

A Study on Recruitment and Selection Practices at Three Star Hotels in Nashik City

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Abstract: Recruitment is the pool that bridges the gap between organization and industry. In hotel industry, the recruitment of manpower is the crucial function it is labour and customer oriented industry. The recruitment practices include selecting right candidate for right job by considering need of job and organizational objective. This paper attempts to analyze the practices of recruitment adopted in selected star hotel and its relation with demographic pattern and sources of recruitment in selected star hotels. The study also reveals the reason for seeking employment in hotel industry and post function of recruitment carried out.

Keywords: Recruitment, Demographic, Sources of recruitment, Selection.

I. INTRODUCTION

Recruitment and Selection is the important function of HR department in any organization. Recruitment is the process of attracting potential candidate towards organization. Recruitment represents the first contact that a company makes with the potential employees. The recruitment process is the channel of communication and serves as bridge to gap between job seeker and job provider regarding employment opportunities, create a positive image of the company, provide enough information about the job s so that applicants can make comparisons with their qualifications and interests and generate enthusiasm among the best candidates so that they will apply for the vacant positions. In simple words, recruitment function helps the organization in the following ways:

- Attract highly qualified and competent people.
- Ensure that selected candidates stay longer with the company.
- Match cost and returns.
- Help the firm create more culturally diverse workforce.

Human Resource at Hotel Industry

Hotel Industry is purely a labour intensive industry, which requires human resources at various levels varying from skilled and unskilled positions with diverse Talent, Ability, Skills and knowledge (TASK). The access to the human resources is highly frequent in hotel industry as compared to other industry. Employee's attitude and behavior plays vital role in determining survival and quality of service and products offered at hotels. Employee is primarily responsible for providing a sustainable competitive advantage for the hotels. Adopting best practices, commitment from employee results in increasing organizational performance, productivity and profitability (Nickson 2007)

As hotel industry is customer oriented industry, hence there is great need to attract, engage and retain the existing employee. Retaining employee will help to increase customer satisfaction, co-worker relations, succession planning and goodwill of organization. Hotel Industry is a falls under the domain of Service and Production Industry; both in creation and rendering services to customer and employee. 'Human Resource' is one of the major factors which determine the success of this industry depending on the quality of employees and how effectively they are managed to realize the organization objectives. Hence, it is essential to develop and maintain efficient HRM practices and policies that enable them to recruit select and retain competent employees. The HR practices include recruitment, job analysis, compensation, training , performance appraisal, communication, employee empowerment, job security, job design, employee security, employee relations, motivations (Murphy and Murrmann, 2009).

HRM is a managerial function involving procurement of suitable human resource, train and develop their competencies, motivate, reward effectively and create in them an urge to be part of management team who aims to render dedicate and committed service for the success and growth of organization. Human Resource Management is a strategic approach to manage employment relation which emphasized the leveraging of peoples capabilities to achieve sustainable competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmes and practices (Bratton and Gold 2007). Hence, employee is primarily responsible for the growth and survival of hotels.

Recruitment Process

1. Identify vacancy / Manpower Plan.
2. Post Advertisement.
3. Invite Application /CV
4. Arrange the Interviews
5. Conduct the Interviews
6. Selection of Candidates.
7. Joining Formalities.

Definition

- “Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. - Edwin Flippo.
- “The process of finding and hiring the best-qualified candidate for a job opening, in a timely and cost effective manner. The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization.” – Business Dictionary.

II. LITERATURE REVIEW

Dr. Sanjaykumar M. Gaikwad et tal (2016): The hospitality industry must focus on the practical solution based approach or methods for recruitment and selection which will increase the motivation level of employee, productivity and brand image of organization. The recruitment expenses can be reduced by adopting a good talent retention strategy.

Kiruthiga.V et tal (2015): The most important task of HR Dept in hotel industry is to identify the best suitable candidate for job requirement and preferences. The right candidate should be fit in right position with work experience, qualification and education, personality skills which suits the job perfectly. This indicates scientific recruitment practices and leads to motivate employee with positive attitude and commitment.

