

IMPACT OF RECRUITMENT AND SELECTION ON THE PERFORMANCE OF THE ORGANIZATION.

(A Study on FourPointsBySheraton.Visakhapatnam)

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Abstract: Human resource Practices is a new way of considering how individuals should be treated as employees in the workplace. (HRM) Managing a company's most precious asset through human resource management requires a well-thought-out strategy; the employees who, both individually and collectively, help the firm accomplish its objectives. Human resources are seen as being particularly crucial to long-term organizational performance, according to the philosophy of human resource management. Recruitment and selection plays a vital role in the process of HRM.

Key words : Work place, Recruitment ,Selection, Performance,Strategy.

INTRODUCTION

In India, it is now accounted for more than half the economy's income and employment. De-regulation of services, growing competition, fluctuations in demand and the application of new technologies are presenting a considerable challenge to service companies, Banks, building societies, insurance, airlines, hotels, retailers and telecommunication companies as well as professional service firms such as accountants and lawyers need new approaches to address the challenges, even government is becoming increasingly aware of the need to improve their performance. In addition, the importance of service as a source of competitive advantage in manufacturing has increased greatly in the last five years.

The increased rate of spending on personal consumption service has also been impressive. Individuals are spending greater proportions of their income on travel: restaurants and telecommunications to improve the quantity of their lives.

OBJECTIVES :

1. To understand employee satisfaction with the administration and execution of training programmers in Four Points by Sheraton.
2. To know the effectiveness of Recruitment & Selection programmer.
3. To analyze overall employee satisfaction and to understand differences in levels of satisfaction between managerial and supervisory staff if any.
4. To gain employee perception on Training & Development activities at Four Points By

Sheraton Hotel, Visakhapatnam.

5. To know how far Training & Development activities are helpful to the employees to increase their productivity.
6. To identify problems & give suggestions for improving Training & Development activities.

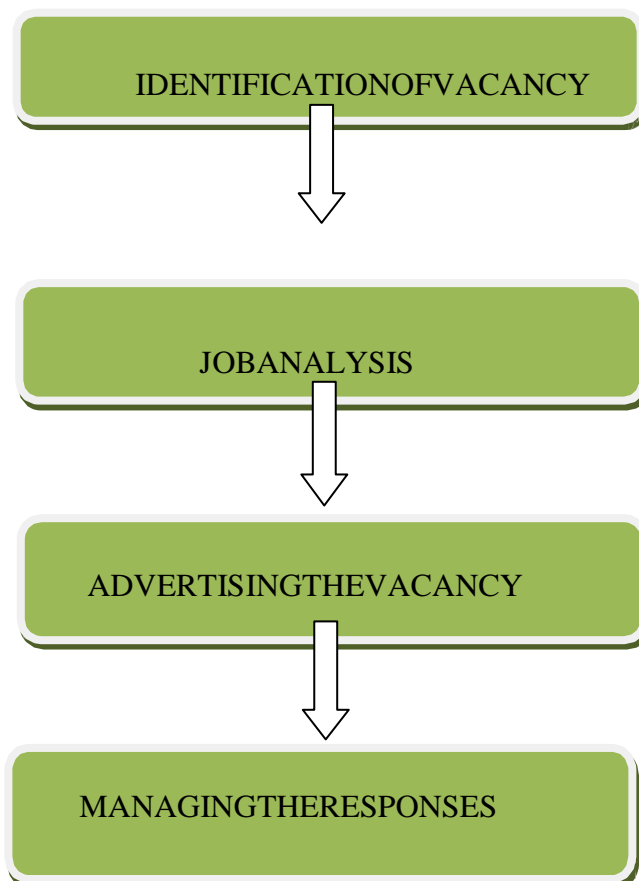
Recruitment:

There are number of internal as well as external factors that influence the recruitment decision of the organization. They are as follows:-

Internal Factors: All the factors that are related and within the control of the organization are known as the internal factors.

