

### **Chapter 3**

## **RECRUITMENT OF EMPLOYEES AND SELECTION PRACTICES IN HOTEL INDUSTRY IN KERALA**

Competent and committed employees are imperative to any organization, be it manufacturing or service. The competency and commitment are largely related to the effectiveness of HRM practices in the organisation which may vary in accordance with the nature of the organisation. It is important to recognize that HRM is not only a set of distinctive HR practices but a process of developing, applying and evaluating policies, procedures and programs relating to the individual in the organization (Miner and Crane, 1995). Further, the HRM practices represent the policies, procedures, systems, and activities used to shape, monitor, and direct attention of people within the organization. Several frameworks have been developed in the Strategic Human Resource Management literature to classify HRM practices, where five major domains may be identified viz., organizational planning, staffing, rewards, developing and appraisal.

The present chapter focuses on the recruitment and selection process of employees in the KTDC and private hotels in Kerala. The chapter aims to assess the current practices in the recruitment and selection of employees in the hotel industry and also to identify the differences, if any, in the practices of private and KTDC hotels in Kerala. The assessment has been made based on the opinions of the employees and managers of these two sectors. Before reporting the practices of recruitment and selection the personal and employment traits of these two categories of respondents are attempted.

### **Section A**

#### **PERSONAL TRAITS OF EMPLOYEES**

For assessing the personal traits of employees, variables viz., age, gender, education, nature of employment, experience in hotel industry and experience in the present organization have been used.

### 3.1 Age

Age is an important variable used for measuring an employee’s maturity which in turn has a direct bearing on his/her dealings with the industry as employees gain knowledge, skill, experience, risk taking ability etc with the advancement of age. The age wise analysis reveals that most of the employees (74%) in the private and KTDC hotels in Kerala are young as they come under the age bracket of 27 to 36 years. But 26.3 per cent are 37 and above. The sector-wise analysis also does not find any considerable variation (Table 3.1). The analysis of the age of employees in star hotels also gives the same inference except in the case of the five star category of KTDC hotels where most of the employees (60%) are 37 years and above.

**Table 3.1: Age-wise Classification of Employees**

Age	Private				KTDC				Total
	Three star	Four star	Five star	Total	Three star	Four star	Five star	Total	
Up to 27	68 (29.4)	7 (19.4)	9 (19.1)	84 (26.9)	15 (20.0)	4 (14.3)	1 (6.7)	20 (16.9)	104 (24.1)
28 to 31	64 (27.9)	10 (27.8)	8 (17.0)	82 (26.3)	16 (21.3)	7 (25.0)	3 (20.0)	26 (22.0)	108 (25.1)
32 to 36	51 (22.3)	6 (16.7)	14 (29.8)	71 (22.8)	21 (28.0)	11 (39.3)	2 (13.3)	34 (28.8)	105 (24.4)
37 and above	46 (20.1)	13 (36.1)	16 (34.0)	75 (24.0)	23 (30.7)	6 (21.4)	9 (60.0)	38 (32.3)	113 (26.3)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data.

Figures in parentheses are percentages to respective totals.

### 3.2 Gender

The current trend is to give women an equal status and importance in society and encourage them to take up challenging and responsible assignments outside their homes. As a result of this, they are catching up with men in all walks of life. Unlike the general trend, the analysis shows that 83 per cent of employees in the private hotels are male and 17 per cent are female. In the case of KTDC hotels, 80.5 per cent are male and the remaining 19.5 per cent are female. Star-wise analysis also reveals a male domination in the entire star categories and a female participation of less than 20 per cent. Thus, male domination is a common phenomenon in the hotel industry in Kerala (Table 3.2).

**Table 3.2: Gender-wise Classification of Employees**

Gender	Private				KTDC				Total
	Three star	Four star	Five Star	Total	Three star	Four star	Five star	Total	
Male	194 (84.7)	32 (88.9)	35 (74.5)	259 (83.0)	63 (84.0)	17 (60.7)	15 (100.0)	95 (80.5)	354 (82.3)
Female	35 (15.3)	4 (11.1)	12 (25.5)	51 (17.0)	12 (16.0)	11 (39.3)	-	23 (19.5)	74 (17.7)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data.

Figures in parentheses are percentages to respective totals.

### 3.3 Education

Education exerts a great influence in molding one’s attitude towards all aspects of life and in shaping his/her behaviour. Hotel employees are not an exception to this rule. They have different educational qualifications; some have very high qualifications, while others’ qualifications are low. It is evident from the analysis that out of the total employees surveyed, the satisfaction of 19.6 per cent is SSLC or below, 36.5 per cent have diploma in hotel management, 15.7 per cent have degree or P.G in hotel management and the remaining 28.2 per cent are degree or P.G degree holders in other areas. The analysis also shows that out of the employees surveyed under KTDC ownership, 18.8 per cent are SSLC or below, 39.3 per cent have diploma in hotel management, 16.9 per cent have a degree or P.G in hotel management and the remaining 27 per cent possess degree or P.G in other areas (Table 3.3). Thus, it is apparent that majority of employees in both the private and KTDC hotels possess diploma in hotel management.

### 3.4 Experience in Hotel Industry

Experience helps employees perform their assigned work more efficiently and effectively. The experience-wise analysis of employees in the hotel industry in Kerala shows that 57.2 per cent have only below 5 years of experience in the industry. 28.1 per cent have experience between 5 to 10 years, 11.6 per cent have more than 10 years but less than 20 years. Only 3 per cent have experience more than 20 years (Table 3.4). Thus, it can be inferred that highly experienced employees are lacking in the industry and people with less experience dominate the sector.

**Table 3.3: Education-wise Classification of Employees**

Education	Private				KTDC				Total
	Three star	Four star	Five Star	Total	Three star	Four star	Five star	Total	
SSLC or below	54 (23.6)	4 (11.1)	3 (6.4)	61 (19.6)	17 (22.7)	-	3 (20.0)	20 (16.9)	81 (18.8)
Diploma in Hotel Management	90 (39.3)	10 (27.8)	14 (29.8)	114 (36.5)	41 (54.7)	10 (35.7)	4 (26.7)	55 (46.6)	169 (39.3)
Degree or P.G. in Hotel Management	18 (7.9)	15 (41.7)	16 (34.0)	49 (15.7)	5 (6.7)	3 (10.7)	6 (40.0)	14 (11.9)	73 (16.9)
Degree or P.G. in other areas	67 (29.3)	7 (19.4)	14 (29.8)	88 (28.2)	12 (16.0)	15 (53.6)	2 (13.3)	29 (24.6)	117 (27.0)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data.

Figures in parentheses are percentages to respective totals.

**Table 3.4: Experience in Hotel Industry**

Experience	Private				KTDC				Total
	Three star	Four star	Five star	Total	Three star	Four star	Five star	Total	
Below 5 years	134 (58.5)	19 (52.8)	25 (53.2)	178 (57.1)	52 (69.3)	10 (35.7)	6 (40.0)	68 (57.6)	246 (57.2)
5 to 10 years	61 (26.6)	12 (33.3)	11 (23.4)	84 (26.9)	18 (24.0)	11 (39.3)	8 (53.3)	37 (31.4)	121 (28.1)
10 to 20 years	29 (12.7)	4 (11.1)	6 (12.8)	39 (12.5)	5 (6.7)	5 (17.9)	1 (6.7)	11 (9.3)	50 (11.6)
Above 20 years	5 (2.2)	1 (2.8)	5 (10.6)	11 (3.5)	-	2 (7.1)	-	2 (1.4)	13 (3.0)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

### 3.5 Experience in the Present Organization

The hotel industry is characterized by its tendency for high labour turn over. Employees may normally leave the industry as and when they find another convenient or better opportunity. Hence the employees' service in the present organization is an important indicator of job satisfaction. It is evident from Table 4.5 that 86.3 per cent of employees have an experience of less than 5 years in their current work place while 11.6 per cent have experience of 5 to 10 years. Only 2 per cent have an experience of above 10 years. Thus, it is an indication that the majority of employees working in the

industry are comparatively fresh and less experienced having an experience below 5 years.