G.Karthiga et tal (2015): Recruitment and Selection Process in the organization must be modified depending on the job profile and there is dependency of gender while choosing the sources of recruitment.

Kazi Huda et tal (2014): Recruitment is a tool for searching essential employees who creates enough motivation and environment to make the profession attractive.

Milind A. Peshave et. al. (2014): Poor employment practice is the threaten for success in tourism and hospitality markets as well as providing only low quality employment for many people This study analyzed the interdependency of Employee productivity and employment practices followed in the hospitality industry for star categories. The findings of his research state that employment practices adopted by the hotel industry have a positive impact on the productivity of its employees.

Ahmad Rasmi AlBattat (2013): By keeping focus of long working hours at the work place, the managers should select proper employee for retaining and reducing the turnover crises.

De Villiers, J.D(2011): Good recruitment system must involve workforce with similar habits and attributes in a department to make cause easier and gain big returns for organization.

Objective

1. To study the Recruitment and Selection process in Hotel Industry.
2. To examine the relation between demographic pattern and recruitment sources.
3. To understand the reasons for seeking employment in hotel industry.

III. RESEARCH DESIGN

Research Type: Explorative Research.

Population: Star Category Hotels, Nashik.

Sample Frame: Employees of 3 Star Category Hotels.

Sample size: 100 Employees from selected 3 Hotels.

Sampling Technique: Convenience Sampling.

Research Instrument: Percentage Analysis and Hypothesis Testing.

Data Collection: Structured Questionnaire and Personal Interview.

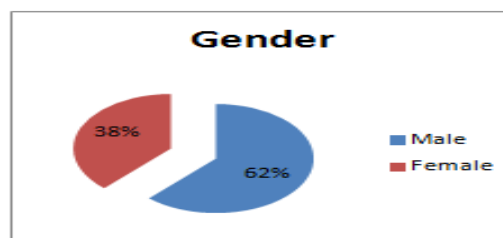
Hypothesis

- 1) H0: There is no relationship between gender and source of recruitment.
H1: There is a relationship between gender and source of recruitment.
- 2) H0: Passion is not the most sought reason for employment in hotel industry.
H1: Passion is the most sought reason for employment in hotel industry.
- 3) H0: The lead time of recruitment is not more than one week.
H1: The lead time of recruitment is more than one week.

IV. DATA ANALYSIS

1) Gender

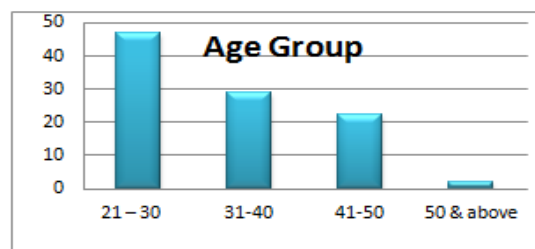
Gender	No. of Respondent
Male	62
Female	38
Total	100



Interpretation: The majority of respondent in hotel industry recruited are in hotel industry are Male (62%) and Female (38%)

2) Age Group

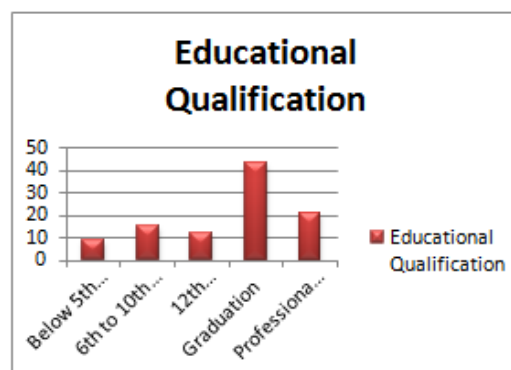
Age Group	No. of Respondent	Percentage
21 – 30	47	47%
31-40	29	29%
41-50	22	22%
50 & above	02	02%
Total	100	



Interpretation: The majority of candidate (76%) recruited in hotel industry falls between the age group of 21-30 and 31-40.