Recruiting Policies: The recruiting policy provides the guideline for implementation of recruitment programmer and the methods that can be used to fill up the vacancies in the organization. It includes things like the recruitment budget and the manpower needs of the organization. An organization that believes in internal recruiting policies tends to spend relatively large sums on training and development programs so that they can prepare the employees for higher-level of jobs. The once with the philosophy of fresh entrants" will usually go to for campus recruitment.

RECRUITMENTPROCESS



Review of Literature:

A review of the literature on training and development provides valuable insights into the various aspects, theories, and best practices related to enhancing the skills and knowledge of employees within an organization.

Importance of Training and Development:

Research consistently highlights the crucial role of training and development in improving employee performance, job satisfaction, and overall organizational success.

Theoretical Frameworks:

Numerous theoretical models underpin training and development, such as the Adult Learning Theory, Cognitive Load Theory, and Social Learning Theory. These models help organizations design effective training programs.

Types of Training:

Literature discusses various training methods, including on-the-job training, off-the-job training, e-learning, workshops, mentoring, and coaching, with each having its own advantages and limitations.

Technology in Training:

The integration of technology, such as Learning Management Systems (LMS) and virtual reality, has gained prominence in training and development. These tools make training more accessible, engaging, and cost-effective.

Training Needs Assessment:

Understanding the training needs of employees is a critical step in designing effective programs. This assessment may involve surveys, performance appraisals, and skill gap analysis.

Evaluation and Measurement:

Various models for assessing the effectiveness of training programs are discussed in the literature, including Kirkpatrick's Four-Level Model and the Return on Investment (ROI) method.

Employee Development:

Employee development goes beyond job-specific training and focuses on long-term skill-building. This includes leadership development, career planning, and personal growth.

Trends and Challenges:

The literature emphasizes the need for continuous learning and development due to the rapid pace of change in the business environment. Challenges include ensuring the transfer of training to the job, overcoming resistance to change, and adapting to the needs of a diverse workforce.

Employee Engagement:

Engaging employees in the training and development process is crucial. Studies show that actively involving employees in setting their development goals and learning paths can lead to better outcomes.

Global Perspective:

Training and development practices can vary significantly across different cultures and regions. Multinational organizations need to consider cultural nuances when designing global training programs.

Legal and Ethical Considerations:

Organizations must be aware of and comply with legal and ethical standards in training and development, including issues related to privacy, discrimination, and accessibility.

Impact on Organizational Performance:

Effective training and development programs are linked to improved organizational performance, higher employee retention, and better employee satisfaction, as well as the ability to adapt to changing market conditions.

Future Directions:

The literature suggests that the future of training and development will likely involve more personalized, adaptive learning experiences, data-driven decision-making, and a greater emphasis on soft skills development. Keep in mind that the field of training and development is continuously evolving, and new research is published regularly. Therefore, it's important to consult the most current literature to stay up to date with the latest trends and best practices in this area.

RESEARCH METHODOLOGY**Primary data -**

Primary data collected from interviews, experiments, surveys, questionnaires, focus groups and measurements.

SAMPLE DESIGN:

A complete interaction and remuneration of all the employees of Four Points By Sheraton was not possible so a sample of 50 employees was chosen.

SAMPLING:**SAMPLING POPULATION:**

There are totally 350 employees working in the organization.

Sample Size:

The sample taken among workers is 50 respondents.

