organization that is a world leader in the effort to seek and develop enough energy to meet Malaysia's present and future needs. Being a contractor to PETRONAS, Malaysia's national oil company, Esso carries out a full programme of exploration and production activities that call for the expertise of innovative and committed professionals.

The Problem:

Some positions on the other hand, require special skills or training that are distinctive to the oil industry. Many of these jobs vary according to the different phase of the operations. In fact, throughout the company there is a great deal of emphasis on scientific and technical skills.

Esso, like other corporate bodies is a human creation, it needs human beings to run it. Despite all the problems in building giant offshore platforms and funding huge investment in fixed asset exceeding 2.4 billion Malaysian Ringgit or of dealing with technological change, there is nothing more difficult than recruiting the best talented Bumiputra Engineers and Accountants with the appropriate skills and the necessary inclination.

The basis for recruitment is to accommodate expansion requirement besides having to replace those employees who left the company for some other jobs elsewhere.

When the New Economic Policy becomes the main guiding principle to its recruitment characteristics, tapping foreign, and increasing the number of non-Bumiputra Engineers and Accountants is no good a solution. This