

RECRUITMENT PROCESS IN THE HOTEL INDUSTRY

Dr. Sanjeev Kumar Saxena

Additional General Manager (Learning & Development)

Jaypee Palace Hotel & Convention Centre Agra, India

Abstract: A systematic programme of recruitment, selection is basic need for an enterprise. These all activities come under head “Staffing”. In this study, the main objective of recruitment was noted to be “placing the right man at the right job at the right place” by stimulating potential employees to apply for the job and screening applicants with a view to stimulating unsuitable persons. Both of these have to be carefully planned and implemented. Before the organization begins recruiting an applicant, it should have knowledge of the internal and external sources of supply of manpower and method of tapping them. When some body within the organization is upgraded, transferred, promoted, demoted is called internal source and when the personal is hired from the outside the organization is called external source.

Index Terms – Hotel, Recruitment, Hospitality.

I. INTRODUCTION

After the manpower planning “recruitment is the next activity in the procurement function. Recruitment forms the first stage in the process which continuous with selection and ceases with the placement of the candidate.”¹ Recruitment has been regarded as “the most important function of personnel administration because unless the right type of people are hired even the best plants; organization charts and control systems would not do much good, flippo views recruitments both as “positive” and “negative” activity. He says it is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization”² It is often termed positive in that it stimulates people to apply for jobs to increase the “hiring ratio”, i.e. the number of applicants for a job in other words it is a liking activity “beginning together those with jobs & those seeking jobs. Negative because it rejects a good number of those who apply leaving only the best to be hired.

Dale Yoder and other has described it, as “recruitment is a process to discover the sources of manpower to meet the recruitments of the staffing schedule and to employee effective measures for attracting that manpower in adequate number to facilitate effective selection of an efficient working force Accordingly the purpose of recruitment is to locate sources of manpower to meet the requirement and job specification.”³

The second point in this regard is to find out the availability of the skill required for a particular job for e.g. if a firm required fully trained worker it may have no choice but to locate near competitors. The firm is position in the labour market i.e. the firm own size, location and reputation has availability to attract the labour.

Economic condition is to decide what kinds of employees are available in a particular position and how they are usually employed.

- If a new employee is taking the first job he is likely to take the various jobs during first 5 or 6 years of employment.
- The unemployed workers who have been laid of because of slack time, poor performance are usually not preferred by the company because they may return to their original employees.
- If the recruitment is of special skill it is advisable to look for those employees who are already working in the similar position of another firms and looking for a better job. In some cases the regarding techniques is applied for recruitment of professionally competent but dissatisfied with something or other in the organization. Raiding is a technical term used for attracting same employees of other organization

Recruitment needs are of three types –‘planned anticipated & unexpected. Planned needs arise from changes in organization & retirement policy. Resignation, deaths, accidents & illness give rise to the unexpected needs. Anticipated needs refers to those movements in personnel where an organization can predict by studying trends in the internal & external environments.”⁴

Person responsible for recruitment in selected hotel units

It has already been explained that the human resource planning has acquired an important status in the organizational framework related to the acquisition, development and maintenance of human resources. When, the organization succeeds in determining the requirement of human resources, then the next logical step it follows in the staffing process in the recruitment required of human resource. Since “recruitment is the process of searching for prospective employees to apply for jobs in the organization” therefore an attempt was made to find out the person responsible for the recruitment.

Person responsible for recruitment in selected hotel units

(Table No 1)

S.No	Category of Hotels	Human Resource Manager	General Manager	Director	Chairman/owner
	5 Star	Yes	---	---	---
	4 Star	Yes	---	---	---
	3 Star	---	Yes	---	---
	2 Star	---	---	Yes	---
	1 Star	---	---	Yes	---
	Heritage	Yes	---	---	---
	Unapproved	---	---	---	Yes

The above study reveals that in 5 stars, 4 stars and in Heritage hotels, Human Resource Manager is responsible for the recruitment of the employees, as they have carved out personnel department. Where as in 3 stars hotel recruitment function is preformed by General Manager and in 2 star and unapproved hotels, this function is performed by Chairman/ Director/ Owners, as they do not want to delegate their authority.

Sources of recruitment

Before an organization actively begins recruiting applicants, it should have knowledge of the sources of supply and methods of tapping them. The sources of supply do not remain constant but vary from time to time. Some companies try to develop new sources, while most only try to tackle the existing sources they have.