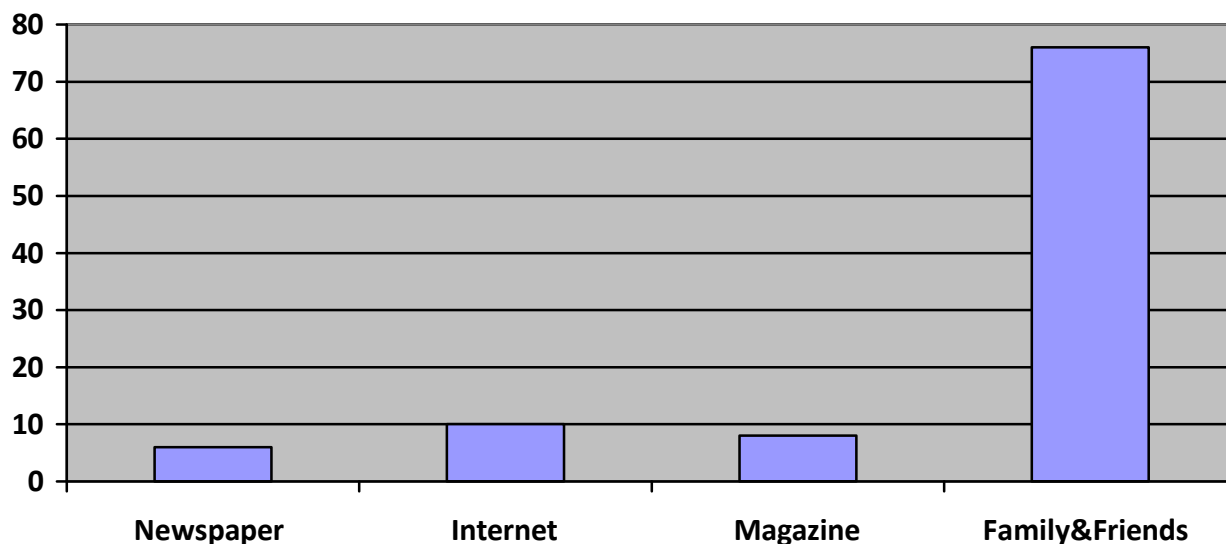
Sampling Area:

The area is Green Four Points by Sheraton, Visakhapatnam.

DATA INTERPRETATION AND ANALYSIS

Q1)Howyou knowaboutthehotel?

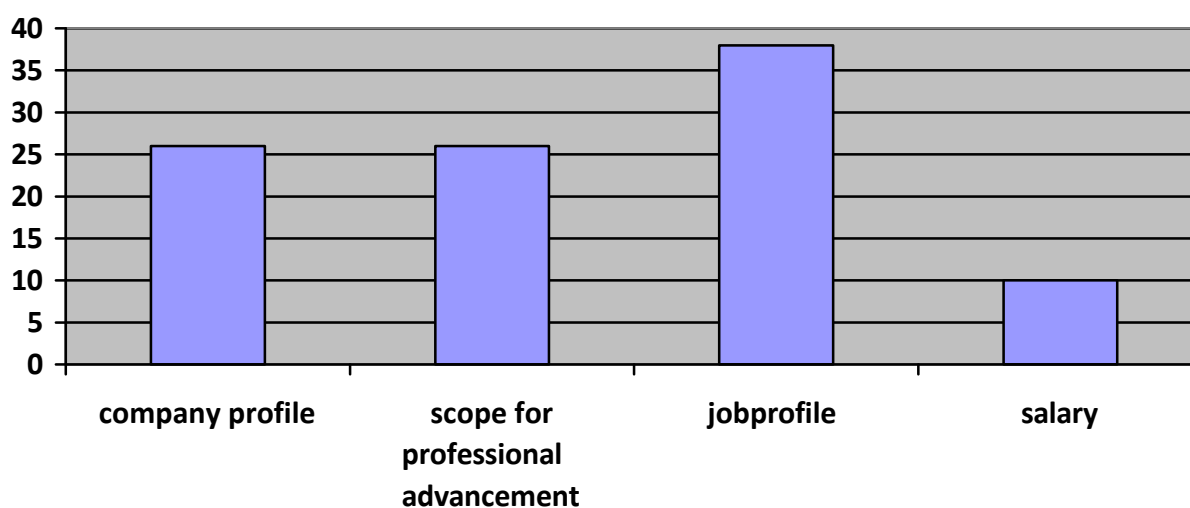
S.NO	Opinion	No. of respondents	Percentage
1	Newspaper	3	6
2	Internet	5	10
3	Magazine	4	8
4	Family&Friends	38	76

**INTERPRETATION:**

From the above analysis it is found that 6% of the sample knew about the hotel through Newspaper, 10% of the employees know through Internet, 8% of the employees know through magazine, 76% employees know through friends and family.