3) Educational Background

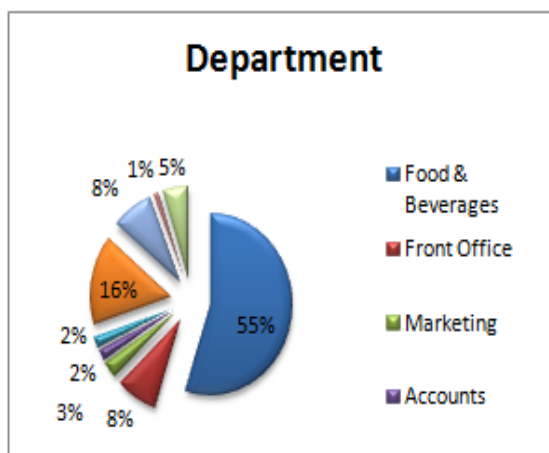
Qualification	No. of Respondent
Below 5 th Standard	09
6 th to 10 th Standard	15
12 th Standard	12
Graduation	43
Professional Degree	21
Total	100



Interpretation: The proportion of graduate candidate is higher than professional qualified candidate in recruitment; as the post-graduate candidate prefer employment in metro cities.

4) Employees working with

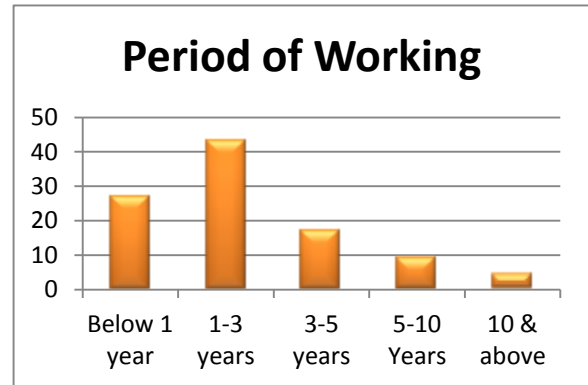
Department	No. of Response
Food & Beverage	54
Front Office	08
Marketing	03
Accounts	02
HR	02
House Keeping	16
Banquet	08
Stores	04
Maintenance	03
Total	100



Interpretation: The largest number of candidate or manpower in hotel industry is recruited in Food and Beverage Department, as the industry relies on the business of serving food and services to customer.

5) Period of Working with organization

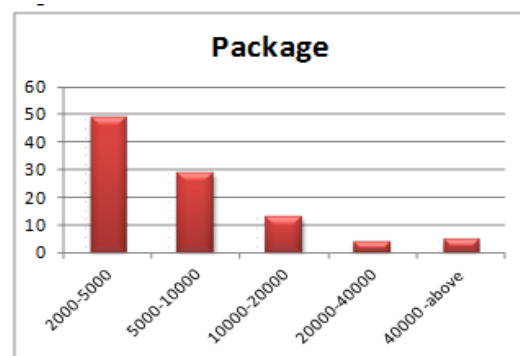
Period	No. of Response
Below 1 year	27
1-3 years	43
3-5 years	17
5-10 Years	9
10 & above	4
Total	100



Interpretation: The large number of employees working in organization falls between the period of 1-3 years; whereas 13 employees are working more than 5 years in same organization.

6) Salary Earned

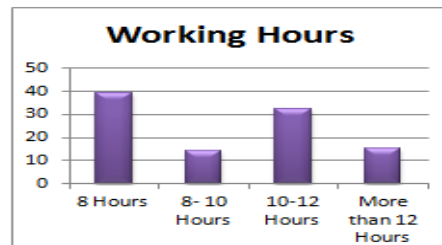
Package	Tick
2000 - 5000	49
5000- 10000	29
10000 -20000	13
20000-40000	4
40000 and Above	5
Total	100



Interpretation: The large number of employee paid average salary is between 2000- 5000 and 5000-10000, which is less as compared to other industries.