**Table 3.5: Experiences in the Present Organization**

Experience	Private				KTDC				Total
	Three star	Four star	Five star	Total	Three star	Four star	Five star	Total	
Below 5 years	209 (91.3)	32 (88.9)	37 (78.7)	278 (89.1)	61 (81.3)	19 (67.9)	13 (86.7)	93 (78.8)	371 (86.3)
5 to 10 years	17 (7.4)	4 (11.9)	9 (19.1)	30 (25.6)	11 (14.7)	7 (25.0)	2 (13.3)	20 (16.9)	50 (11.6)
10 to 20 years	2 (0.9)	-	1 (2.1)	3 (0.9)	3 (4.0)	2 (7.1)	-	5 (4.3)	8 (1.9)
Above 20 years	1 (0.4)	-	-	1 (0.3)	-	-	-	-	1 (0.2)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data.

Figures in parentheses are percentages to respective totals.

### 3.6 Nature of Employment

An employee's attitude towards his work is not shaped merely by the education he possesses. The nature of employment has a direct bearing on shaping his approach towards the work. It is observed from Table 3.6 that out of 312 private employees 178 employees (57.1%) are permanent and 61 (19.6%) are part-time. The balance 73 employees (23.3%) are working on seasonal or contract basis. In the case of KTDC hotels, 46.6 per cent of the employees are permanent, 14.4 per cent are part-time and the balance 39 per cent comprises of seasonal or contract employees. Thus, it can be concluded that the majority of employees in the hotel industry in Kerala are on permanent basis.

## Section B

### RECRUITMENT AND SELECTION PRACTICES

Human resources are the most important assets of an organization. The success or failure of an organization is largely dependent on the caliber of the people working therein. Without the positive and creative contributions from people, an organization cannot progress and prosper. In order to achieve the goals of an organization, it needs to recruit people with requisite skills, qualifications and experience.

**Table 3.6: Nature of Employment**

Nature of Employment	Private				KTDC				Total
	Three star	Four star	Five Star	Total	Three star	Four star	Five star	Total	
Permanent	124 (54.1)	19 (52.8)	35 (74.5)	178 (57.1)	32 (42.7)	16 (57.1)	7 (46.7)	55 (46.6)	233 (54.1)
Part time	56 (24.5)	4 (11.1)	1 (2.1)	61 (19.6)	9 (12.0)	4 (14.3)	4 (26.7)	17 (14.4)	78 (18.1)
Seasonal or Contract	49 (21.4)	13 (36.1)	11 (23.4)	73 (23.3)	34 (45.3)	8 (28.6)	4 (26.7)	46 (39.0)	119 (27.8)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data.

Figures in parentheses are percentages to respective totals.

Recruitment forms a prominent stage in the process which continues with selection and ceases with the placement of the candidates (Kempner, T, 1971). It is the next step in the procurement function, the first being the manpower planning (Mamoria, C.B, 1984). Recruiting refers to the process of attracting potential job applicants from the available labour force. Every organization must be able to attract a sufficient number of job candidates who have the abilities and aptitudes needed to help the organization achieve its objectives. The recruitment process also interacts with other personnel functions, especially performance evaluation, compensation, training and development and employee relations. Thus, recruitment is typically a human resource function.

In the hotel industry most of the vacancies are filled from external sources. Job advertisement in newspapers forms the main method of attracting the candidates. But it is observed that unlike other service organizations, there is a lack of scientifically planned recruitment procedures in the hotel industry. They usually apply traditional and abandoned techniques of recruitment and this fails to attract well trained hospitality experts to this sector. Hence it is worthwhile to examine the present recruitment practices in the industry in order to decide whether and how much change is required recruitment strategy.

### **3.7 Awareness of the Nature and Responsibilities of the Job**

In the hotel industry, most of the vacancies are filled through advertisement in newspapers. A good advertisement of vacancy notification should include a brief description of the job offered, viz. duties, responsibilities, required qualifications, and

reporting relationships of a particular job (Fowler Alan, 2003). Objective information obtained through job analysis is the basis for job description. Poorly written employee job descriptions add to workplace confusion, hurt communication, and make people feel that they don't know what is expected of them. The opinions of employees and management in the hotel industry in Kerala regarding the awareness of the nature and responsibilities of the job are analysed as under.

**(a) Opinion of Employees**

The employees' opinion regarding the clarity in job description at the time of submission of application is that only 49.2 per cent are either fully or partially aware of the nature and responsibilities of the job they have to perform. But the sector-wise analysis reveals that unlike in the private sector (only 43.2%) more than two third (64.1%) of the KTDC employees were either fully or partially aware of the job requirements. While analysing this variable in the case of star hotels, more than one half of the employees in all the star groups in the private sector were unaware of the responsibilities attached to the job. But more than one half of the employees in all the star groups of KTDC were aware of the nature and responsibilities of the job (Table 3.7). The Chi-square test also shows a significant difference of opinion among employees in the three star categories, but no significant difference among employees in the four and five star categories.

The Mann Whitney U test is also applied to find the association of opinion of employees in the private sector and KTDC. It also finds a significant difference with regard to the awareness of the nature and responsibilities of the job at the time of submitting the job application (Table 3.8).

**(b) Opinion of Management**

Contrary to the employees, more than two third (69.4 per cent) of the management people either fully or partially agree that the employees were aware of the nature and responsibilities of the job at the time of submitting the application. The sector-wise analysis also does not find any considerable variation in their opinion. Further, the star-wise analysis shows that except the management the KTDC five star hotels, most of the management people in all the other star categories agreed that the employees had a fair awareness of the nature and responsibilities the job involved (Table 3.9).

**Table 3.7: Awareness of the Nature and Responsibilities of the Job (Opinion of Employees)**

Opinion	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	70 (30.60)	9 (25.0)	6 (12.8)	85 (27.2)	37 (49.3)	12 (42.9)	5 (33.3)	54 (45.7)	139 (32.3)
Partly Agree	36 (15.70)	7 (19.4)	7 (14.9)	50 (16.0)	7 (9.3)	9 (32.1)	7 (46.7)	23 (19.4)	73 (16.9)
Neither Agree Nor Disagree	4 (1.70)	2 (5.6)	4 (8.50)	10 (3.2)	5 (6.7)	2 (7.1)	-	7 (5.9)	17 (3.9)
Disagree	7 (3.10)	3 (8.3)	3 (6.49)	13 (4.1)	7 (9.3)	2 (7.1)	1 (6.7)	10 (8.4)	23 (5.3)
Highly Disagree	112 (48.90)	15 (41.7)	27 (57.49)	154 (49.3)	19 (25.3)	3 (10.7)	2 (13.3)	24 (20.3)	178 (41.4)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective total.

Three star: Chi-square= 24.021(df=4) and p value =.000\*; Four star: Chi-square=2.828 (df=4) and p value =.587\*\*; Five star: Chi-square=4.249 (df=4) and p value =.373\*\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

**Table 3.8: Awareness of the Nature and Responsibilities of the Job (Opinion of Employees) (Mann-Whitney U test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	2.00	.004*
KTDC	118	4.00	

Source: Primary data. \* Significant at 5% level.

**Table 3.9: Awareness of Nature and Responsibilities of the Job (Opinion of Management)**

Opinion	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	11 (24.4)	-	6 (66.7)	17 (24.6)	-	-	-	-	17 (23.6)
Partly Agree	24 (53.3)	4 (26.7)	3 (33.3)	31 (44.9)	1 (100)	1 (100)	-	2 (66.4)	33 (45.8)
Neither Agree Nor Disagree	-	9 (60.0)	-	9 (13.0)	-	-	-	-	9 (12.5)
Disagree	9 (20.0)	-	-	9 (13.0)	-	-	1 (100)	1 (33.3)	10 (13.9)
Highly Disagree	1 (22.9)	2 (13.3)	-	3 (4.3)	-	-	-	-	3 (4.2)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.