Q2) Why you apply for a job here ?

S.NO	Opinions	No. of Respondents	Percentage
1	Company profile	13	26
2	Scope for professional advancement	13	26
3	Job profile	19	38
4	Salary	5	10

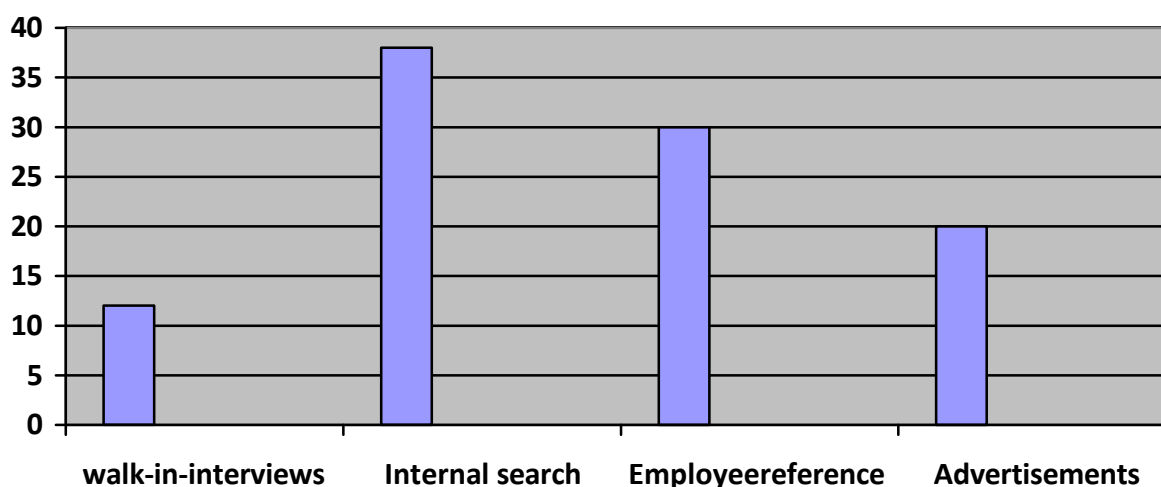


INTERPRETATION:

From the above analysis 26% of the sample opinion is that they joined this hotel due to company profile, 26% of employees said that they joined this hotel due to scope for professional advancement, 38% of employees say that they joined this hotel due to job profile, 10% of employees said that they joined this hotel due to salary.

Q3)How are you recruited into this hotel?

S.No	Opinions	No. of respondents	Percentage
1	Walk-in-interviews	6	12
2	Internal search	19	38
3	Employee reference	15	30
4	Advertisements	10	20