7) Working Hours

Working Hours	No. of Response
8 Hours	39
8- 10 Hours	14
10- 12 Hours	32
More than 12 Hours	15
Total	100



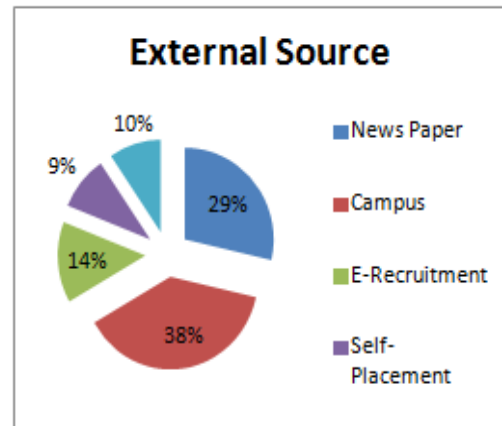
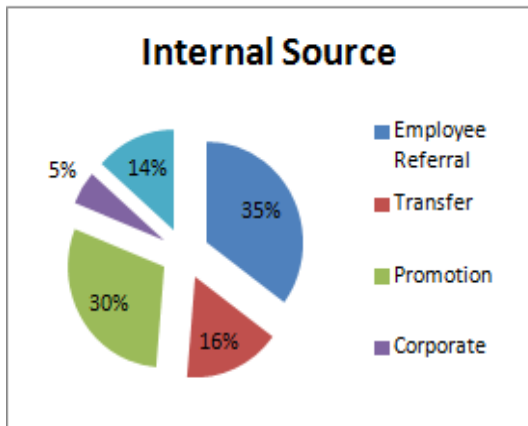
Interpretation: As the hotel industry falls under service sector for satisfying customers need and loyalty. Hence the working hours of employee are more than 08 hours; which is higher as compared to other industries.

8) Source of Recruitment

Internal Sources of Recruitment	Total No. of Respondents	No. of Respondents	External Sources of Recruitment	Total No. of Respondents	No. of Respondents
Employee Referral	37	13	News Paper	63	18
Transfer		6	Campus		24
Promotion		11	E-Recruitment		9
Corporate		2	Self-Placement		6
HR database		5	Social Media		6

Internal Source: Gender wise

Gender	Employee Reference	Transfer	Promotion	Corporate	HR Database	News Paper	Campus	E-Recruitment	Self Placement	Social Media	Total
Male	11	05	03	0	01	13	17	03	05	04	62
Female	02	01	08	02	04	05	07	06	01	02	38
Total	13	06	11	2	5	18	24	09	06	06	100



Interpretation: The major external source of recruitment in hotel industry are Campus Placement and Newspaper advertisement as it infuses fresh blood qualified and potential candidate in organization; whereas in internal source of recruitment Employee Referral and Promotion are considered as major.

Internal Source	Ei		Oi - Ei		(Oi-Ei) ²		Chi x ²	
	Male	Female	Male	Female	Male	Female	Male	Female
Employee Referral	20	20	-9	-18	81	324		
Transfer	20	20	-15	-19	225	361		
Promotion	20	20	-17	-12	289	144		
Corporate	20	20	-20	-18	400	324		
Total					1356	1409	67.8	70.45

External Source	Ei		Oi - Ei		(Oi-Ei) ²		Chi x ²	
	Male	Female	Male	Female	Male	Female	Male	Female
News Paper	20	20	-7	-15	49	225		
Campus	20	20	-3	-13	9	169		
E-Recruitment	20	20	-17	-14	286	196		
Self-Placement	20	20	-15	-19	225	361		
Social Media	20	20	-16	-18	256	324		
Total					828	1248	41.4	62.4

At the confidence level of 0.95 and degree of freedom 4, the result are as below:
Calculated Value:

Gender	Internal	External
Male	67.8	41.4
Female	70.45	62.4
Table Value	0.71	0.71

In, both internal and external source of recruitment the calculated value of male and female is less than table value. Hence H_0 is reject.

Conclusion: H_1 : There is a relationship between gender and source of recruitment (Alternate Hypothesis) is proved.