### **3.8 Awareness of Monetary Packages**

A clear understanding and awareness of monetary packages attached to the position is a good stimulus to the aspiring candidates (Jacobs R, 1989). But in the case of the hotel industry, such type of recruitment advertisement can seldom be seen. In the private sector, most of the advertisements do not furnish exact figures regarding the monetary packages attached to the post. It contains the terms 'pay package best in the industry' or 'pay commensurate with qualification and experience' and so on. But employees who are already in the field will have a clear idea about the pay packages offered by organizations of different star groups. Employees and management people's perception regarding the awareness of monetary packages at the time of recruitment is assessed as under.

#### **(a) Opinion of Employees**

As regards the awareness of monetary packages at the time of recruitment, only less than a half (47.2%) of the employees agreed that they were aware of the monetary packages offered at the time of submission of applications. The sector-wise analysis shows that while more than one half (51.8 per cent) of the employees in the private sector were aware of the monetary package attached to the post, more than one half (54.3%) in the KTDC were unaware of the package. It may be due to the fact that most of the employees prefer KTDC as an entry level engagement. Once they get enough experience they will shift to private sector as it provides more monetary benefits for higher posts. Similarly the star-wise analysis also exhibits that only less than one half of the employees in all the star groups of KTDC and the employees in three star category of the private sector were aware of the monetary packages plugged with the job. But, more than one half (61.7 per cent) of the employees in the five star category in the private sector and one half of the employees in the four star category were aware of the package (Table 3.10). The Chi-square also shows that the difference in the opinion of employees in the three star and four star category is significant ( $p < .05$ ); but no such difference can be traced in the opinion of the employees of the five star category ( $p > .05$ ).

The Mann-Whitney U test has also been applied to test whether any difference exists in the opinion of employees in the private and KTDC hotels. The test reveals the employees of KTDC hotels are more aware of the monetary packages at the time

of submission of application as its Median value is higher (Table 3.11). The test also finds that there is a significant difference of opinion among employees in the KTDC and private hotels as to the awareness of packages ( $p < .05$ ).

**Table 3.10: Awareness of Monetary Packages (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	93 (40.6)	15 (41.7)	26 (55.3)	134 (42.9)	15 (20.0)	5 (17.9)	6 (40.0)	26 (22.0)	160 (37.2)
Partly Agree	22 (9.6)	3 (8.3)	3 (6.49)	28 (8.9)	13 (17.3)	1 (3.6)	1 (6.7)	15 (12.7)	43 (10.0)
Neither Agree Nor Disagree	1 (0.49)	1 (2.8)	3 (6.4)	5 (1.6)	5 (6.7)	8 (28.6)	-	13 (11.0)	18 (4.2)
Disagree	46 (20.1)	9 (25.0)	11 (23.4)	66 (21.2)	11 (14.7)	11 (39.3)	5 (33.3)	27 (22.9)	93 (21.6)
Highly Disagree	67 (29.3)	8 (22.9)	4 (8.5)	79 (25.4)	31 (43.7)	3 (10.7)	3 (20.0)	37 (31.4)	116 (26.9)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.  
 Three star: Chi-square=24.236 (df=4) and p value =.000\*; Four star: Chi-square=13.122(df=4) and p value =.011\*; Five star: Chi-square=3.240 (df=4) and p value =.519\*\*.  
 \* Significant at 5% level. \*\* Not significant at 5% level.

**Table 3.11 Awareness of Monetary Packages (Opinion of Employees) (Mann Whitney U test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	2.00	.004*
KTDC	118	4.00	

Source: Primary data.\* Significant at 5% level.

**(b) Opinion of Management**

Contrary to the opinion of the employees, upto three fourths (74.9 %) of the management either fully or partly agree that employees were aware of the monetary packages at the time of applying for the job. The sector-wise and star wise analyses also do not find any considerable variation in this aspect (Table 3.12).

From the above analysis it can be concluded that most of the employees in the hotel industry in Kerala are not aware of the monetary packages at the time of submitting the applications for jobs. Again, the level of awareness of employees in the KTDC is lower compared to that of the employees in the private sector. Further, more

than half of the employees in the four and five star categories are very much aware of the packages. But most of the management people stated that the employees were aware of the packages.

**Table 3.12: Awareness of Monetary Packages  
(Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	-	1 (6.7)	6 (66.7)	7 (10.4)	-	1 (100)	-	1 (33.3)	8 (11.1)
Partly Agree	28 (62.2)	13 (86.7)	3 (33.3)	44 (63.8)	1 (100)	-	1 (100)	2 (66.6)	46 (63.8)
Neither Agree Nor Disagree	-	-	-	-	-	-	-	-	-
Disagree	13 (28.9)	1 (6.7)	-	14 (20.3)	-	-	-	-	14 (19.4)
Highly Disagree	4 (8.9)	-	-	4 (5.8)	-	-	-	-	4 (5.6)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

### 3.9 Awareness of Non-Monetary Incentives

In addition to the monetary offerings, the employees will expect some non cash benefits from the employer. Non-monetary benefits refer to indirect compensation offered and provided to employees in lieu of the services provided by them to the organization. They include Leave Policy, Overtime Policy, Car policy, Insurance, Leave Travel Assistance, Holiday Homes etc. Employee benefits are an important part of any company’s offering to their prospective or existing staff. There can be numerous advantages in establishing an employee benefits scheme, not only to the employee, who can receive useful non-cash benefits in addition to, or in place of part of their salary, but also to employers, who can bulk out their salary offering with additional benefits to their staff (Kamoche, K,1996). In fact non monetary benefits are one of the most common attractions which force the employees to leave one organization and join another. Hence a clear awareness of such indirect compensation will enable to pull in employees to the organization. Employees’ and management’s perceptions regarding the awareness of non monetary packages plugged with the job are analysed as under.

**(a) Opinion of Employees**

As regards monetary packages offered in the industry, more than one half (52.6%) of the employees argued that they were fully or partly aware of the non monetary packages provided by the organization. Only less than one forth (24.4%) of the employees argued that they are fully unaware of the type of non monetary incentives attached to the post. More than one half (51.8%) of the employees in private hotels and more than one half (52.6%) of the employees in KTDC hotels also were of the opinion that they had enough pre knowledge regarding the kind of non-monetary offers attached to the job. On analyzing the data star wise it is inferred that more than one half of the employees in all the star types of both KTDC and the private sector stated that there was pre-awareness among the staff regarding the non-monetary incentives offered. But it is worth mentioning that 49.4 per cent of the employees in three star private hotels had no pre-awareness regarding the non monetary incentive attached with the post. Chi-square analysis also shows that the difference in opinion of employees in three star and four star categories is statistically significant; however no such significance can be traced in the opinion of the employees in five star hotels (Table 3.13).

**Table 3.13: Awareness of Non Monetary Incentives  
(Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	93 (40.6)	15 (41.7)	26 (55.3)	134 (42.9)	31 (41.3)	3 (10.7)	3 (20.0)	37 (31.4)	171 (39.8)
Partly Agree	22 (9.6)	3 (8.3)	3 (6.4)	28 (8.9)	11 (14.7)	11 (39.9)	5 (33.3)	27 (22.9)	55 (12.8)
Neither Agree Nor Disagree	1 (0.4)	1 (2.8)	3 (6.4)	5 (1.6)	5 (6.7)	8 (28.6)	-	13 (11.0)	18 (4.2)
Disagree	46 (20.1)	9 (25.0)	11 (23.4)	66 (21.2)	13 (17.3)	1 (3.6)	1 (6.7)	15 (12.7)	81 (18.8)
Highly Disagree	67 (29.3)	8 (22.2)	4 (8.5)	79 (25.4)	15 (20.0)	5 (17.9)	6 (40.0)	26 (22.0)	105 (24.4)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=24.236 (df=4) and p value =.000\*; Four star: Chi-square=14.122 (df=4) and p value =.001\*; Five star: Chi-square=3.240 (df=4) and p value =.519\*\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

While evaluating the opinion of employees sector-wise through Mann-Whitney U test (Table 3.14) it is found that the difference in the opinion of the employees in the matter of awareness of non monetary packages is also significant at 5 per cent level ( $p < .05$ ).