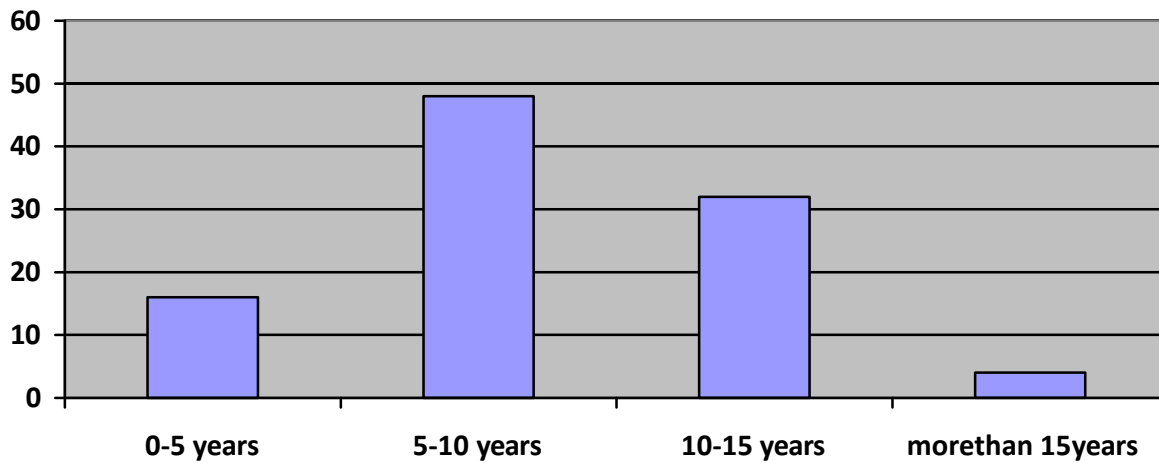


INTERPRETATION:

This shows 12% of the sample said they are recruited through Walk-in-interviews, 38% of the sample said that they are recruited through Internal search, 30% of sample said that they are recruited through Employee reference, 20% of the sample said that they are recruited through Advertisements.

4) Since how many years you are working in this organization?

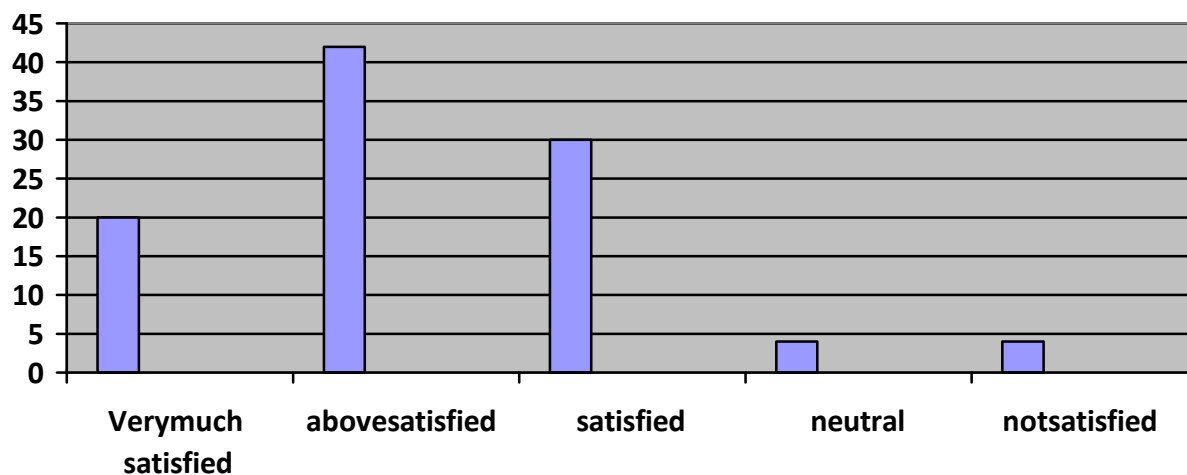
S.No	Opinions	No. of respondents	Percentage
1	0-5	8	16
2	5-10	24	48
3	10-15	16	32
4	More than 15	2	4

**INTERPRETATION:**

From the above analysis 16% of sample said that they are working for 0-5 years, 48% of sample said that they are working for 5-10 years, 32% of sample said that they are working for 10-15 years, 4% of sample said they are working since last 15 years.

Q5)are youaresatisfiedwithyourscreeningtest?

S.No	Opinions	No. of respondents	Percentage
1	Verymuch satisfied	10	20
2	Above satisfied	21	42
3	Satisfied	15	30
4	Neutral	2	4
5	Not satisfied	2	4

