

A STUDY ON THE CONCEPT OF ACQUISITION OF HUMAN RESOURCES IN FIVE – STAR HOTELS, CHENNAI

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ABSTRACT

The study undertaken by the researcher provides a brief summary of the analysis of an observation that was made during a period of one month. The study revolves around the concept of acquiring of Human resources in the hospitality industry of Chennai. It is about those functions that are performed by a Human resource manager in a hotel. To be specific this study was undertaken in a Five – Star Hotel in Chennai. The paper is based on the day to day observations made by the researcher in the subject's environment. On the following pages, the researcher has stated general descriptions of the process of recruitment, the recruitment process in a Hotel and those Functions of acquisition of Human resource in a Five – Star Hotel in Chennai. The findings of this research are qualitative in nature.

Keywords: Human Resource Management, Acquisition Function, Recruitment, Hotels.

INTRODUCTION

Humans have been managed by other humans, since the beginning of life and as time passed by the ways in which humans were managed evolved. It started with people being controlled as Slaves and then after many years emerged the concept of Human resource management. In this type of Management the employees are managed and also the knowledge, skills and ability of the employees are also managed. It has been widely acknowledged that effective human resource management practices (Damampour & Gopalakrishnan, 1998; Tan & Nasurdin, 2010) are significant in extracting positive work behaviours among employees, which consecutively lead to the completion of the goals of the organisation.

Previously the concept of Human Resource Management was Cold Shouldered by many organizations. But nowadays the situation has changed, many organisations opt for giving more importance to the practice of Human Resource Management and that is because these practices set the norms and conventions of the relationship between the employer and the employee which encourages the employees to achieve the common objectives of the organisations as a whole. (Rousseau & Greller, 1994).

Recruitment is that process of encouraging qualified and eligible applicants and discouraging those Unqualified and ineligible applicants to apply for existing or anticipated job opening in an organisation. During this process, There are several attempts made in order inform the applicants about the requirements of the job, those qualifications that are required to perform the job and the career opportunities that are reachable to the candidate in the organization.

LITERATURE REVIEW

RECRUITMENT

“The process of searching for prospective employees and stimulating them to apply for jobs in the organization” (Edwin B.Flippo). The process of finding and hiring the best-qualified candidate from within or outside of an

organization for a job opening, in a timely and cost effective manner. The recruitment process comprises of analysing the needs of a job, motivating employees to apply for that job and screening the applicants to find the most qualified and eligible employees. The result of the process of recruitment is the acquisition of a pool of applications of prospective employees from which new employees are selected. (B. Renuka Devi, Dr. P. Vijaya Banu).

Recruitment of candidates is the function that happens before the process of selection, which helps the HR manager create a pool of prospective employees for the organisation so that the management can select the right candidate for the right job. The primary objective of the recruitment process is to facilitate the selection process. Recruitment is a consecutive and uninterrupted process where the firm recruits prospective applicants for satisfying the future human resources needs even though specific vacancies do not exist in the organisation. Usually, the recruitment process starts when a manager initiates an employee requisition for a specific vacancy or an anticipated vacancy (B. Renuka Devi, Dr. P. Vijaya Banu).

THE PROCESS OF RECRUITMENT

A Successful recruitment process generally followed by the Human Resource Department involves the following process: (Margaret A. Richardson)

- To develop Hr policies on recruitment and those systems that give life to the policy;
- To perform assessments in order to determine the actual and anticipated human resource requirements of the organisation.
- To identify the potential human resource pool of applicants within and outside the organisation
- To perform job analysis and job evaluation in order to identify the separate description and specification of each job and to analyse the actual worth of the job position.
- To assess those profile that are qualified that possess all the required responsibilities, skills, abilities, knowledge and experience;
- To determine the ability of the organisation to pay Salaries to the prospective employees.
- To identify and document the actual process of recruitment in order to ensure adherence to laws and equal opportunity.

EVOLUTION OF RECRUITMENT INDUSTRY

The process of recruitment had its early start within The Roman Army of Caesar. The industry that we are familiar with today came into existence from the 1940s onwards in order to fill the gaps in the workforce that were coined by those men who had left for the war. This was when the first agencies of staffing was born. This process was more of finding of people who were able and willing to provide their best rather than finding the best candidates for the job.