**Table 3.14: Awareness of Non Monetary Incentives (Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	4.00	.001*
KTDC	118	4.00	

Source: Primary data.\* Significant at 5% level.

**(b) Opinion of Management**

Like the opinion of the employees, more than four fifths (80.6%) of the management people argued that they were fully or partially aware of the non-monetary benefits offered to them before getting the formal appointment. More than three fourths of the management people in both sectors, irrespective of the star category, also stated in the same way regarding the pre-awareness of non monetary incentives. Only 11.1 per cent in three star private hotels argued that they had no idea regarding the non-monetary benefits attached to the position before submitting the application (Table 3.15).

Thus, from the foregone analysis it is clear that the employees and management people in the hotel industry in Kerala had good pre-knowledge of the non-monetary incentives attached to the position before getting formal appointment.

**Table 3.15: Awareness of Non Monetary Incentives (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	20 (44.4)	9 (60.0)	5 (55.6)	34 (49.3)	-	1 (100)	1 (100)	2 (66.6)	36 (50.0)
Partly Agree	15 (33.3)	3 (20.0)	3 (33.3)	21 (30.4)	1 (100)	-	-	1 (33.3)	22 (30.6)
Neither Agree Nor Disagree	5 (11.1)	1 (6.7)	1 (11.1)	7 (10.1)	-	-	-	-	7 (9.7)
Disagree	-	1 (6.7)	-	1 (1.4)	-	-	-	-	1 (1.4)
Highly Disagree	5 (11.1)	1 (6.7)	-	6 (8.7)	-	-	-	-	6 (8.3)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

### **3.10 Awareness of Promotion and Career Advancement Opportunities**

Recruiting can become highly competitive in markets where job openings outnumber qualified job applicants. Three and four star hotel employers face distinct challenges in the attempt to lure job applicants away from five star and deluxe class employers with well established reputation. In fact labor market in the hotel industry is facing severe problems-on the one side young students are not opting hotel industry as a profession and on the other side existing professional are trying to leave the industry charmed by the social status provided by the emerging industries like IT and ITES. But by revamping the existing recruitment strategies, the present labour shortage can be overcome. One of the best ways is to provide ample opportunities for career advancement. While considering a choice between two or more job offers, applicants would be more attracted to the prospect of getting on board with a growing company likely to throw open new management positions in the near future. Recruiters can use stories of their own rapid advancement within a small business to add credibility to their claims and pique applicants' curiosity. Larger companies can leverage this appeal by laying out clearly defined advancement paths within their organizations, showing potential employees how length of service or meeting performance goals can advance their careers quickly (Kamoche, K, 1996). When employees are aware of the chances of advancement at the time of entry, more and more talented and committed professionals will come to the industry. Hence it is a good recruitment practice to include the career advancement opportunities in the initial job vacancy advertisement itself. The opinion of employees and those at the management cadre regarding the clear awareness they had of career advancement at the time of applying for the job are assessed as under.

#### **(a) Opinion of Employees**

On examining the employees views regarding the pre knowledge of career advancement opportunities, more than one half (54.9 %) of the employees declared that they were unaware of the promotion and career advancement opportunities while submitting the application. The sector-wise analysis also does not find any considerable variation. 14.4 per cent of KTDC and 31.7 per cent of the private sector employees argued that these policies were published with vacancy notification. Star-wise analysis shows that more than one half (61.7%) of the employees in private five star hotels argued that these policies were made known along with the job

notification. Except this category, more than one half of the employees in all the star categories of both the sectors viewed that they were unaware of the career advancement and promotional opportunities while submitting application (Table 3.16). The Chi-square test shows that the difference in the opinion of the employees in three star hotels is significant, but no difference of any significance is rooted in the four and five star category.

**Table 3.16: Awareness of Promotion and Career Advancement Opportunities (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	71 (31.0)	7 (19.4)	21 (44.7)	99 (31.7)	8 (10.7)	3 (10.7)	6 (40.0)	17 (14.4)	116 (26.9)
Partly Agree	22 (9.6)	3 (8.3)	8 (17.0)	33 (10.6)	11 (14.7)	2 (7.9)	1 (6.7)	14 (12.0)	47 (10.9)
Neither Agree Nor Disagree	10 (4.4)	1 (2.8)	3 (6.5)	14 (4.5)	11 (14.7)	6 (21.4)	-	17 (14.4)	31 (7.2)
Disagree	46 (20.1)	15 (41.7)	8 (17.0)	69 (22.1)	16 (21.3)	14 (50.0)	5 (33.3)	35 (29.6)	104 (24.2)
Highly Disagree	80 (34.9)	10 (27.8)	7 (14.9)	97 (31.1)	29 (38.7)	3 (10.7)	3 (20.0)	35 (29.6)	132 (30.7)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals. Three star: Chi-square=19.264 (df=4) and p value =.001\*; Four star: Chi-square=8.305 (df=4) and p value =.081\*\*; Five star: Chi-square= 3.240 (df=4) and p value =.481\*\*. \* Significant at 5% level. \*\* Not significant at 5% level.

The difference in the opinion of employees in the matter of awareness of promotion and career advancement opportunities is also analyzed through Mann-Whitney test. The test (Table 3.17) shows that the difference in the opinion of employees in KTDC and the private sector is not much significant ( $p > .05$ ).

**Table 3.17: Awareness of Promotion and Career Advancement Opportunities (Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	4.00	.079**
KTDC	118	4.00	

Source: Primary data. \*\* Not significant at 5% level.

**(b) Opinion of Management**

As in the case of the opinion raised by employees, nearly one half of the (49.9%) people at the management cadre also pointed out that they were not fully

cognizant of the career advancement/promotion opportunities attached to the job from the job notification (Table 3.18). While making the sector wise analysis it is found that there is clear-cut deviation in the opinion of managerial personnel regarding their awareness of the career advancement. More than two thirds (66.7%) in KTDC hotels viewed that they were fully aware of these opportunities but more than one half (50.7%) in private hotels held an opposite view. Again, in star-wise analysis, 73.3 per cent of the management people in the three and four star hotels stated that they were unaware of the promotional and career advancement norms; 88.8 per cent in the five star categories stated that they were aware of such opportunities.

Thus, it can be inferred that it is not a usual practice to specify the career advancement and promotional opportunities of the post along with vacancy notification in. But, the employees and management people in the five star categories are an exception to this general inference.

**Table 3.18: Awareness of Promotion and Career Advancement Opportunities (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	-	1 (6.7)	4 (44.4)	5 (7.2)	1 (100)	1 (100)	-	2 (66.6)	7 (9.7)
Partly Agree	6 (13.3)	3 (20.0)	4 (44.4)	13 (18.8)	-	-	-	-	13 (18.1)
Neither Agree Nor Disagree	6 (13.3)	9 (60.0)	1 (11.1)	16 (23.1)	-	-	-	-	16 (22.2)
Disagree	23 (51.1)	2 (13.3)	-	25 (36.2)	-	-	1 (100)	1 (33.3)	26 (36.1)
Highly Disagree	10 (22.2)	-	-	10 (14.5)	-	-	-	-	10 (13.8)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

### 3.11 Effectiveness of Recruitment Policy

The effective recruitment and selection of employees is a fundamental HRM activity, one that if managed well can have a significant impact on organizational performance as well as lead to a more positive organizational image. An employee considers a recruitment process an effective one if it comes through a good recruitment channel. Recruitment channels usually used to attract applicants include: advertisements in local newspapers; recruitment agencies/search firms; corporate



websites; specialist journals; encouraging speculative applications; employee referral schemes, and national newspaper advertisements. They will consider a recruitment practice effective if it is fair and transparent. A manager will consider it effective if it is cost effective, reduces turnover ratio and finds apt persons for employment. The managers' and employees' opinion on the effectiveness of recruitment process is examined as under.