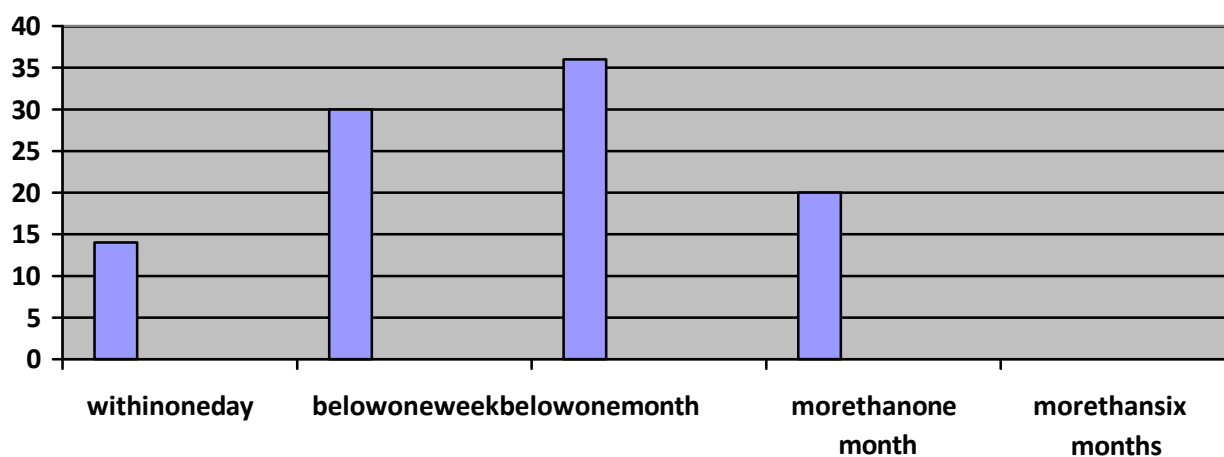


INTERPRETATION:

From the above analysis 20% of sample said they are very much satisfied, 42% of sample said that they are above satisfied, 30% of sample said that they are satisfied, 4% of sample said that they are neutral, 4% of sample said they are not satisfied.

Q6) Time period taken for the declaration of the screening test results?

S.NO	Opinions	No.ofrespondents	Percentages
1	Within oneday	7	14
2	Belowoneweek	15	30
3	Belowonemonth	18	36
4	Morethan one month	10	20
5	Morethan sixmonths	0	0

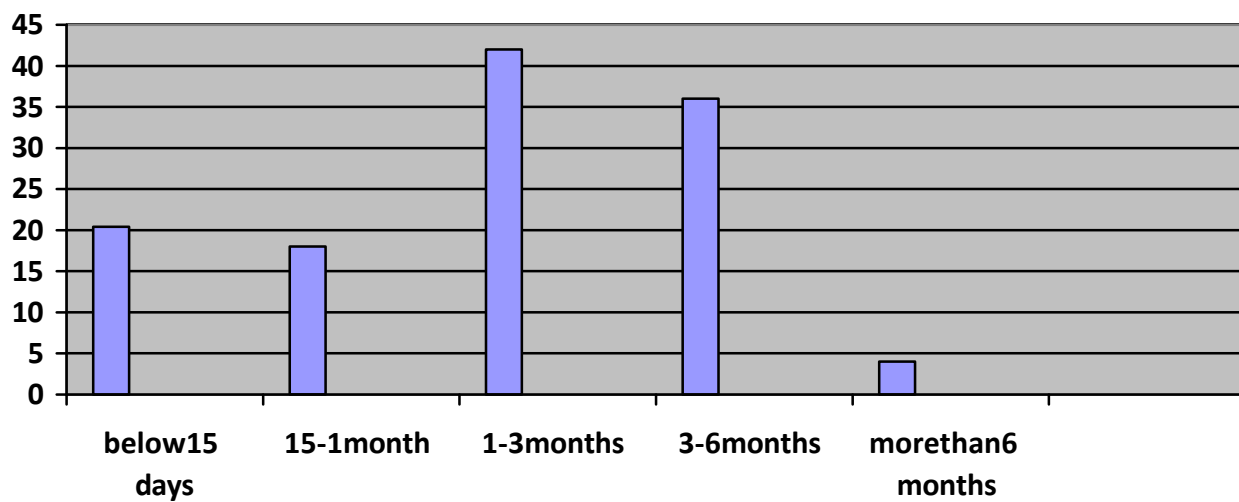


INTERPRETATION:

From the above analysis 14% of the employees said that their results were declared within one day, 30% of employees said that their results were declared Below one week, 36% of the employees said that their results were declared below one month, 20% of the employees said that their results were declared more than one month, 0% of the employees said that their results were declared more thansix months.