The far from the early periods of recruitment, in the late 1990s the primary way of recruitment was to advertise the job vacancies in the organisations. The advertising was mainly through print media. This meant that the hunt for the job was in a very slow place for both the parties involved. Another popular source of recruitment was spreading the news through Word of mouth. Nowadays the process of recruitment starts with a very intense involvement of the internet. The birth of the computer was then a major turning point in the recruitment industry.

In 1983, Microsoft Word was coined which lead to a standard pattern of Curriculum Vitae. Invention of tracking systems of Candidates and E-Databases meant that the agencies of recruitment can stop worrying about the maintenance of Files that stored information manually.

In 1994 emergence of Online Jobs Boards revolutionised the Industry. Using social media is now a popular way of recruitment. It is a constantly changing industry so today's Recruiters work high time on researching the next popular style of recruiting. (Jackie Iles)

RECRUITMENT IN THE HOTEL INDUSTRY

The Hotel Industry is a booming Industry. The biggest question about the employees of the Hotel Industry is that “Whether the person who is hired is at a right position?” For instance A Food and Beverage, outlet Manager would not be employed again as an F&B Captain in the next organisation. It is the same reaction for every other Job position in each and every Department of the hotels. (Vidit Chauhan, Rajeev Verma) The following are the categories of Departments in a Hotel and they are divided under the heads of Core departments and Support Departments.

The Core Department of the hotel are as follows:

- Food and Beverage Department: This department deals mainly with Food and Beverage Service and Production.
- Front Office Department: This department deals with reservations, Taking in guests with a registration process and checking out the guests.
- Housekeeping Department: This department of the hotel deals with the cleaning and maintenance of guest and non-guest places of the hotel.

The Support Departments of the hotel are as follows:

- Sales and Marketing Department: This department includes sales promotion, advertising and public relation and packaging for selling. This department basically sells hotel rooms and banquets and the department has the responsibility of keeping the hotel rooms occupied at the right price with the right mix of guests.
- Engineering and Maintenance Department : This department deals with day to day services of guest utility, electricity ,hot water service ,air conditioning and other related services to the guest. They also take care for repair and maintenance of the equipment, Furniture and Fixture in the hotel.
- Finance and Accounting Department: This department keeps track of the day to day business transactions, the expenditure incurred by the hotel during the financial year.
- Safety and Security Department: The security of guests, employees, personal property and the hotel itself is a very important aspect of the hotel industry. This department deals with checking of the employee while entering and leaving his or her shift. The department keeps a track of and harassment, violence, theft and other such activities within the hotel premises.
- Administration Department: Top organizational members usually supervise the administration department in a hotel where an overall administration of all the other department is performed.
- Human Resource Department: This department is a new addition to the Hotel Industry. It is a very important part of the organisation as it facilitates the relationship between the employer and the employee.

FORMS OF RECRUITMENT

A business can follow two main process of recruitment and they are:

The first category of recruitment is internal recruitment. This is when the business organisation examines and analyses its internal workforce to see whether there is any need in search of a job opportunities.

The Internal form of recruitment is not a costly affair as resources which are already within the organisation help get more efficient resources. The process of recruitment here is a quick. The People who are already well aware of how an organisation functions and operates are the ones who refer the employees and therefore the resources can be relied on to be loyal to the organisation.

The second category of recruitment is the External recruitment. This is when the business organisation examines its external environment in search of those applicants that are eligible and qualified for the job position that is vacant in the organisation.

This form of recruitment ensures that new innovative ideas are brought in to the organisation from outside the common business environment. If the recruiters opt for this form of recruitment there is a large pool of applicants to choose from so this ensures that the organisation would end up in hiring the best candidates.

Both Internal and external forms of recruitments are implemented. This decision is usually when the organisation recruits prospective applicants for job positions vacant in the top management.

THE RECRUITMENT PROCESS, IN A FIVE – STAR HOTEL, CHENNAI.