#### **(a) Opinion of Employees**

On analyzing the opinion of employees regarding the effectiveness of recruitment policy, more than one half (61.1%) of the employees stated that the recruitment policy followed in the organization was an effective one. Only 31.1 per cent stated that there were deficiencies in the policy. Sector-wise analyze also shows that more than one half of the employees in both KTDC and private sector viewed the recruitment policy as an effective one. Most of the employees (63.6%) in KTDC and the private sector (60.9%) argued that the organization followed an effective recruitment policy. When we analyze the data star-wise, it is understood that more than one half of the employees in all the star groups pointed out that the policy was effective and there were no deficiencies. But in five star hotels, more than three fourths in both the sectors opined that there were no drawbacks in the recruitment policy (Table 3.19). The analysis of the data through the Chi-square reveals that the difference in the opinion of employees of the different star categories is not statistically significant ( $p > .05$ ).

The difference in the opinion of the employees with regard to the effectiveness of recruitment policy is also analyzed through the Mann-Whitney U test (Table 3.20). The test result also shows that the difference in the opinion of employees in KTDC hotels and private hotels is not significant at 5 per cent level.

#### **(b) Opinion of Management**

With regard to the effectiveness of the recruitment policy, the management people express a similar view to that expressed by the employees. Majority of the management people in both the sectors have opined that the recruitment policy followed by their organization is effective. Star-wise analysis also does not find any considerable variation in their opinion (Table 3.21).

**Table 3.19: Effectiveness of Recruitment Policy (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	90 (39.3)	15 (41.7)	30 (63.8)	135 (43.2)	23 (30.7)	15 (53.6)	10 (66.7)	48 (40.7)	183 (42.5)
Partly Agree	35 (15.3)	9 (25.0)	9 (19.1)	53 (17.0)	19 (25.3)	6 (21.4)	2 (13.3)	27 (22.9)	80 (18.6)
Neither Agree Nor Disagree	24 (10.5)	1 (2.8)	1 (2.1)	26 (8.1)	5 (6.7)	1 (3.6)	-	6 (5.0)	32 (7.4)
Disagree	13 (5.7)	3 (8.3)	2 (4.3)	18 (5.8)	1 (1.3)	1 (3.6)	1 (6.7)	3 (2.5)	21 (4.9)
Highly Disagree	67 (29.3)	8 (22.2)	5 (10.6)	80 (25.6)	27 (36.0)	5 (17.9)	2 (13.3)	34 (28.9)	114 (26.5)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=8.352 (df=4) and p value =.080\*\*; Four star: Chi-square=1.313 (df=4) and p value =.859\*\*; Five star: Chi-square=.760 (df=4) and p value =.944\*\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

**Table 3.20: Effectiveness of Recruitment Policy (Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance(2 tailed)
Private	312	2.00	.693**
KTDC	118	2.00	

Source: Primary data \*\* Not significant at 5% level.

**Table 3.21: Effectiveness of Recruitment Policy (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	27 (60)	15 (100)	8 (88.9)	50 (72.5)	1 (100)	1 (100)	-	2 (66.6)	52 (72.2)
Partly Agree	15 (33.3)	-	1 (11.1)	16 (23.2)	-	-	-	-	16 (22.2)
Neither Agree Nor Disagree	1 (2.2)	-	-	1 (1.4)	-	-	-	-	1 (1.4)
Disagree	2 (4.4)	-	-	2 (2.9)	-	-	1 (100)	1 (33.3)	3 (4.2)
Highly Disagree	-	-	-	-	-	-	-	-	-
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show parentages of respective total.

It is inferred that most of the employees and management people, irrespective of the sector and star status, have observed that the recruitment policy practiced in the hotel industry is effective.

### **TESTING THE FIRST HYPOTHESIS**

The foregoing analysis of the opinion of the 430 employees in both the KTDC and private hotels in Kerala clearly establishes the fact that 61.1 per cent of the employees have come out with the view that the recruitment policy followed in the industry is effective. Also, the chi-square test conducted for finding out the association of opinion in the three different star categories and the Mann-Whitney U test conducted to find out difference of opinion in KTDC and private hotels are also found no variation at 5 per cent level of significance. Further, the one sided z test conducted to test the hypothesis also found that the recruitment policy of the hotel industry in Kerala is effective ( $p < .05$ ). Hence, the null hypothesis stating that not more than one half of the employees is satisfied with the recruitment policy of the hotel industry in Kerala stands rejected.

#### **Test Statistic**

$$Z_c = \frac{p - P}{SE(P)}$$

$$SE(P) = \sqrt{\frac{PQ}{n}} \quad P = .5, Q = .5, n = 430$$

$$SE(P) = \sqrt{\frac{.5 \times .5}{430}} = \sqrt{\frac{.25}{430}} = .0241$$

'p' value obtained from the analysis of the sample response is .61

$$Z_c = \frac{.61 - .5}{.0241} = \frac{.11}{.0241} = 4.56$$

$p = .000$ ; Significant at 5% level.

### **3.12 Effectiveness of Reference Checking System**

The performance of a candidate in his earlier employment is often the best predictor of his future performance. Hence the best way to verify an applicant's background and job suitability is to conduct a thorough reference check. Reference checks are a tool that can substantiate and validate candidate information and provide further insight into a candidate's skills, abilities, and knowledge. To avoid hiring the wrong candidates, selection decisions should always be corroborated by checking a candidate's work related references. Checking references before making a job offer can save time, money, and effort, since it reduces the likelihood of making an inappropriate selection (Robertson, I.T and Iles, P.A, 1988). Through proper reference

checking system an employer can ensure that the best talented people are hired by the organization and they will have the required culture and adaptability to cope up with the changing conditions. Thus in order to ensure change management proper reference checking is a pre-requisite. But in the hotel industry most of the employees search for new openings when they feel some discomfort. In such cases the current employer may not provide authentic information regarding the candidate. On the other hand the manager is forced to select candidates from the pool without proper checking as it is a labour shortage industry. The apprehensions of the employees' and the management as to whether there is an efficient reference checking system in the hotel industry in Kerala are assessed as under.

#### **(a) Opinion of Employees**

With regard to the reference checking in the selection process, more than one half (59.3%) of the employees strongly disagree with the contention that the employer has ever made reference checking while selecting the employees. Only 18.6 per cent of the employees fully agree that reference checking is made as an integral part of the selection process. According to the sector-wise analysis of the data more than three fourths (92.1%) of the employees of KTDC are of the opinion that there is no such practice in the selection process whereas more than one half (63.5%) of the private sector employees state that reference checking system is absent in the selection process. While more than three fourths of the employees in all the star groups of KTDC contend that reference checking was not a usual practice in the organization, more than one half of the employees in the private five star hotels (51%) argue that reference checking system is prevalent in the organization. But more than one half (51.2%) of the three star private employees viewed that there is no such practices in the selection process (Table 3.22).

The Chi-square analysis of the data shows that the difference in the opinion of the employees in three and four star hotels is significant at 5 per cent level and no such difference can be recorded in the opinion of employees in the five star hotels

On assessing the difference in the opinion of the employees (sector wise) through Mann-Whitney U test (Table 3.23), a significant difference is found in KTDC and private hotels ( $p < .05$ ).

**Table 3.22: Effectiveness of Reference Checking System (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	40 (17.5)	14 (38.9)	19 (40.4)	73 (23.4)	3 (4.0)	-	4 (26.7)	7 (5.9)	80 (18.6)
Partly Agree	12 (5.2)	3 (8.3)	5 (10.6)	20 (6.4)	-	-	1 (6.7)	1 (0.8)	21 (4.9)
Neither Agree Nor Disagree	14 (6.1)	2 (5.6)	5 (10.6)	21 (6.7)	-	1 (3.6)	-	1 (0.8)	22 (5.1)
Disagree	27 (11.8)	2 (5.6)	6 (12.8)	35 (11.2)	6 (8.0)	9 (32.1)	2 (15.3)	17 (14.4)	52 (12.1)
Highly Disagree	136 (59.4)	15 (41.7)	12 (25.5)	163 (52.3)	66 (88.0)	18 (64.3)	8 (53.3)	92 (77.9)	255 (59.3)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=23.467 (df=4) and p value =.000\*; Four star: Chi-square=21.395 (df=4) and p value =.000\*; Five star: Chi-square=5.089 (df=4) and p value =.278\*\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

**Table 3.23: Effectiveness of Reference Checking System (Opinion of Employees)(Mann-Whitney U test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	5.00	.000*
KTDC	118	5.00	

Source: Primary data. \* Significant at 5% level.