9) Was the job profile known at the time of interview process?

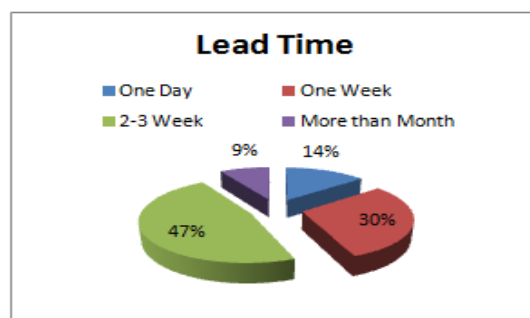
Awareness	No. of respondents
Yes	68
No	32
Total	100



Interpretation: 32 % of employees were not know about the job profile during the time of interview, this shows that job analysis is not discussed or informed before interview as 9% employee are from self-placement and 16% of employee are from Transfer. Hence awareness of job profile is not known.

10) How much period did it take for Selection?

Period	No. of Respondent	Ei	Oi - Ei	(Oi-Ei) ²	Chi x ²
Same Day	13	20	-7	49	
one day	27	20	7	49	
one week	43	20	23	529	
2-3 week	9	20	-11	121	
More than month	8	20	-12	144	
Total	100			892	44.6



The computed value of lead time for recruitment is less than table value. Hence H_0 is reject.

Conclusion: H_1 : The lead time of recruitment is more than one week. (Alternate Hypothesis) is accepted.

11) What are the different modes of Interview?

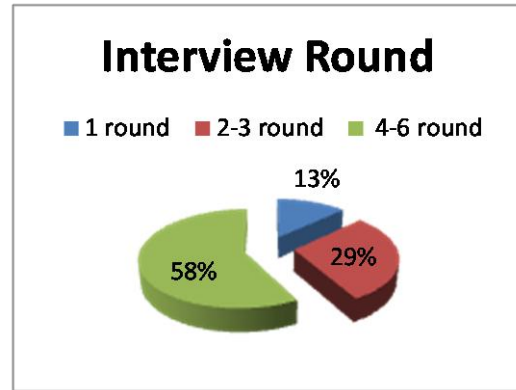
Mode of Interview	No. of Respondent
Video Conference	13
Telephonic	11
Personal	76
Total	100



Interpretation: Personal Interview is the most common method of recruitment to assess their behavior, attitude and body language; whereas telephonic and video conferencing mode is adopted for service oriented profile like Food and Service, Room Service and Banquet and candidates who are outside the location at the time of interview schedule.

12) Interview Rounds

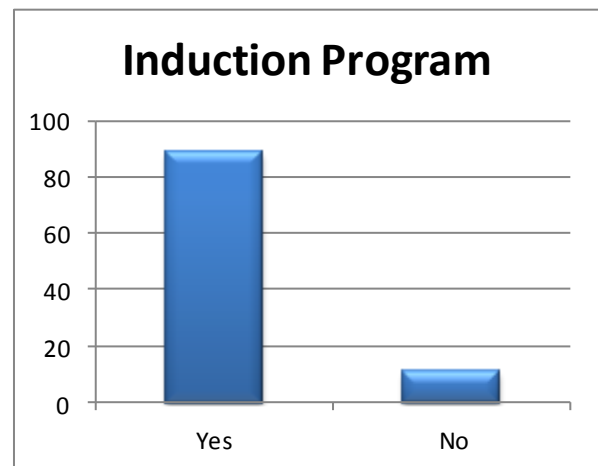
Length of Interview Process	No. of Respondent
1 round	13
2-3 round	29
4-6 round	58
Total	100



Interpretation: 87% of employee has to go through more than 2 - 4 round of the interview process. Depending on the nature of job profile it is essential to assess technical and domain knowledge, expertise of candidate.

13) Was Induction programme carried out during joining?