The sources of supply of manpower can be divided into two groups, Internal & External sources

Internal sources

When a vacancy occurs, if somebody from within the organization is upgraded, transferred, promoted and sometimes denoted, it is called the internal source. There are certain advantages of recruitment though internal source it improve the moral of employees, the evaluation of the presently employees persons can be done better then the outside, promotes loyalty among the employees and cheaper methods it has certain drawbacks like it discourages new blood from entering in the organization, lack of innovative etc.

External sources

Every enterprise has to tap external sources for various positions because all the vacancies can't be filled through internal recruitment. The present may be insufficient or they may not fulfill the specifications of the jobs to be filled. Although external recruitment is expensive and time-consuming process but provides wide choice. The various external sources of recruitment are:

Direct recruitment

An important source of recruitment is direct recruitment by placing a notice on the notice board of the enterprise specifying the details of the job available. It is also known as recruitment at factory gate. The practice of direct recruitment is generally followed for filling casual vacancies requiring unskilled workers.

Media advertisement

Advertisement in newspaper and journals is a widely used source of recruitment. The advantage of this method is that it has a very wide reach. It is generally used when qualified and experienced personnel are not available from other sources. Most of the senior positions in the industry are filled by this method. The advantage of advertising is that more information about the organization, job description and job specification can be given in advertisement to allow self-screening by the prospective candidates.

Employment exchange

Employment exchange run by the government is regarded as a good source of recruitment for unskilled, semi-skilled and skilled operative job. In some cases, law requires compulsory notification of vacancies to the employment exchange. Thus the employment exchange brings the job givers in contact with the job searchers. 'The employment exchange act 1959' makes it obligatory to both public sector and private sector enterprises to fill certain types of vacancies through employment exchanges.

Campus

Jobs in the industry have become increasingly technical and complex to the point where college degrees are widely required. Consequently many big organizations maintain a close liaison with the universities, vocational institutes, Hotel management institutes, and Food craft institutes for recruitment in various jobs. Recruitment from educational institutions is the well-established practice of thousands of business and other establishments. List of Government run Hotel Management Institutes and Food Craft Institutes is given below where the managers from the hotels can go for campus recruitments.

Central Government Run Institutes of Hotel Management*⁵

(Table No 2)

Institute of Hotel Management S.J.Polytechnic Campus Seshadri Road Bengaluru Karnataka - 560001	080-22262960 http://www.ihmbangalore.kar.nic.in
Institute of Hotel Management Veer Surendra Sai Nagar, Bhubaneswar Orissa - 751004	0674-2581241 http://www.ihmbbs.org
Dr.Ambedkar Institute of Hotel Management Sector 42-D, Chandigarh Chandigarh - 160036	0172-2604833 http://www.ihmchandigarh.org
Institute of Hotel Management CIT Campus, TTTI-Tharamani PO, Chennai Tamil Nadu - 600113	044-22542029 http://www.ihmchennai.org
Institute of Hotel Management Gandhinagar Highway Bhajipura Patia Kudasan Gandhinagar Gujarat - 382421	079-23276657 http://www.ihmahmedabad.com
Institute of Hotel Management Alto Porvorim, Bardez, Goa Goa - 403521	0832-2417379 http://www.ihmgoa.gov.in
Institute of Hotel Management Bariar, G.T. Road, Gurdaspur Punjab - 143521	01874-222501 http://www.ihmgurdaspur.org
Institute of Hotel Management VIP Road, Upper Hengrabari, Barabari, Guwahati Assam - 781036	0361-2337226 http://www.ihmctanghy.org
Institute of Hotel Management Airport Road Maharajpura (PO), Gwalior Madhya Pradesh - 474020	0751-2471477 http://www.ihmgwalior.net
Institute of Hotel Management Near Ramashish Chowk Opp. State Circuit House Vaishali, Hajipur, Hajipur Bihar - 844101	06224-275354 http://www.ihmhajipur.net
Institute of Hotel Management F' Row, D.D. Colony, Vidyanagar, Hyderabad Telangana - 500007	040-27427898 http://www.ihmhyd.org
Institute of Hotel Management Sikar Road, Bani Park, Near Bani Park Police Station, Jaipur Rajasthan - 302016	0141-2202812 http://www.ihmjaipur.com
Institute of Hotel Management P-16, Taratala Road, Kolkata West Bengal - 700088	033-24014124 http://www.ihmkolkata.org
Institute of Hotel Management Seed Farm, Sector-G, Aliganj, Lucknow Uttar Pradesh - 226024	0522-4077414 http://www.ihmlucknow.com