**(b) Opinion of Management**

There is a contradiction in the viewpoints expressed by the management people regarding the reference checking system employed in the selection process. While 45.8 per cent of the management people recorded their assent, 45.8 per cent made dissenting note. On looking into the issue sector-wise, it is found that most of the management people in KTDC hotels view that there is no reference checking system in the selection process. But in the private sector, a little less than one half (47.8%) agree that reference checking is an integral part of the selection process. Star-wise analysis also reveals that two thirds (66.6%) of the management people in three star hotels argue that reference checking is seldom used whereas more than two thirds of the employees in four and five star hotels contented that there is an effective reference checking system in the selection process (Table 3.24).

**Table 3.24: Effectiveness of Recruitment Policy  
(Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	-	10 (66.7)	6 (66.7)	16 (23.2)	-	-	-	-	16 (22.2)
Partly Agree	15 (33.3)	-	2 (22.2)	17 (24.6)	-	-	-	-	17 (23.6)
Neither Agree Nor Disagree	-	5 (33.3)	1 (11.1)	6 (8.7)	-	-	-	-	6 (8.3)
Disagree	22 (48.9)	-	-	22 (31.9)	-	-	1 (100)	1 (33.3)	23 (31.9)
Highly Disagree	8 (17.8)	-	-	8 (11.6)	1 (100)	1 (100)	-	2 (66.7)	10 (13.9)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

From all these analysis, it can be inferred that reference checking is not a usual practice in KTDC but in five and four star segments in the private sector reference checking is made to ensure the desirability of the employees. But most of the employees in the three star private hotels do not agree with the view. The management people in KTDC and the three star segment of the private sector assert that reference checking is not a practice at the time of selection.

### **3.13 Equality and Fairness in the Selection Process**

The recruitment and selection procedure should enable the authority to attract applicants from diverse backgrounds and ensure that recruitment is carried out without discrimination on the grounds of race, ethnicity, colour, disability, age, religion or belief, sexual orientation or any other unjustifiable criterion (Jenkins.R, 1986). The employer should have the legal responsibility and practical wisdom to ensure that the selection process is unbiased and free from discrimination of any sort. Fairness and a fastidious eye for efficiency should be central to the process of recruitment and selection. As well as getting the right person for the job, a fair and consistent process will help lower staff turnover, absenteeism and unnecessary court proceedings. The perceptions of employees and management in this respect examined as under.

**(a) Opinion of Employees**

On the question of equality and fairness in the selection process, nearly three quarters (71.2%) of the employees fully or partially agree that the selection process is fair and free from discrimination. Only 6.9 per cent hold that there is the prevalence of injustice and bias in the process. Again, more than two thirds of the employees in both the sectors have also agreed that there is equality and justice in the selection process. More than three fourths (81.4%) of KTDC employees and more than two thirds (67.3%) of employees in the private hotels also view the selection procedure has been fair and unbiased. The analysis of data pertaining to star hotels has shown that more than one third of the employees in all the star categories of both KTDC and private hotels hold the process fair and just. The strongest agreement in this matter is reflected in the opinion of employees in private five star hotels. Only less than 10 per cent of the employees belonging to the entire star category have a negative opinion regarding the justice and equality in the selection process (Table 3.25). The Chi-square analysis of the data shows that the difference in the opinion of employees in the three star hotels is significant ( $p < .05$ ) and not much difference can be found in the opinion of employees in four and five star hotels ( $p > .05$ ).

**Table 3.25: Equality and Fairness in Selection Process  
(Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	82 (35.8)	22 (61.1)	34 (72.3)	138 (44.2)	29 (38.7)	17 (60.7)	10 (66.7)	56 (47.5)	194 (45.1)
Partly Agree	48 (21.0)	12 (33.3)	12 (25.5)	72 (23.1)	30 (40.0)	8 (28.6)	2 (13.3)	40 (33.9)	112 (26.1)
Neither Agree Nor Disagree	38 (16.6)	1 (2.8)	1 (2.1)	40 (12.8)	7 (9.3)	2 (7.1)	2 (13.3)	11 (9.3)	51 (11.9)
Disagree	38 (16.6)	-	-	38 (12.2)	4 (5.3)	-	1 (6.7)	5 (4.2)	43 (10.0)
Highly Disagree	23 (10.0)	1 (2.8)	-	24 (7.7)	5 (6.7)	1 (3.6)	-	6 (5.3)	30 (6.9)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=15.468 (df=4) and p value = .004\*; Four star: Chi-square=0.787 (df=4) and p value = .853\*\*; Five star: Chi-square=6.785 (df=4) and p value = .076\*\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

When the difference in the opinion of employees of KTDC and private hotels is analyzed through Mann-Whitney U test, it is revealed that the difference in their opinion is not significant( $p>.05$ ) (Table 3.26).

**Table 3.26: Equality and Fairness in Selection Process (Opinion of Employees) (Mann-Whitney U test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	2.00	.078**
KTDC	118	2.00	

Source: Primary data. \*\* Not significant at 5% level.

**(a) Opinion of Management**

Like the employees, more than two thirds of the management category observes that there is fairness and equality in the selection procedures in the organization. While 93.1 per cent of the management strongly agree that justice and equity have been maintained throughout the selection procedures, more than three fourths belonging to all the star groups opine that there is no injustice and inequality in the process (Table 3.27).

Thus, it can be inferred that most of the employees and management people in both the private and KTDC hotels in Kerala, irrespective of star status, have a general feeling that the selection process followed in the organization is fair and equitable.

**Table 3.27: Equality and Fairness in Selection Process (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	20 (44.4)	14 (93.3)	9 (100)	43 (62.3)	1 (100)	1 (100)	1 (100)	3 (100)	46 (63.9)
Partly Agree	20 (44.4)	1 (6.7)	-	21 (30.4)	-	-	-	-	21 (29.2)
Neither Agree Nor Disagree	3 (6.7)	-	-	3 (4.3)	-	-	-	-	3 (4.2)
Disagree	2 (4.4)	-	-	2 (2.9)	-	-	-	-	2 (2.8)
Highly Disagree	-	-	-	-	-	-	-	-	-
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.



## TESTING THE SECOND HYPOTHESIS

While taking the opinion of 430 employees in both the KTDC and the private hotels in Kerala it exhibits that 70 per cent of the employees have positive sentiments as regards the prevalence of equality and fairness in selection process. Also, the chi-square test conducted for finding out the association of opinion in the three different star categories found no variation at 5 per cent level of significance, except in case of three star segment. Again the Mann-Whitney U test conducted to find out difference of opinion in KTDC and private hotels are also found no variation at 5 per cent level of significance. Further, the one sided z test conducted to test the hypothesis also found that the recruitment policy of the hotel industry in Kerala is effective ( $p < .05$ ). Hence, the null hypothesis stating that not more than one half of the employees are satisfied with the equality and fairness in the selection process in the hotel industry in Kerala stands rejected.

### Test Statistic

$$Z_c = \frac{p - P}{SE(P)}$$

$$SE(P) = \sqrt{\frac{PQ}{n}} \quad P = .5, Q = .5, n = 430$$

$$SE(P) = \sqrt{\frac{.5 \times .5}{430}} = \sqrt{\frac{.25}{430}} = .0241$$

'p' value obtained from the analysis of the sample response is .70

$$Z_c = \frac{.70 - .5}{.0241} = 8.29$$

$p = .000$ ; Significant at 5% level.

### 3.14 Applying Scientific Principles on Selection

The majority of human resources professionals treat employee selection like an art rather than a science. Again, applying scientific principles to the recruitment and selection processes can save money and improve a business's advantage when it comes to the talent of its workforce (Iles, P.A and Robertson, I.T, 1997). Scientific selection methods also help a business improve its employee retention rate and workplace culture. Employee retention is important because of the high cost of replacing an employee, which involves advertising for the vacant position, conducting interviews, reviewing applicants and training the replacement worker. Again, a scientific selection process allows employers to make hiring decisions without worrying about personal biases. Test results and the answers to standard interview questions will help compare candidates of different ages, genders, experience levels and cultural backgrounds on a level playing field. The opinion of employees and the

management regarding the use of scientific procedures in the selection process in the hotel industry in Kerala is assessed as under.

