Chapter - 5

RECRUITMENT AND SELECTION IN TOURISM SECTOR

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RECRUITMENT AND SELECTION IN TOURISM SECTOR

The preceding chapter dwelt upon the human resource planning and discussed the various aspects of it with bearing upon the organisation's capability to achieve its objectives. In the light of the significance of human resource planning as traced out in the previous chapter, the present chapter is devoted to the actual practices of recruitment and selection of human force in the tourism sector in India.

Recruitment:

Recruitment is the first step in the employment of labour. It is the method by means of which labour is brought into industry. It is a process of searching for prospective employees and stimulating and encouraging them to apply for a job in an organization. Recruitment means listing of a number of candidates for any job in the organization so as to select the best person from among them. Recruitment is a positive function.

Recruitment may be defined as an activity that brings the job-seekers and job-givers (employers) face to face with one another to achieve certain goals. Recruitment follows manpower planning. Recruitment needs are of three types – planned, anticipated and unexpected. Planned needs arise from changes in organization and retirement policy. Resignations, deaths, accidents and illness give to unexpected needs. Anticipated needs refer to those movements in personnel which an organization can predict by studying trends in the internal and external environments.
Government today does not leave the business only to the private sector. Both the Central and the State governments are now directly engaged in setting up economic and industrial enterprises. The system of recruitment differs considerably from the public sector controlled organizations to the private sector organizations. The nature of management as such is bound to be different in various organizations. Size of the organization, employment conditions, past recruitment efforts, working conditions, salary and other benefits, level of seasonality, cultural, economical and legal factors etc. affect recruitment system. Image of the organization, unattractive job, internal organizational policy, government influences etc. are constraints of recruitment.

Selection:

Selection is the process of choosing the most suitable persons out of all the applicants. In this process relevant information about applicants is collected through a series of steps so as to evaluate their suitability for the job to be filled. Selection is a process of matching the qualifications of applicants with the job requirements. It is a process of weeding out unsuitable candidates and finally identify the most suitable candidate. Selection divides all the applicants into two categories – (a) suitable, and (b) unsuitable. Selection may be described as a process of rejection because generally more candidates are turned away than are hired. Selection is different from recruitment. Recruitment technically precedes selection. Recruitment involves identifying the sources of manpower and stimulating them to apply for jobs in the organization. On the other hand, selection is the process of choosing the best out of those recruited. Recruitment is positive
as it aims at increasing the number of applications for wider choice or for increasing the selection ratio. Selection is negative as it rejects a large number of applicants to identify the few who are suitable for the job. Recruitment involves prospecting or searching whereas selection involves comparison and choice of candidates. The purpose of selection is to pick up the right person for every job. Selection is an important function as no organization can achieve its goals without selecting the right people. Faulty selection leads to wastage of time and money and spoils the environment of an organization. Scientific selection and placement of personnel can go a longway in building up a stable work force. It helps to reduce absenteeism and labour turnover. Proper selection is helpful in increasing the efficiency and productivity of the enterprise.

Selection process begins after the organization has received desired number of applications through one or more sources of recruitment. It involves a careful screening and testing of applicants so as to select the best and the most suitable from among them. After evaluation of applicants through tests and interview, physical examinations, etc., the best among the applicant may be hired. As regards unskilled employees, the personnel department may itself appoint them, but for skilled and semi-skilled jobs, the selection is generally left to be made by the supervisor/foreman who had placed the requisition for employees.

The tourism industry in its truest sense is all about movement of people to different places and experiences. It makes the people who work in that industry restless by nature and this makes loyalty a very rare quality. The challenge for the industry is not to create loyalty but to attract people of
a high quality, who can take on growth opportunities and challenges early on and who can maximize their potential even during a short tenure with the organization. This requires recruitment strategies and training policies, which are able to train the selected employees and make them multiskilled employees who meet the requirements of the tourism industry as far as possible, and have the right person, at the right time and at the right place.