Institute of Hotel Management Veer Sawarkar Marg Dadar (West), Mumbai Maharashtra - 400028	022-24457241 http://www.ihmctan.edu
Institute of Hotel Management Library Avenue, Pusa Complex, Delhi New Delhi - 110012	011-25842429 http://www.ihmpusa.net
Institute of Hotel Management "Lumpyngad", Bishop Cotton Road, Shillong Meghalaya - 793001	0364-2503505 http://www.ihmshill.org
Institute of Hotel Management Kufri Shimla Himachal Pradesh - 171012	0177-2648208 http://www.ihmshimla.com
Institute of Hotel Management Rajbagh, Srinagar Jammu and Kashmir - 190008	0194-2312234 http://www.ihmsrinagar.org
Institute of Hotel Management G.V. Raja Road, Kovalam PO, Thiruvananthapuram Kerala -695527	0471-2480774 http://www.ihmctkovalam.org
Institute of Hotel Management 1100 Quarters, Near Academy of Administration Bhopal Madhya Pradesh 462016	(T) 0755-2468046 http://www.ihmbpl.com

*(Source: JEE prospectus of National Council for Hotel Management, Pusa New Delhi)

Placement agencies

Several private consultancy firms perform recruiting function on behalf of client companies by charging fees. These agencies are particularly suitable for recruitment of executives and specialists. They perform all the functions of recruitment and selection so that the client is relieved of this burden.

Labour Contractors

Manual workers can be recruited through contractors. Who maintain close links with the source of such workers. This source is often used to recruit labour for hotel's job.

- **Unconsolidated Application**

For position in which large numbers of candidate are not available from other sources, the companies may gain in keeping files of applications received from candidates who make direct enquires about possible vacancies on their own, or may send unconsolidated application. If necessary, the candidates may be requested to keep the organization posted with any change in their qualification, experience or achievement.

- **Trade Union**

Trade union also provides manual and skilled workers in sufficient numbers. Under agreement, they may agree as to who is to be given preference. But in case of adverse industrial relation this technique may create difficulties.

- **Nepotism**

The hiring of relatives will be an intangible component of recruitment programs in family-owned firms. Such a policy does not necessarily coincide with hiring on the basis of merit; but interest and loyalty to the enterprise are offsetting advantages.

- **Leasing**

To adjust of short-term fluctuation in personnel needs, the possibility of leasing personal by the hour or day should be considered. The practice has been particularly well developed of the office administration field. The firms not only obtain well-trained and selected personnel but also avoid any obligation in pension, insurance and other fringe benefits.

- **Friends and Relatives**

Friends and relatives of employees are another good source of supply and some companies prefer to utilize this source extensively.

- **Deputation**

Deputation refers to sending an employee to another organization for a short duration of two or three years. Deputation is a pretty common method of recruitment in the public sector organization, government agencies in India.

- **Professional Association and Journals**

By giving advertisement in professional association and journals is a good source of recruitment of professional and technical people.

Sources of recruitment of human resource in selected hotel units

The hotels are involved in recruiting human resources for performing work at different levels in the organization. For this purpose, the hotels use different sources. By keeping this in view, an attempt was made to identify various sources for recruiting Sr. Executive / departmental head, skilled labour and unskilled labour.

**Sources of Recruitment for Senior Executive/Departmental Head
(Table No 3)**

S.No	Category of Hotels	National press	Trade Press	Management Consultant	Employment Exchange	No Source Used
1.	5 Star	100%	66%	66%	---	---
2.	4 Star	50%	100%	---	---	---
3.	3 Star	60%	80%	30%	---	---
4.	2 Star	100%	20%	40%	---	---
5.	1 Star	---	---	---	---	---
6.	Heritage	85%	42%	28%	14%	
7.	Unapproved	20%	20%	---	10%	50%
8.	A.V%	65%	50%	27.5%	5%	12.5%

The General overview of the above analysis indicates that National Press and trade Press advertisement are two most important sources of recruitment used by all the categories of hotels to recruit senior executive/departmental Head because these sources has a wide reach, cost per person is

very low and advertisement may contain more information about the organization, job description and job specification can be given in advertisement to allow self screening by the candidate and of course get more option to select the good candidate.

