

## **EMPLOYEES PERCEPTION ON RECRUITMENT AND SELECTION PRACTISES IN HOTEL INDUSTRY**

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### **Abstract**

One of the most significant developments in the field of organizations in recent times is the increasing importance given to human resource. People are vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization. Employee performance is vital to all business enterprises in both developed and developing countries. The success and failure of the business enterprise depends on its human resource. Finding the right man for the job and developing him into valuable resources is an indispensable requirement of every organization. The selection practices may have an effect on the employee's perceptions; Proper recruitment helps the line managers to work most effectively in accomplishing the primary objective of the enterprise. The main idea behind conducting this research was to examine the relationship between the perceptions on Recruitment and selection practices and the demographic factors among the employees of hotel industry.

**Keywords:** Human resource, Recruitment, Organization, Perception,

### **Introduction**

In an environment of hastily growing aggressive challenges, every company has to invest across the value chain to attain outstanding aggressive capability in each of the businesses in its portfolio. The dream of every organization is now apparently the formation of exclusive business models that encourage international. The recruitment and selection process is one of the most important aspects of running new and established businesses alike. The right employees can take the business to new heights. The wrong ones can hurt business by missing sales, turning customers off and creating a toxic workplace environment competitiveness of not only its business but also the entire value chain of which it is a part. Recruitment and Selection plays an important role where it acts as a crypt to erect Organisation's competence by attracting efficient and potential candidates who can fulfil the

goals of the Organisation.. Recruitment is a process of hiring potential candidates who are talented of filling the job position that can boost Organisation's future expansion and grades in healthier way.

### **Recruitment and selection**

Recruitment and selection is one of the basic functions of Human Resource Management and plays a pivotally important role in shaping an organisation's effectiveness and performance. It is often claimed that selection of employee occurs not just to replace departing employees or add to a workforce, but rather aims to get in the employees who can perform at a high level and demonstrate commitment (Ballantyne, 2009). Recruitment and Selection are terms often used interchangeably and it is essential to understand them and also deliberate on the linkage and interdependence. There is a clear distinction between recruitment and selection. Walker, Feild, Giles, Armenakis, and Bernerth (2009) explained that recruitment is the process of attracting a large pool of qualified people for employment. This involves planning for human resource to job design, job description, job analysis, creating awareness among others. Selection on the other hand is the process through which organizations make decisions about who will or will not be allowed to join the organization.

The selection process varies from organization to organization, job to job, and country to country. Barbar (1998) indicates that there are two important phases of the recruitment processes that are very essential for good recruitment and selection processes. First, to attract large numbers of applicants and the second is the ability of Human Resource Divisions to make the best selections out of the total applicants (Barbar, 1998). Cole (2002) stated that the principal purpose of recruitment activities is to attract sufficient and suitable potential employees to apply for vacancies in an organisation. The principal purpose of selection activities, by comparison, is to identify the most suitable applicants and persuade them to accept a position in the organisation. The importance of having efficient and effective procedures for recruitment and selection can hardly be exaggerated. Cole (2002) is of the view that when organizations are able to find and employ qualified employees who are consequently able to fit in their roles and are competent, the organization will be able to take advantage of opportunities and take care of threats and competition from its operating environments that other organizations who are constantly battling with building and maintaining their workforce. Recruitment is the process whereby an organisation generates a pool of qualified, skilled and knowledgeable persons applying to an organization for employment

## **Review of Literature**

Aruna S,2015). According to the paper “Recruitment and Selection in Public Organizations In Nigeria: A Case Study of university of Nigeria, Nsukka” it is described that in order to manage resources, money, men, and work and to maintain organisation, suitably qualified people should be recruited in both non managerial and managerial functions

Tulauan, Mayra Madria(2014) studied “Perceived effectiveness of Recruitment and Selection process for Uniformed Personnel of the Philippine National Police” and revealed that organisations give more preference to hard technical skills instead considering their soft behavioural skills which helps in understanding that the employees can be quickly trained and their potential traits. Based on the paper “The Recruitment and Selection Process of Pharmaceutical Companies in Bangladesh: A Case on GlaxoSmithKline Bangladesh Limited”, says that while recruiting the candidates it is necessary to identify the prospective candidate who can contribute to fulfil the strategic aim of the organisation.

The study of Opayemi, and Oyesola (2013) established the relevance of some personal attributes or socio-demographic factors as influencing perception of the link between selection interview, selection test and employee performance. The study revealed that employees in the age range of 20-25 years reported the highest mean score on perception of the link between selection interview, selection test and employee performance. Therefore, recruitment/selection interview and recruitment/selection test are good predictors of employee performance, if conducted in a standardized form.