Q7) what was the time period between application and interview call?

S.NO	Opinions	No. of Respondents	Percentages
1	Within 15 days	9	18
2	15 days-1 months	21	42
3	1-3 months	18	36
4	3-6 months	2	4
5	More than 6 months	0	0

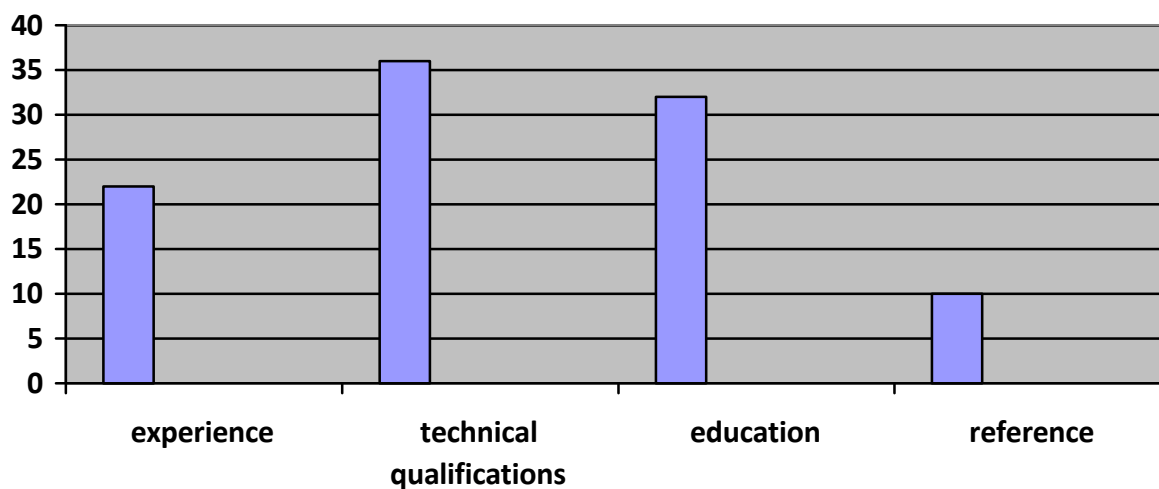


INTERPRETATION:

From the above analysis 18% of the employees says that the time period between application and interview is below 15 days, 42% of the employees says that the time period between application and interview is 15 days -1 months, 36% of the employees says that the time period between application and interview is 1-3 months, 4% of the employees says that the time period between application and interview is 3-6 months, 0% of the employees says that the time period between application and interview is more than 6 months.

Q8) Which factors have been given more importance by the hotel for recruitment process?

S.NO	Opinions	No. of Respondents	Percentages
1	Experience	11	22
2	Technical qualifications	18	36
3	Education	16	32
4	Reference	5	10



INTERPRETATION:

From the above analysis 22% of the employees says that experience gives more importance by the hotel for selection process, 36% of employees says that technical qualifications gives more importance by the hotel for selection process, 32% of the employees says that education gives more importance by the hotel for selection process, 10% of the employees says that reference gives more importance by the hotel for selection process.

CONCLUSION

Recruitment and selection is a vital HR function for an organization to run smoothly. Since the hotel industry belongs to the service sector there should be an effective and sound hiring process. The quality of service depends on the manpower of the company.

Upon completion of my research I have been able to gain a detailed understanding of the recruitment and selection process followed in the hotel industry. The HR Metrics that I have used for my study has highlighted some of the major recruiting trends for the company in the past six months i.e. from October 2012 to March 2013. It is clear from my study that there was more utilization of external sources of recruitment than internal sources to fill the vacancy. It was also found that amongst all the external sources, walk-ins had the major contribution in hiring.

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