Placement:

Placement is the process of assigning a specific job to each one of the selected candidates. It involves assigning a specific rank and responsibility to an individual. It implies matching the requirements of a job with the qualifications of candidate. Placement is the determination of the job to which an accepted candidate is to be assigned, and his assignment to that job. It is a matching of what the supervisor has reason to think he can do with the job demands. It is a matching of what he imposes in strain, working conditions, and what he offers in the form of payroll, companionship with others, promotional possibilities, etc. Proper placement helps to improve employee morale. It also helps to reduce employee turnover, absenteeism and accident rates. If a candidate adjusts himself to the job and continuous to perform as per expectations, it might mean that the candidate is properly placed. However, if the candidate has problems in adjusting himself to the job and he continues to perform below expectations, he might be misplaced. Supervisor/executives should review all such cases to find out cases of misplacement. Such candidates should be assigned some other more suitable jobs. Alternately they may be given further training to make them fit for the job.
Induction or Orientation:

When a new employee joins an organization, he is completely a stranger to the people, work place and the work environment. Therefore, he is likely to feel insecure, shy and nervous. In the absence of information and support there is likely to be anxiety and fear in his mind. He may undergo reality shock caused by a gap between his expectations and the real situation. Induction or orientation can help overcome these problems. Once an employee is selected and placed on an appropriate job, the process of familiarizing him with the job and the organization begins. This process is called induction or orientation.

Orientation or induction is the process of receiving and welcoming an employee when he first joins a company and giving him the basic information he needs to settle down quickly and happily and start work. The new employee is introduced to the job and the organization. The purpose of orientation is to make the new entrant feel at home and develop a sense of pride in the organization and commitment to the job. The newcomer is explained his duties and responsibilities, company policies and rules, and other relevant information to get acquainted and accommodated with the organization. Orientation is, therefore, the process of introduction, welcoming, acclimatization, acculturatisation and socialization.

A Case Study of Hotel ‘The Park’, New Delhi:

The Apeejay Surrendra Group with operations in tea plantations, hotels and restaurants, shipping, real estate, construction, financial services and information technology established in 1910, play a significant role in the development of trade and commerce in India. Strong commitment to
traditional values, the team of professionals at the Apeejay Surrendra Group continues to nurture the growth and development of the organization. The Park Hotels, are a collection of luxury boutique hotels in India. The Park Hotels commenced operations with the opening of ‘The Park’, Calcutta in 1967. Today, located in Bangalore, Chennai, Kolkata, New Delhi and Visakhapatnam, the hotels have achieved global standards of product quality and service excellence over 35 years of industry experience. A destination of choice for corporate and leisure travellers these hotels, due to their downtown location, give easy access to key commercial and entertainment districts. Here contemporary design is embellished with tradition; trendy and fun. F&B concepts create new entertainment options and intimate and personalized services create industry benchmarks. A newly formed division of the Apeejay Surrendra Hotels, Boutique Hotels India provides management and marketing expertise in the hospitality industry.

Designed around business and leisure travellers, ‘The Park’, New Delhi’ is located in the heart of the city centre. ‘The Park’ touches to the 224 rooms and suites and bring out the best in luxury, style and comfort. The residence, a deluxe floor, is gorgeous with the latest amenities and a display of classy artworks. Its business services are ideal for clients to host successful banquets and conferences.

**Superior Room:**

The 188 luxurious rooms are decked up with art and provide electronic safes, minibars, Internet, voicemail and cable TV. Every room is designed with care, so as to fuse sophistication with all the comforts and conveniences of a modern lifestyle. Indulgences like herbal toiletries further add to the lavishness.
Accommodation:

Divided into rooms and luxuriant suites, which are meticulously furnished, the residence is symbolic of luxury. All the rooms come along with contemporary business necessities, in-room fax machines, dual-line-hands, free telephones and the Internet. To make the guests really comfortable, ‘The Park’ New Delhi also provides a private Jacuzzi and a personal valet. The Residence Lounge is ideal for private meetings, complimentary cocktails and hearty breakfasts.