**(a) Opinion of Employees**

Analysis of employees’ opinion regarding the use of scientific approach in the selection system clearly shows that more than two thirds (69.8%) of the employees are of the opinion that the system is a scientifically planned one. Further, more than three quarters (78.8%) of KTDC and more than one half (56.3%) of private hotels fully or partly agree that the selection procedure adopted in their organizations are based on scientific, pretested principles. While analyzing the data star-wise, it is inferred that more than three fourths in the four and five star hotels of both KTDC and the private sector and more than one half in three star categories of both the sectors point out that there is a scientific procedure in employee selection. Only less than 10 per cent of the employees in all the star categories of both KTDC and private sector view that there is a lack of scientific approach in the selection process (Table 3.28). But the Chi-square analysis of the data shows that the difference in the opinion of employees is not significant at 5 per cent level ( $p > .05$ ).

**Table 3.28: Applying Scientific Principles on Selection (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	72 (31.4)	19 (52.8)	32 (68.1)	123 (39.4)	25 (33.3)	16 (57.1)	10 (66.7)	51 (43.2)	174 (40.5)
Partly Agree	60 (26.2)	11 (30.6)	13 (27.7)	84 (26.9)	29 (38.7)	10 (35.7)	3 (20.0)	42 (35.6)	126 (29.3)
Neither Agree Nor Disagree	43 (18.8)	6 (16.7)	2 (4.3)	51 (16.3)	13 (17.3)	2 (7.1)	1 (6.7)	16 (13.6)	67 (15.6)
Disagree	33 (14.4)	-	-	33 (10.6)	4 (5.3)	-	-	4 (3.3)	37 (8.7)
Highly Disagree	21 (9.2)	-	-	21 (6.8)	4 (5.3)	-	1 (6.7)	5 (4.3)	26 (6.0)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=15468 (df=4) and p value = .004\*; Four star: Chi-square=0.787 (df=4) and p value =.853\*\*; Five star: Chi-square=6.785 (df=4) and p value =.076\*\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

The difference in the opinion of employees regarding equity and fairness in the selection process is also examined through Mann-Whitney U test (Table 3.29). The test shows that the difference in the opinion of employees of KTDC and private sector is not statistically significant at 5 per cent level ( $p > .05$ ).

**Table 3.29: Applying Scientific Principles on Selection (Opinion of Employees) (Mann-Whitney U test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	2.00	.065**
KTDC	118	2.00	

Source: Primary data. \*\* Not significant at 5% level.

**(a) Opinion of Management**

Similar to the opinion of the employees, more than three fourth of the management category observes that there is a scientific selection procedure in the industry. Further, more than three fourth of the employees in both the sectors, irrespective of the star status, also view that the selection procedure is scientific. But less than 10 per cent of the management holds a negative attitude regarding the selection policy (Table 3.30).

From the analysis it can be drawn that both the employees and the management people hold the view that scientific principles are adopted in the selection process of employees.

**Table 3.30: Applying Scientific Principles on Selection (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	26 (57.8)	14 (93.3)	9 (100)	49 (70.1)	1 (100)	1 (100)	1 (100)	3 (100)	52 (72.2)
Partly Agree	10 (22.2)	1 (6.7)	-	11 (15.9)	-	-	-	-	11 (15.3)
Neither Agree Nor Disagree	7 (15.6)	-	-	7 (10.1)	-	-	-	-	7 (9.7)
Disagree	2 (4.4)	-	-	2 (2.9)	-	-	-	-	2 (2.8)
Highly Disagree	-	-	-	-	-	-	-	-	-
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

### **3.15 HR Managers' Participation in the Selection**

HR has an important role in facilitating the entire recruitment process. In the pre-recruitment review the human resource manager extends his/her advice whether any existing staff should be considered in filling the vacancies or only fresh hands. In the early stages of recruitment, the HR manager provides expert advice on defining the position, drafting the position announcement, identifying and advising on suitable channels for announcement, arranging for the announcement to be placed through the agreed channels, and advising on selection committee composition and related arrangements. He performs the role of an expert advisor to the selection committee throughout the entire selection process – particularly by briefing committee members on interview techniques, and providing expert advice in the screening, short-listing, and interviewing stages (Pearn, M and Kandola, R.C, 1988). At the time of the interview and during the post interview phase, the HR has a pivotal role to perform. An organization can take good selection decisions only with the expertise of a competent HR manager. But in the hotel industry in Kerala most of the three star hotels have no HR managers at all. In other hotels, the role of HR is limited and in some instances he is entrusted only with keeping records of the employees. The employees' and the managements opinion on HR managers' participation in the selection process is assessed as under:

#### **(a) Opinion of Employees**

As regards the involvement of the HR manager in the selection process, more than one half (55.6%) of the employees support fully or partly that the HR manager plays an active role participating in the selection process. Only 16.9 per cent are of the opinion that there is an absence of HR participation in the processes. More than three fourths (78%) of the KTDC employees argue that the HR managers' opinion in the selection process is solicited. Only less than one half (47.2%) of the private sector employees argue that the HR managers' suggestions and opinions are sought in the selection. Star-wise analysis reveals that more than two thirds of the employees in all the star groups in KTDC and five and four star hotels in the private sector hold that there is active co-operation and support from the HR manager in the selection process. But more than one half (54.2%) of the employees in the three star hotels believe that HR managers have only a limited role in the selection process (Table 3.31). The Chi-square analysis of the data shows that the difference in the opinion of the employees

in three star hotels is significant at 5 per cent level ( $p < .05$ ) but in the case of four and five star categories such difference is not noticed ( $p > .05$ ).

**Table 3.31: HR managers' Participation in the Selection (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	43 (18.8)	24 (66.7)	43 (91.5)	110 (35.3)	32 (42.7)	24 (85.7)	5 (33.3)	61 (51.7)	171 (39.8)
Partly Agree	30 (13.1)	5 (13.9)	2 (4.3)	37 (11.9)	22 (29.3)	4 (14.3)	5 (33.3)	31 (26.3)	68 (15.8)
Neither Agree Nor Disagree	32 (14.0)	1 (2.8)	1 (2.1)	34 (10.9)	14 (18.7)	-	3 (20.0)	17 (14.4)	61 (14.2)
Disagree	59 (25.8)	3 (8.3)	-	62 (19.9)	4 (5.3)	-	1 (6.7)	5 (4.2)	67 (15.6)
Highly Disagree	65 (28.4)	3 (8.3)	1 (2.1)	69 (22.0)	3 (4.0)	-	1 (6.7)	4 (3.4)	73 (16.9)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=57.195 (df=4) and p value =.000\*; Four star: Chi-square=6.208 (df=4) and p value =.184\*\*; Five star: Chi-square=22.973 (df=4) and p value =.000\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

The difference in the opinion of employees is also analyzed through Mann Whitney U Test. The test (Table 3.32) shows that the difference in the opinion of the employees in KTDC and private sector is also significant ( $p > .05$ ).

**Table 3.32: HR Managers' Participation in the Selection (Opinion of Employees) (Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	3.00	.000*
KTDC	118	2.00	

Source: Primary data. \*Significant at 5% level.

**(b) Opinion of Management**

In confirmation with the opinion of the employees, more than two thirds (66.7%) of the management people argue that the HR manger responsible for discharging HR functions will always play a vital role in the selection process. Only 19.4 per cent of the management feels that the HR persons have only a limited role in the process. The sector-wise analysis also exhibits that more than two thirds of the management people in both the categories either fully or partly agree that the HR manager has a key role in the process. Further, 66.6 per cent of the employees in both

the categories have such an opinion. The star wise analysis also reveals that more than two thirds of the employees in all the categories of both KTDC and private hotels, except three star, have opine that the HR persons play a pivotal role in the selection process. In case of three star categories, a major chunk of the management in KTDC hotels holds a neutral view (Table 3.33).