Stephen, Cowgill, Hoffman and Housman (2013) studied impact of hiring through referral using novel and detailed productivity and survey data from nine large firms in three industries revealed that employee referrals allow firms to select workers that better suit for particular jobs in the organization that firms benefit from referrals predominantly by selecting workers with a better fit for the job, as opposed to referrals selecting workers with higher overall quality. The study shows that employee referrals enhances monitoring and coaching and makes work environment more enjoyable as they work with friends because workers refer others like themselves, not only in characteristics but in behavior.

## **Objective of the study**

To analyze the employees perception on Recruitment and selection strategies in hotel industries based on demographic factors viz, Gender, Occupation, educational qualification and experience.

### **Hypothesis**

There is no significant difference between the employees perception on Recruitment and selection strategies and demographic factors viz, Gender, Occupation, educational qualification and experience of the respondents.

### **Research Methodology**

This study aims at identifying the perception of employees on Recruitment and selection in hotel industries based on demographic factors viz, Gender, Occupation, educational qualification and experience by conducting an experimental study in the automobile industry. In this study, the indicators relating to Recruitment and selection were recognized under the exploratory research framework. The identified variables are cross tabulated with the socio-economic status of the employees and thereby it gives analytical orientation and hence this study is descriptive in nature. A disproportionate stratified sampling technique has been adopted for this study and 200 employees were taken for this study. With disproportionate stratification, the sample size of each stratum is equal in all strata. The reliability value 0.8930 was established and validity is 0.7468.

**Table: 1, Reliability Co-Efficient and Test of Significance for the Questionnaire Used in the Study**

Sl. No	Test	N	Reliability	Test of Significance	Levels of Significance
1.	Perception on Recruitment and selection	100	0.8930	3.43	0.01

Table-1 presents the data regarding the reliability co-efficient and test of significance for the questionnaire used in the study.. The indicator of recruitment and selection has a liability score of 0.8930 correlation co-efficient value and it is statistically significant as per the result of 't' test

**Table: 2, Validity Co-Efficient and Test of Significance for the Questionnaire Used in the Study**

Sl. No	Test	N	Validity Correlation Co-efficient	Test of Significance	Level of Significance
1.	Perception on Recruitment and selection	100	0.7468	7.76	0.01

Table-.2 presents data regarding the validity co-efficient and test of significance for the questionnaire used in the study.. The indicator of recruitment and selection has a validity

score of 0.74 correlation co-efficient value and it is statistically significant as per the result of 't' test.

## **Results and discussion**

### **Socio- Economic Status**

Socio-Economic condition is an economic and sociological combined measure of an employees' professional experience and of an individual's or family's economic and social position in relation to others, based on educational qualification, gender and occupational status.

**Table: 3 Socio–Economic Status**

<b>Gender</b>	<b>Number of Respondents</b>	<b>Percentage</b>
Male	136	68
Female	64	32
<b>Total</b>	<b>200</b>	<b>100</b>
<b>Occupation</b>	<b>Number of Respondents</b>	<b>Percentage</b>
Office employees	33	16.5
Technicians	60	30
General workers	72	36
Casual labor	35	17.5
<b>Total</b>	<b>200</b>	<b>100</b>
<b>Education</b>	<b>Number of Respondents</b>	<b>Percentage</b>
Secondary	59	29.50
Higher secondary	41	20.50
Diploma	44	22
Under graduate	36	18
Post graduate	20	10
<b>Total</b>	<b>200</b>	<b>100</b>
<b>Length of service</b>	<b>Number of Respondents</b>	<b>Percentage</b>
Up to 5 years	38	19
5-10 years	50	25
10-15 years	34	17
15-20 years	52	26
Above 20 years	26	13
<b>Total</b>	<b>200</b>	<b>100</b>

Source: Computed from Primary data

### **Recruitment and Selection**

**Null Hypothesis:** There is no significant difference between the gender and Perception on Recruitment and selection

**Table: 4 Gender-wise Respondents rating of perception on Recruitment and Selection**

<b>Variables</b>	<b>Male</b>	<b>Female</b>	<b>Mean</b>
Recruits workers after positions are declared vacant	3.52	3.06	3.29
Internal and external sources of vacancy fulfillment	2.91	2.45	2.68
Recruitment policy	2.70	2.24	2.47
Publicity for existing job vacancies	2.34	2.08	2.21
The employees are involved in making decisions on employment	3.04	2.58	2.81
Transparency in the short listing of job aspirants	3.68	3.22	3.45
Involvement of heads in the screening process	2.33	1.87	2.10
Job aspirants with right skills were considered	2.59	2.13	2.36
The organization does not encourage the influence of external forces during the selection process	3.31	2.85	3.08
The organization takes into consideration affirmative action during the recruitment and selection procedure of staff	2.79	2.33	2.56
Organization acknowledges all application letter	3.16	2.70	2.93
Lack of political influence in selection of workers	3.84	3.38	3.61
Selection of workers based on government rules and regulations	4.12	3.86	3.99
Merits and efficiency is a yard stick in selection process	4.23	3.97	4.10
Selection of employees according to prescribed qualification	4.07	3.61	3.84
Average	3.24	2.82	3.03