There are around one thousand employees from top to bottom. To coordinate the working of the employees and to give best of the services to its large number of clients, it is necessary to have a sound Human Resource Planning Requirement and Selection policy. For this, a highly qualified officer is appointed who is designated as Human Resource Manager.

Hotel ‘The Park’, New Delhi, has planned for computerization of nearly 50 per cent of the covered area of the hotel. It has taken care of all resources in the computerization plan including human resources.

Table No. 5.1

Showing Inventory of Human Resources and Future Requirements of Hotel ‘The Park’, New Delhi (as on 31.12.2004)

<table>
<thead>
<tr>
<th>Category of Human Resources</th>
<th>Present Inventory</th>
<th>Requirements after computerization</th>
<th>Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers (Food and Beverage)</td>
<td>15</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Manager (Lobby)</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Captains</td>
<td>20</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>Waiters</td>
<td>30</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Engineers (Civil)</td>
<td>5</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
<td>29</td>
<td>43</td>
</tr>
</tbody>
</table>

Source: As per Records of Hotel ‘The Park’, New Delhi.
Figure 5.1

Showing Inventory of Human Resource and Future Requirements of the Hotel 'The Park', New Delhi

Source: Table No. 5.1
The human resource planners suggested the redeployment of managers (accommodation) in their newly started hotel ‘The Park’ Visakhapatnam and retrench surplus employee of all other categories. They also recommended to the management that there was no need for further recruitment or for any other action plan.

The computerization was over by the end of 2004. When the management wanted to start the hotel on the newly computerized process. It was shocked to note that many employees in the accommodation department were suitable to the new jobs and the information supplied by the human resource planners in this regard did not match with reality. The best solution was to formulate job specifications for the Graduate in hotel management required for modernization and advertise the posts for exform recruitment and simultaneously implement plan including splitting the plan into short and medium term, management principle used and conclusions should be written by the managers.

**Steps in Recruitment Process in ‘The Park’**

The recruitment process consists of the following steps:

1. Recruitment process generally begins when the personnel department receives requisitions for recruitment from any department of the hotel. The personnel requisitions contain details about the position to be filled, number of persons to be recruited the duties to be performed, qualifications required from the candidate, terms and conditions of employment and the time by which the persons should be available for appointment etc.
2. Locating and developing the sources of required number and type of employees.

3. Identifying the prospective employees with required characteristics.

4. Communicating the information about the organization, the job and the terms and conditions of service.

5. Encouraging the identified candidates to apply for jobs in the organization.

6. Evaluating the effectiveness of recruitment process.

**Recruitment Policy:**

Recruitment policy of 'The Park' New Delhi specifies the objectives of recruitment and provide framework for the implementation of the recruitment programme. It involves commitment to principles such as enriching the organisation's human resources by filling vacancies with the best qualified people, attitudes towards recruitment minority groups, women, friends and relatives of press employees, and promotion from within. Recruitment policy is based on the recognition that it is hard to find qualified executives. The recruitment policy involves the employer's commitment to such general principles as

(a) To find and employ the best qualified persons for each job.

(b) To retain the most promising of those hired.

(c) To offer promising opportunities for lifetime working careers;

(d) To provide facilities and opportunities for personal growth on the job.
The Park have a planned and systematic recruitment policy to minimize disruption of work due to changes in employees and to secure equitable distribution of employment opportunities. A well-considered and pre-planned recruitment policy based on the goals, needs and environment of the organization will surely avoid hasty or ill-conceived decisions and help to man the organization with the right kind of personnel.

**Sources of Recruitment for ‘The Park’ :**

Various sources of recruitment for the Park Hotel may be classified into broad categories, namely internal sources and external sources.

**Internal Sources :**

Internal sources consists of the following :

(a) Present employees – permanent, temporary and causal employees already on the pay of the organization are a good source. Vacancies may filled up from such employees through promotions, transfers, upgrading and even demotions. Transfer implies shifting of an employee from one job to another without any major change in the status and responsibilities of the employee.