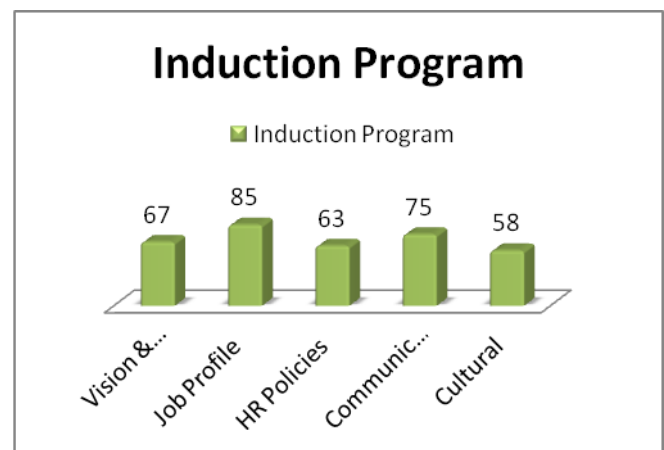
Remark	No. of Respondent
Yes	89
No	11
Total	100



Interpretation: 89% of employees are given Induction programme to create familiar with organizational culture and customs. As it is essential for every employee to know about the work environment, policies and practices.

14) If yes, Induction Programme covers:

Contents	No. of Respondent
Vision & Mission	67
Job Profile	85
HR Policies	63
Communication Skill	75
Cultural Training	58



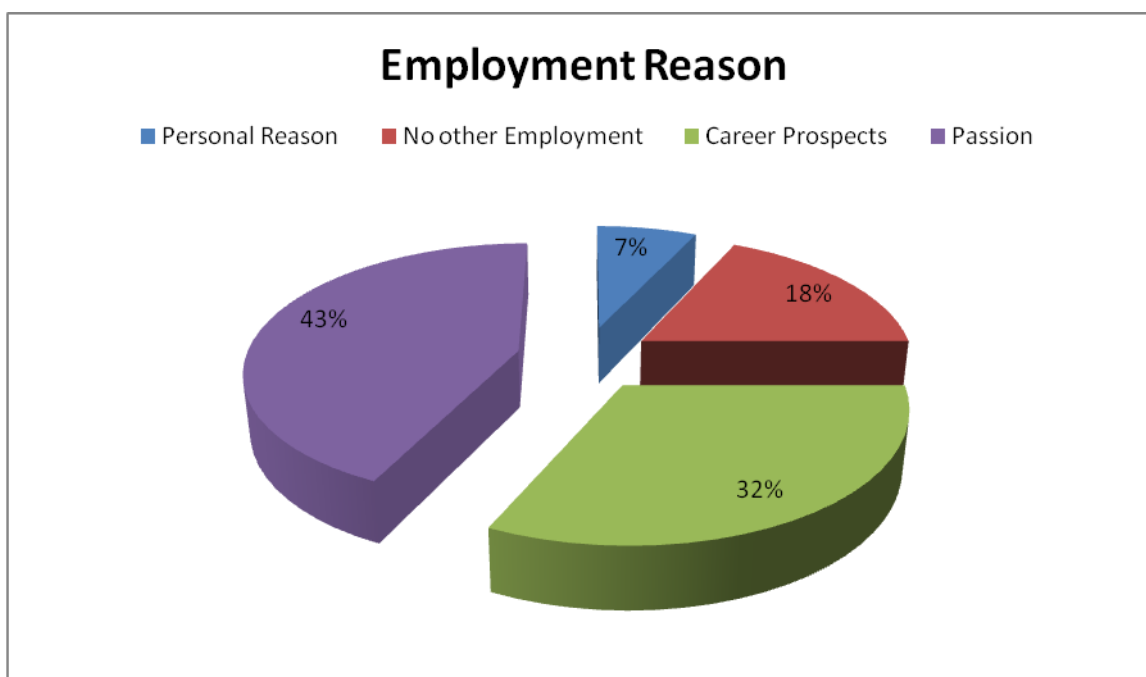
Interpretation: The induction program covers major focus on vision, mission, job profile, HR Policies; so that employees are aware about their work place, values and practices.