**Table 3.33: HR Managers’ Participation in the Selection (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	20 (44.4)	15 (100)	7 (77.8)	42 (60.8)	-	1 (100)	1 (100)	2 (66.6)	44 (61.1)
Partly Agree	2 (4.4)	-	2 (22.2)	4 (5.8)	-	-	-	-	4 (5.6)
Neither Agree Nor Disagree	4 (8.9)	-	-	4 (5.8)	1 (100)	-	-	1 (33.3)	5 (6.9)
Disagree	5 (11.1)	-	-	5 (7.2)	-	-	-	-	5 (6.9)
Highly Disagree	14 (31.1)	-	-	14 (20.3)	-	-	-	-	14 (19.4)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

The above analysis leads to the inference that majority of the employees and management agrees that the HR manager is the key person who plays a major role in the selections process. But most of the employees in the three star segment of the private sector assert that the role of the HR manager is meager.

### 3.16 Effectiveness of Employees Selection Procedure

Effective employee selection is a critical component of a successful organization. How employees perform their jobs is a major factor in determining how successful an organization will be. Job performance is essentially determined by the ability of an individual to do a particular job and the effort the individual is willing to put forth in performing the job. Through effective selection, the organization can maximize the probability that its new employees will have the necessary (KSA) to do the jobs they were hired to do. Thus, employee selection is one of the two major ways (along with orientation and training) to make sure that new employees have the abilities required to do their jobs. It also provides the base for other HR practices—such as effective job design, goal setting, and compensation—that motivate the

workers to exert the effort needed to do their jobs effectively. The selection system employed in the organization should be equity based i.e. there should be no personal determinants to influence the selection processes. Only then the right candidates can be selected and the work culture of the organization can be maintained. The opinion of the employees and the management regarding the effectiveness of the selection system in the hotel industry in Kerala is assessed as under.

**(a) Opinion of Employees**

As regards the overall effectiveness of the selection procedure, more than two thirds of the employees (71.7%) have observed that they are satisfied with the selection criteria employed in the organization. Only 6.2 per cent found serious drawbacks in the system. More than three fourths (85.6%) of the KTDC and more than two thirds (67.3%) of the private sector employees are either fully or partly satisfied with the existing selection procedures. The star-wise analysis reveals that more than two thirds of the employees in KTDC and the private sector in all the star categories appreciate the procedure (Table 3.34). The Chi-square analysis also shows that the difference in the opinion of employees in three stars is significant at 5 per cent level and no such difference can be observed in the opinion of employees of four and five star categories.

**Table 3.34: Effectiveness of Employees Selection Procedure (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	85 (37.1)	24 (66.7)	43 (91.5)	152 (48.7)	36 (48.0)	24 (85.7)	10 (66.7)	70 (59.3)	222 (51.6)
Partly Agree	48 (21.0)	6 (16.7)	4 (8.5)	58 (18.6)	24 (32.0)	3 (10.7)	4 (26.7)	31 (26.3)	89 (20.1)
Neither Agree Nor Disagree	42 (18.3)	4 (11.1)	-	46 (14.7)	13 (17.3)	1 (3.6)	1 (6.7)	15 (12.7)	61 (14.1)
Disagree	26 (11.4)	1 (2.8)	-	27 (8.7)	-	-	-	-	27 (6.3)
Highly Disagree	28 (12.2)	1 (2.8)	-	29 (9.3)	2 (2.7)	-	-	2 (1.7)	31 (7.2)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square= 18.368 (df=4) and p value =.001\*; Four star: Chi-square=3.860 (df=4) and p value =.425\*\*; Five star: Chi-square=22.973 (df=4) and p value =.032\*\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

When the difference in the opinion of the employees in the private sector and KTDC is analyzed through Man Whitney U test (Table 3.35) it is revealed that the difference is significant ( $p < .05$ ).

**Table 3.35: Effectiveness of Employees Selection Procedure (Opinion of Employees) (Mann-Whitney U test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	2.00	.001*
KTDC	118	1.00	

Source: Primary data. \*Significant at 5% level.

**(a) Opinion of Management**

Similar to the opinion of the employees regarding the effectiveness of selection process, 72.2 per cent of the management people fully agree that the existing system of selection is effective and acceptable. Again, more than one half (66.3%) of the management in KTDC and more than two thirds (72.5%) of the management in the private sector hotels also view the existing system of section favourably. Further, more than three fourths of the employees in all the star categories of private hotels and three and four star hotels of KTDC have stated that the system of selection is effective and that they are satisfied with the existing selection system. But the management people in the five star segment of KTDC believe that the existing selection system has serious pitfalls (Table 3.36).

**Table 3.36: Effectiveness of Employees Selection Procedure (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	27 (60)	15 (100)	8 (88.9)	50 (72.5)	1 (100)	1 (100)	-	2 (66.6)	52 (72.2)
Partly Agree	15 (33.3)	-	1 (11.1)	16 (23.2)	-	-	-	-	16 (22.2)
Neither Agree Nor Disagree	1 (2.2)	-	-	1 (1.4)	-	-	-	-	1 (1.4)
Disagree	2 (4.4)	-	-	2 (2.9)	-	-	1 (100)	1 (33.3)	3 (4.2)
Highly Disagree	-	-	-	-	-	-	-	-	-
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.



Thus, the above analysis leads to the inference that the selection system followed in the industry is generally accepted as effective and capable of selecting the apt personnel. The employees and the members of the management cadre also have expressed their satisfaction in the procedure.

### 3.17 Relationship between Effectiveness of Selection Policy and Personal Variables

The consolidated view of employees opinion on the effectiveness of selection procedure followed in the organization is given in Table 3.37. The response was recorded in five point scale with a maximum value of five for ‘Fully agree’ and a minimum value of one for ‘Highly Disagree’.

**Table3.37: Relationship between Effectiveness of Selection Policy and Personal Variables**

Variable	Category	No.	Mean	SD	F	Sig.
Age	Up to 27	104	2.51	1.421	11.797	.000*
	28-31	108	2.06	1.229		
	32-36	105	1.68	1.052		
	37 and above	113	1.65	1.092		
Gender	Male	356	1.97	1.258	.026	.871**
	Female	74	1.95	1.215		
Education	SSLC and below	81	2.78	1.466	16.994	.000*
	Diploma in hotel management	169	1.73	1.066		
	Degree or PG in hotel industry	63	1.59	1.087		
	Degree or PG in other areas	117	1.95	1.181		
Nature of Employment	Permanent	233	1.62	1.068	26.684	.000*
	Contract	78	2.76	1.407		
	Seasonal/ Part-time	119	2.13	1.211		
Experience in hotel industry	Below 5 years	246	2.26	1.340	13.298	.000*
	5-10 years	121	1.69	1.118		
	10-20 years	50	1.44	0.675		
	Above 20 years	13	1.00	0.000		
Experience in present organization	Below 5 years	371	2.07	1.288	6.422	.000*
	5-10 years	50	1.36	.722		
	10-20 years	8	1.13	.354		
	Above 20 years	1	1.00	.000		

Source: Primary data. \* Significant. \*\*Not significant.

Two, Three and Four are respectively allocated to the opinions such as 'Partly agree', 'Neither agree nor disagree' and 'Disagree'. ANOVA was applied to find out is there any significant variation in the perception of employees regarding the level of satisfaction on selection procedures followed depending on the demographic characteristics. Out of six variables selected, five variables viz., age, education, nature of employment, experience in hotel industry, and experience in the present organization shows significant variation in the perception of employees ( $p < 0.05$ ). However, with regard to gender, no significant variation is found in the opinion of employees ( $p > .05$ ).

From the foregone analysis, it can be deduced that the recruitment and selection practices in the hotel industry in Kerala suffers serious drawbacks. The intensity of pitfalls is more in the private sector than in KTDC. Inadequate job description, vagueness in monetary and non-monetary packages, absence of proper reference checking system and low participation of the HR manager in selection are the major deterrents that create discomfort in the minds of the employees.