The analysis further highlights that Management consultant also are the source of recruitment upto 27.5% as they have data base of good employees therefore without wasting time you can get variety of hardworking people. Employment Exchange is a least used source in selection of executives, which is just, used in 14% and 10% of the heritage unapproved Hotels respectively. The analysis also suggests that in 50% of the unapproved hotels are not using any of the above-mentioned sources, as their senior executive/ departmental heads are the owner itself.

**Sources of Recruitment for Skilled Labour
(Table No 4)**

S.no	Sources of Recruitment	5star	4 star	3 star	2 star	1 star	Heritage	Unapproved	AV.%
1	Local Press	50%	50%	70%	80%	---	71%	80%	67%
2	Employment Exchange	50%	---	60%	40%	---	14%	10%	33%
3	IHM & FCI	66%	100%	100%	100%	---	71%	70%	80%
4	Local Radio	---	50%	---	---	---	---	---	---
5	Present Employee	50%	---	40%	40%	---	57%	30%	37%
6	Retired Employee	16%	---	---	---	---	28%	---	8%
7	Dependent of Deceased	---	---	---	---	---	---	---	3%
8	Transfer	33%	---	20%	20%	---	---	---	13%
9	Promotion	33%	---	20%	20%	---	14%	10%	23%

The analysis indicates that more than 50% of all the categories of hotels prefer to recruit through campus from IHM (Institute of Hotel management) and FCI (Food Craft Institute) for skilled labour because here, technically and professionally sound candidates are available along with a wide choice and it is also a well established practice of all the other sector of establishment. Where as Advertisement in local press, employment exchange, present employees and through promotion of employees are the next best sources of recruitment of skilled labour, which represent between 22.5% to 67.5%. The analysis further suggest that local radio, retired employees, dependent of deceased and transfer are the least used source of recruitment used for selection of skilled labour which represent less than 25% in the selected hotels units.

**Sources of Recruitment for Un Skilled Labour
(Table No 5)**

S.no	Sources of Recruitment	5star	4 star	3 star	2 star	1 star	Heritage	Unapproved	AV.%
1	Local Press	16%	100%	70%	100%	---	85%	50%	65%
2	local college	33%	50%	40%	---	---	28%	10%	25%
3	Notice / Poster	16%	---	20%	40%	---	14%	20%	20%
4	Social Service	33%	50%	20%	40%	---	---	20%	23%
5	Local Radio	---	---	---	---	---	---	---	---
6	Present Employee	50%	---	30%	---	---	28%	40%	40%
7	Retired Employee	16%	---	---	---	---	---	---	3%
8	Dependent of Deceased	---	---	---	---	---	---	---	---
9	Transfer	16%	---	---	---	---	---	---	3%
10	Promotion	16%	---	---	---	---	14%	---	5%

The analysis regarding the sources of recruitment for unskilled labour explains that more than 50% of all the categories of hotels are using local press as a source of recruitment for unskilled labour expect five star hotels where this % is just 16% because in 50% of the five star hotels casual workers are absorbed as unskilled labour in the organization, but the most widely used recruitment source for unskilled labour is recruitment from local colleges, notice/poster and social services.

The analysis further signifies that all the organization are using in combination of the above mentioned resources to get more variety of peoples, but transfer, promotion, retired employee are the least source being used for unskilled labour. It is also noticed that none of the selected hotels prefer to use local radio and dependent of deceased as a source of recruitment of unskilled labour.

Recruitment practice in India

“The different sources for recruitment in India has been classified thus, with in the organization, badli or temporary workers, employment agencies, casual callers, application introduced by friends and relatives in the organization, advertisement & labour contractor.”⁶ In public sector enterprises a specified proportion of vacancies are reserved for schedule caste, schedule tribe, physically handicapped, ex servicemen, and other backward classes.

Assessments and Improvement of Recruiting

The recruitment activity is supposed to attract the right people at the right time. It is concerned with attracting those whose personalities, interest and preferences will most likely to be matched by the organization and who have the skills, knowledge and abilities to perform adequately.

Sources for recruitment should be periodically evaluated. Normally organization does not face difficulty in finding adequate employees for manual, clerical, sales and general type of work. But often do have a problem in obtaining the professional and management talent they require. The growing complexity and sophistication of technology has meant that increasing number of professional and managers are needed to run our modern enterprises. The long run solution to the shortage of personnel in their fields is for private organizations. Government and society in general to initiate programme that will channel more young men and women into these fields and to give more financial support to students and educational institutions.