15) Why did you choose employment in hotel industry?

H₀: Passion is not the most sought reason for employment in hotel industry

H₁: Passion is the most sought reason for employment in hotel industry.

Reasons	No. of Respondent	Ei	O _i - E _i	(O _i -E _i) ²	Chi x ²	S.V.
Personal Reason	7	25	-18	324		
No other employment	18	25	-7	49		
Career Prospects	32	25	7	49		
Passion	43	25	18	324		
Total	100			746	29.84	0.00

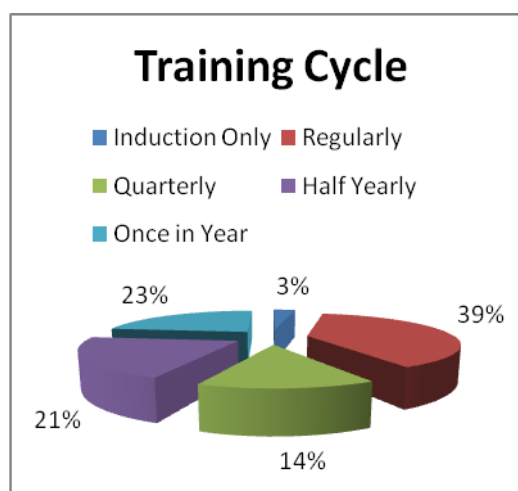


The p value is 0.00 at confidence level at 95% and calculated value is 29.84 at degree of freedom is 3. The computed value is greater than the table value; therefore, the H₀ is rejected in above case.

Conclusion: H₁: Passion is the most sought reason for employment in hotel industry. (Alternate Hypothesis) is proved.

16) When Training Programs carried out?

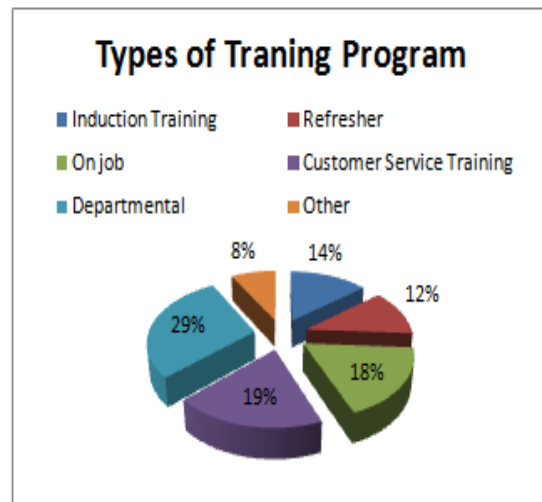
Training Cycle	No. of Respondents
Induction Only	3
Regularly	39
Quarterly	14
Half Yearly	21
Once in a Year	23
Total	100



Interpretation: The hotel industry gives more attention in enriching employee's skill and ability through organizing various training programme. Training calendar is maintained and implemented regularly to enhance employee quality level.

17) Which types of training programs are conducted?

Training Programs Conducted	No. of Respondents
Induction Training	14
Refresher	12
On job	18
Customer Service Training	19
Departmental	29
Other	8



Interpretation: The hotel industry organizes various training program by considering the requirements of various operational unit. Training modules of departmental, customer service and on job training are the major training types deployed for employees. The training activity is focused more on customer service and departmental to improve the effectiveness of services and satisfy customer need which will help to build customer retention for long term.

V. CONCLUSION

In context to above research, it can be concluded that recruitment practice is the most important function of HR department in hotel industry. The deployment of proper person in proper job results to create impact on the productivity and attainment of organization objective. This study reveals that there is a close relationship between gender and sources of recruitment. The average lead time of recruitment for filling vacancies is 2-3 weeks, whereas for critical vacancies it takes more than a month. The role of FDI has also increased the scope of hotel and tourism industry which attracts young talents to seek employment. The hotel industry is always involved with customer interaction and satisfaction, hence it is necessary to recruit those employees who are committed and dedicated towards their job.

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