Source: Computed from the Primary Data

't' Statistical Value 6.86, df 14, 't' Critical Value 1.76

Further the 't' test is applied and computed the 't' value as 6.86 which is higher than the tabulated value at 5 per cent significant level. Hence, there is a significant difference between the genders and their perception. It can be concluded that the male workers prefer the present recruitment and selection process in their organization than their counterpart. Since, the calculated value is higher than its tabulated value, the null hypothesis is rejected.

**Null Hypothesis:** There is no significant difference between level of education and their perception on recruitment and selection.

**Table: 5 Education-wise Respondents Rating of Recruitment and Selection**

<b>Variables</b>	<b>Secondary</b>	<b>Higher Secondary</b>	<b>Diploma</b>	<b>Under Graduate</b>	<b>Post Graduate</b>	<b>Mean</b>
Recruits workers after positions are declared vacant	2.91	3.00	3.23	3.48	3.82	3.29
Internal and external sources of vacancy fulfillment	2.30	2.39	2.62	2.87	3.21	2.68
Recruitment policy	2.09	2.18	2.41	2.66	3.00	2.47
Publicity for existing job vacancies	1.83	1.92	2.15	2.40	2.74	2.21
The employees are involved in making decisions on employment	2.43	2.52	2.75	3.00	3.34	2.81
Transparency in the short listing of job aspirants	3.07	3.16	3.39	3.64	3.98	3.45
Involvement of heads in the screening process	1.72	1.81	2.04	2.29	2.63	2.10
Job aspirants with right skills were considered	1.98	2.07	2.30	2.55	2.89	2.36
The organization does not encourage the influence of external forces during the selection process	2.70	2.79	3.02	3.27	3.61	3.08
The organization takes into consideration affirmative action during the recruitment and selection procedure of staff	2.18	2.27	2.50	2.75	3.09	2.56
Organization acknowledges all application letter	2.55	2.64	2.87	3.12	3.46	2.93
Lack of political influence in selection of workers	3.23	3.32	3.55	3.80	4.14	3.61
Selection of workers based on government rules and regulations	3.63	3.90	4.03	4.18	4.20	3.99
Merits and efficiency is a yard stick in selection process	3.82	4.11	4.14	4.19	4.23	4.10
Selection of employees according to prescribed qualification	3.56	3.65	3.88	4.03	4.07	3.84
Average	2.67	2.78	2.99	3.22	3.49	3.03

Source: Computed from the Primary Data

<b>ANOVA</b>					
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>F crit</i>
Variation due to recruitment and selection process	30.0352	14	2.145371	267.2488	1.872588
Variation due to educational status	6.669053	4	1.667263	207.6909	2.536579
Error	0.449547	56	0.008028		
<b>Total</b>	<b>37.1538</b>	<b>74</b>			

For further analysis, the ANOVAs two ways model is applied and the computed value is 267.24 which is higher than its tabulated value at 5 percent significant level. Hence, the variation among the indicators of recruitment and selection is statistically significant. In an additional point, the computed ANOVA value 207.69 is higher than the tabulated value at 5 percent significant level. Since, the calculated value is higher than its tabulated value at five per cent significant level, the null hypothesis is rejected.

. **Null Hypothesis:** There is no significant difference between the occupation and their perception on recruitment and selection process.

**Table: 6 Occupation-wise Respondents Rating of Recruitment and Selection**

<b>Variables</b>	<b>Office Employees</b>	<b>Technicians</b>	<b>Workers</b>	<b>Casual laborers</b>	<b>Mean</b>
Recruits workers after positions are declared vacant	3.68	3.42	3.16	2.90	3.29
Internal and external sources of vacancy fulfillment	3.07	2.81	2.55	2.29	2.68
Recruitment policy	2.86	2.60	2.34	2.08	2.47
Publicity for existing job vacancies	2.60	2.34	2.08	1.82	2.21
The employees are involved in making decisions on employment	3.20	2.94	2.68	2.42	2.81
Transparency in the short listing of job aspirants	3.84	3.58	3.32	3.06	3.45
Involvement of heads in the screening process	2.49	2.23	1.97	1.71	2.10
Job aspirants with right skills were considered	2.75	2.49	2.23	1.97	2.36
The organization does not encourage the influence of external forces during the selection process	3.47	3.21	2.95	2.69	3.08
The organization takes into consideration affirmative	2.95	2.69	2.43	2.17	2.56