In the short run, the organization faced with a shortage of qualified talent must resort to an aggressive recruiting effort through such techniques as advertisement, campus, and contract with management consulting firms.

Manpower manager must constantly review and improve methods of recruitment and a source, which is highly effective at present, may prove to be quite ineffective. Later on view of changed situation. He should also attempt to improve their recruitment system. The result assessment or problem faced during the recruitment process may he or she indicates the need for the improvement of the programme. A method to improve recruiting is to look at the enterprise as a candidate would and taking appropriate measure to improve its image. Further, recruitment activity should be integrated with the human resource plan of the organization. Thus for an effective recruitment programme necessitates a well- defined policy, a proper organizational structure, effective procedure for locating sources, proper techniques and method for tapping them, and constant assessment and improvement. In this regard an attempt was made to find out whether selected hotel units want any change in their recruitment policy or not? The result of study is charted as below.

Change in Recruitment Policy
(Table No 6)

S.no	Category of Hotels	Organization want change in recruitment policy	
		Yes	No
1.	5 Star	40%	60%
2.	4 Star	---	100%
3.	3 Star	20%	80%
4.	2 Star	40%	60%
5.	1 Star	---	---
6.	Heritage	14%	86%
7.	Unapproved	20%	80%

The analysis points out that more than 60% of all the categories of hotels do not want to any change in the recruitment policy of the organization as they say that they have a very clearly defined, transparent recruitment policy. In comparison to this less than 40% of all the categories of the selected hotels units want to have change in recruitment policy because they want tangible in-depth review of recruitment and they think every policy has to be reviewed after a certain time duration, hotels should always be open to newer ideas as it provides framework for the implementation of the recruiting programme, it involve commitment to principles such as enriching the organization, human resources by filling vacancies with best qualified people and should be based on the recognition that it is hard to find qualified people.

Conclusion

Organizations have to recruit people with requisite skills, qualifications and experience, if they have to survive and flourish in a highly competitive environment. While do so, they have to be sensitive to economic, social, political and legal factors with in a country. To be effective, they need to tap all available sources of supply.

Population and Sample Methodology

To do a meaningful and in-depth study a sample of 40 hotels, which represents the universe of different class of hotels, that includes five star, four star, three star, two star, heritage and unapproved hotel from Rajasthan. The rationale behind this sample is to have proper representation and can have a comparative study.

Data and Sources of Data

The study was of descriptive, analytical and diagnostic in nature and comprises the essential elements of social sciences, enquiring to explain the organizational culture. This explorative study is based on both primary & secondary data. The primary data has been collected with the help of a structured questionnaire and through direct interviews with hotels Human Resource Manager/

General Manager/ Managing Director/ Employees. Secondary data has been collected from internal records of the hotels as well as from other published sources.

References

1. Kemper T, Hand Book of Management, Wiedenfield and Nicolson, London 1971, pg 310.
2. Yoder Dale, Personnel Management and Industrial Relation, Printice Hall of India, New Delhi 1972, pg 63.
3. Flippo Edwin. B, Personnel Management, McGraw Hill Kogahusba Ltd, New Delhi 1980, pg 131.
4. Gupta C.B, Human Resource Management, Sultan Chand and Sons, New Delhi 1998, pg 2.46.
5. J.E.E, Prospectus of National Council for Hotel Management, Pusa New Delhi, 2002
6. Mamoria C.B, Personnel Management, Himalaya Publishing House, Bombay 1993, pg 215.
7. Sharma A.M, Personnel and Human Resource Management, Himalaya Publishing, Mumbai 2000, pg 93.
8. Scott, Clothier and Spriengel, Personnel Management, Principles and Practice and Points of View 1977, pg 85.
9. Mamoria C.B, Personnel Management, Himalaya Publishing House, Bombay 1993, pg 247, quotes from Bingham Walter Van Dyke and Bruce, V. Moore, How to Interview 1941, pg 1.
10. Mamoria C.B, Personnel Management, Himalaya Publishing House, Bombay 1993, pg 274, quotes from Bingham Walter Van , Three Function of an Interview in Employment, Management review vol 15, 1926, pg 36.
11. Calhoon Richard, Managing the Personnel 1964, pg 151.
12. Gupta C.B, Human Resource Management, Sultan Chand and Sons, New Delhi 1998, pg 2.68.