(b) Retired and retrenched employees who want to return to the company may be rehired.

(c) Dependents and relatives of deceased and disabled employees.

**External Sources :**

External sources of recruitment are as follows :
(a) Educational and Training Institutions: Various institutes like IIMs, Hotel Management Institutes, SITA Academy etc. are a good source for recruiting well qualified executives managers, hoteliers etc. They provides facilities for a campus interviews and placement. Good institutions have placement cells/officers to serve as liaison between the employers and the students. This source is known as campus recruitment.

(b) Recruitment Agencies: Several private consultancy firms e.g. A.F. Furguson Associates, Price Waterhouse, ABC consultants, etc. performs recruitment function on behalf of client companies by charging fee. These agencies are particularly suitable for recruitment of executives and specialists. They perform all the functions of recruitment and selection so that the client is relieved of this burden. But the cost of recruitment through these agencies is quite high.

(c) Employment Exchange: Government of India has established public employment exchanges throughout the country. These exchanges provide information about job vacancies to the jobseekers and help employers identifying suitable candidates. They contain a data bank of candidates for different types of jobs. Whenever they get requisition/notice from employers the concerned candidate are informed.

(d) Causal Callers: Due to widespread unemployment in the country many jobseekers visit the offices of well known companies on their own. Sub-callers are generally considered a nuisance to the daily work routine of the enterprise. But a waiting list of such unsolicited
visitors can be prepared to the temporary and lower level jobs. It is a very inexpensive source of recruitment.

(e) Labour Contractors: Manual workers can be recruited through contractors who maintain close links with the sources of such workers. This source is often used to recruit labour for construction jobs.

(f) Similar Organisations: Experienced employees can be recruited offering better benefits to the people working in similar organizations. New established organizations of well known business houses often lure experienced executives and technical experts from the public sector.

(g) Press Advertisement: Advertisement in newspapers and journals is a widely used source of recruitment. The advantage of this method is that it has a very wide reach. One advertisement in a leading daily can cover millions of persons throughout the country. Cost per person is very low. This method can be used for clerical, technical and managerial jobs.

Methods of Recruitment:

Various methods are employed by ‘The Park Hotel’, New Delhi for recruitment of employees which may be classified into the following categories:

1. Direct Methods: Under direct recruitment scouting, employee contacts, manned exhibits and waiting lists are used. In scouting, representative of the organisation are sent to educational and training institutions. Their travelling
recruiters exchange information with the students, clarify their doubts, stimulate them to apply for jobs, conduct campus interviews and show list of candidates for further screening.

2. Indirect Methods: Advertisement in newspapers, journals, on the radio and television are used to publicise vacancies. A well thought out and clear advertisement enables candidates to assess their suitability so that only those possessing the requisite qualifications will apply. This method is appropriate when the organization wants to reach out to a large target group scattered geographically.

3. Third Party Methods: Various agencies can be used to recruit personnel. Public employment exchanges, management consulting firms, professional societies, temporary help societies, trade unions, labour contractors and the main agencies. In addition, friends and relatives of existing staff and deputation method can also be used.

The Park Hotel generally go for direct methods but do not stick to that only. It also used indirect methods and third party methods to make best use of resources.

Selection Procedure at ‘The Park’:

The selection procedure consists of a series of steps. At each stage facts may come to light which may lead to the rejection of the applicant. It is a series of successive hurdles or barriers which an applicant must cross. These hurdles or screens are designed to eliminate an unqualified candidate at any point in the selection process.
The steps involved in employee's selection at The Park Hotel may be described as under:

1. Preliminary Interview: First of all, initial screening is done to weed out totally undesirable/unqualified candidates at the outset. Preliminary interview is essentially a sorting process in which prospective candidates are given the necessary information about the nature of the job and the organization, necessary information is also elicited from the candidates about the education, skills, experience, salary expected, etc. If the candidate is found suitable, he is selected for further screening.