The researcher has employed a combination of naturalistic and participant observation techniques in the five star hotel located in Chennai. The researcher has observed the Acquisition activities of human resource performed in the five star hotel in Chennai. The process of recruiting human resource in the Hotel was of the following ways:



Recruitment through Job Portals:

A Human resource Associate sources prospective applicants by registering online as a recruiter in those online Job Portal websites like naukri.com, my.monsterindia.com and so on. The Recruiter would receive profiles of those applicants that are interested to apply for a job position in the organisation. The top job portals refine and filter the responses as per the needs of the recruiter which makes this form of recruitment very effective.

Recruitment through referrals:

This form of recruitment is internal in nature. The employees within the organization would recommend prospective employable candidates for a job position in the company. The Employees would get a motivational reward when he or she refers an eligible candidate for the job position that is vacant in the organization. The reward is usually monetary in nature. The amount of reward would differ depending on the designation of the employee who has referred the candidate for the job.

Recruitment through Walk – Ins:

This is the most common form of recruitment where the company does not have to put any effort to acquire resources. Those applicants who are in need of a job arrive at the premises to attend walk in interviews. This means that the candidates can just randomly walk in within the office working hours and request for an interview. The hotel industry being that industry that has a huge increasing percentage of employee turnover of about 27% (Chris Rhatigan on May, 2016) can generously afford to host interviews at any time of its working hours.

Recruitment through other Online Platforms:

The recruiter at this five star hotel also uses those social media websites like Linked in, Facebook and other such website to recruit employees. Here, the recruiter searches for those profiles which would suit the job description of the vacant position in the organization.

The General Process of Recruitment in the hotel:

The recruiter encourages those qualified and eligible candidates and discourages those unqualified and ineligible candidates to apply for an actual or anticipated job position in the organization.

When the Candidates apply for a position they would have to attend the interviews with the HR manager, respective department manager and also the General Manager, if necessary. There are usually two categories of candidates. They might be freshers or job seekers. Freshers are always taken in as job trainees and the experienced applicants are taken in as staff.

To maintain a Data base of the Recruited candidates is the next step. This process is undertaken to satisfy the future needs of acquiring human resources. The data is taken from the forms that are issued to the candidates and also from those proofs that are submitted by the applicant to the HR associate. Every applicant is issued a pre-employment application form. Where the employee fills in details like: name, job position applied for, current gross salary, expected gross salary among other personal details. The HR associate then collects the employee's resume, Copy of his or her certificates and appropriate ID proofs, Preferably Aadhaar card Xerox. If they meet the Eligibility Criteria they would be picked out from the pool of applicants and sent to attend Interviews with the respective Interviewers.

LIMITATIONS

This study is an exploratory study and usually in such a study there are a lot of limitations. Some of the abruptly relevant limitations to the study are:

Time frame of the study was only for a duration of one month. Those conclusions that were made based on the observations that were noted during this short time frame may not be reliable.

In any organisation the schedule of work would be very hectic, especially The Park Hotel, Chennai as it is a part of the service industry.

This study lacked the ability to relate to a wider society in general. The study was only conducted in The Park Hotel, Chennai excluding the other branches of the organisation which are widely spread out all over the country. The other branches were contacted but the researcher was not able to collect adequate data.

There was no privacy for recording those observations. The researcher had to take part in the operations of the company and take notes of those operations and therefore it meant that the researcher had to wait until they are alone and reply on their memory.

SUGGESTIONS

In the five star hotel where the researcher performed the observation study from which many observations were made and from the observations the following suggestions are given:

Even though The HR Admin are very busy with work it would be better if they do not make the candidates wait for a long period of time. In average a candidate who is a fresher and has come for an interview would wait for almost the whole day for about 7-8 hours. This might make the candidate loose interest in job. Or this might make the candidate worried that he might not get the job and he might search for another opportunity.

A lot of files get lost easily due to the busy schedule of the admin. Better handling of data is advised by all and not only one member of the HR department.

During those celebratory events that occur in the organization all of the employees were not part of the event, there was no proper intimation prior to most of the function. Better communication is advised regarding such events.

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