<b>Variables</b>	<b>Office Employees</b>	<b>Technicians</b>	<b>Workers</b>	<b>Casual laborers</b>	<b>Mean</b>
action during the recruitment and selection procedure of staff					
Organization acknowledges all application letter	3.32	3.06	2.80	2.54	2.93
Lack of political influence in selection of workers	4.00	3.74	3.48	3.22	3.61
Selection of workers based on government rules and regulations	4.18	4.12	3.96	3.70	3.99
Merits and efficiency is a yard stick in selection process	4.24	4.20	4.07	3.89	4.10
Selection of employees according to prescribed qualification	4.13	4.07	3.71	3.45	3.84
Average	3.39	3.17	2.92	2.66	3.03

Source: Computed from the Primary Data

#### **ANOVA**

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>F crit</i>
Variation due to recruitment and selection process	24.02816	14	1.716297	457.9312	1.935009
Variation due to occupational status	4.417187	3	1.472396	392.855	2.827049
Error	0.157413	42	0.003748		
<b>Total</b>	<b>28.60276</b>	<b>59</b>			

For further analysis the ANOVAs two ways model is applied and computed the ANOVA value as 457.93 which is higher than the tabulated value at 5 percent significant level. Hence, the variation among the indicators of recruitment and selection process is statistically significant. In an additional point, the computed ANOVA value 392.85 is greater than its tabulated value at 5 percent significant level. the null hypothesis is rejected.

**Null Hypothesis:** There is no significant difference between the experience and their perception on recruitment and selection process.

**Table: 7, Length of Service-wise Respondents Rating of Recruitment and Selection**

<b>Variables</b>	<b>Up to 5 years</b>	<b>5-10 years</b>	<b>10-15 years</b>	<b>15-20 years</b>	<b>Above 20 years</b>	<b>Mean</b>
Recruits workers after positions are declared vacant	2.68	3.05	3.18	3.66	3.88	3.29
Internal and external sources of vacancy fulfillment	2.07	2.44	2.57	3.05	3.27	2.68
Recruitment policy	1.86	2.23	2.36	2.84	3.06	2.47
Made aware of existing job vacancies	1.70	1.97	2.10	2.58	2.70	2.21
The employees are involved in making decisions on employment	2.20	2.57	2.70	3.18	3.40	2.81
Transparency in the short listing of job aspirants	2.84	3.21	3.34	3.82	4.04	3.45
involvement of heads in the screening process	1.78	1.86	1.99	2.37	2.50	2.10
Job aspirants with right skills were considered	1.85	2.12	2.25	2.73	2.85	2.36
The organization does not encourage the influence of external forces during the selection process	2.47	2.84	2.97	3.45	3.67	3.08
The organization taken into consideration affirmative action during the recruitment and selection procedure of staff	2.05	2.32	2.45	2.93	3.05	2.56
Organization acknowledges all application letter	2.32	2.69	2.82	3.30	3.52	2.93
Lack of political influence in selection of workers	3.00	3.37	3.50	3.98	4.20	3.61
Selection of workers based on government rules and regulations	3.48	3.93	4.08	4.16	4.20	3.99
Merits and efficiency is a yard stick in selection process	3.75	4.06	4.14	4.20	4.24	4.10
Selection of employees according to prescribed qualification	3.33	3.70	3.93	4.11	4.13	3.84
Average	2.49	2.82	2.96	3.36	3.51	3.03

Source: Computed from the Primary Data

<b>ANOVA</b>					
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>F crit</i>
Variation due to recruitment and selection process	29.61247	14	2.115177	168.0725	1.872588
Variation due to work experience	10.17553	4	2.543881	202.1375	2.536579
Error	0.704755	56	0.012585		
<b>Total</b>	<b>40.49275</b>	<b>74</b>			

For further analysis ANOVA two-way model is applied and computed the ANOVA value as 168.07 which is higher than the tabulated value at 5 percent significant level. Hence, the variation among the indicators of recruitment and selection is statistically significant. In an additional point, the computed ANOVA value 202.13 is higher than its tabulated value at 5 percent significant level. the null hypothesis is rejected.

## **Conclusion**

Recruitment and selection has the capacity to take up a key part of the process of managing and leading people as a routine part of organizational life. It has become more important as organizations increasingly regard their workforce as a source of competitive advantage. There is evidence of increased interest in the utilization of employee selection methods which are valid, reliable and fair. Employers are surprised and disappointed when an appointment fails, and often the person appointed is blamed rather than recognizing the weaknesses in the process and methodology, even the soundest of techniques and best practice (in recruitment & selection) contain scope for error. Some of this is due to the methods themselves, but the main source is the frailty of the human decision makers. One result of effective recruitment and selection is reduced labour turnover and good employee morale. Recruiting ineffectively is costly, since poor recruits may perform badly and leave their employment.

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