2. Selection Test: Psychological tests are also done in employee selection. A test is a sample of some aspect of an individual's attitudes, behaviour and performance. It also provides a systematic basis for comparing the behaviour, performance and attitudes of two or more persons. Tests are based on the assumption that individuals differ in their job related traits which can be measured. Tests help to reduce bias in selection by serving as supplementary screening device. Tests are helpful in better matching of candidate and the job. Tests may also reveal qualifications which remain covered in application form and interview.

3. Employment Interview: An interview is a conversation between two persons. In selection it involves a personal, observational and face to face appraisal of candidates for employment. Interview is an essential element of selection and no selection process is complete without one or more personal interviews. The information collected through application and test are cross-checked in the interview.
4. Reference Checks: The applicant is asked to mention in his application form the names and addresses of two or three persons who know him well. These may be his previous employers, heads of educational institutions or public figures. The organization contacts them by mail or telephone. They are requested to provide their frank opinion about the candidate without incurring any liability. They are assured that all information supplied will be kept confidential. The opinion of referees can be useful in judging the future behaviour and performance of a candidate. But it is not advisable to rely exclusively on the referees because they are generally biased in favour of the candidate.

5. Final Approval: In ‘The Park’ Hotel selection process is carried out by the human resource department. The decisions of this department are recommendatory. The candidates shortlisted by the department are finally approved by the executives of the concerned department/units. Employment is offered in the form of an appointment letter mentioning the post, the rank, the salary grade, the date by which the candidate should join and other terms and conditions in brief. Appointment is generally made on a probation of one or two years. After satisfactory performance during this period the candidate is usually confirmed on the job on permanent basis or regularized.

Hotel ‘The Park’ searches at IIMs and other frontline business schools such as reputed Institutes of Hotel Management, Catering and Nutrition of India located in different parts of the country for its recruitment. But, this is a cumbersome exercise. So it concentrate on the B-schools/Institutes of Hotel Management, Catering and Nutrition where curricula and specialization match with the hotel’s needs. It evaluates the
education standards at all leading B-school and Institute of Hotel Management, Catering and Nutrition including the quality of classroom education, strengths of faculty and the support systems such as libraries, and computerized referencing. It also scans the entrance test marks of each B-school/Institute of Hotel Management, Catering and Nutrition to ensure that students being admitted – whom it will target later – are intellectually superior. Only the schools that fit its stringent standards remain on its list which is reviewed every year.

Field survey shows that members of most effective recruitment team should be between 30 and 45 years, be line managers rather than general managers and have thorough knowledge of the hotel and the job. The hotel should include an alumni from the B-school/Institute of Hotel Management, Catering and Nutrition from which it is hiring to get a favourable reference. The composition of the team reflects how seriously the campus recruitment is taken. B-school graduates are more interested in the work culture of the hotel – level of responsibility, degree of autonomy, extent of elbow room with potential and scope of learning.

On the whole The Park Hotels have thousands of employees. The group has very effective & efficient Human Resource Policies and Practices, which drags it to the path of progress by leaps and bounds.

**Conclusion :**

Recruitment is concerned with developing suitable techniques for attracting more and more candidates. Recruitment is a linkage activity bringing together those with jobs and those seeking jobs. The recruitment policy is concerned with quantity and qualifications of manpower.
Economic conditions of a country influence the recruitment process in all the tourism organizations. The management has to consider several varieties in deciding on the extent to which they will depend on internal and external sources of recruitment, internal sources often lead to inbreeding.

Selection is the process of choosing candidates for employment. Selection procedure may be compared to a series of barriers which an applicant is required to cross before he is finally selected. The success of tourism industry depends upon the quality of personnel selected for the jobs.

The succeeding chapter deals with training and development in tourism sector which includes objectives, methods, various training programmes in the field of Tourism, Hotel Management, Catering and Nutrition.