

## **Online Recruitment Systems**

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## ABSTRACT

This research work covers the online recruitment systems and its economic benefits. It

Explains the benefits of this system in terms of time saving, cost saving and being the fastest means in which careers are advertised and applications received. It also eliminates the burden of space that is needed to store the hard copies of Cvs.

In the perspective of hospitality management the report explains the functions of HR function in this section a case study being a hotel. It shows the determinants of recruitment as well the training necessary for the hotels staff depending on the size of the hotel as well its customers.

The report shows the organizational chart of the HR function in this industry.

The information has been collected from various journals, publications in both HR and hospitality management industry.

## **INTRODUCTION**

Human Resource management has become one of the essential functions in an organization. No organization can do without this department.

“ Human Resource is the function or department in an organization that is has the task to recruit, train, motivate, reward, dismiss, terminate as well as look after the welfare of employees in an organization.”<sup>1</sup> (Human resource journal, August 2006, IPM (K))

Therefore the HR has to ensure that the welfare of employees are taken into consideration.

According to S.Peter in his, dynamics of management, Human Resource is the “disturbance handler”. It should be able to handle disputes arising out of employees.

This HR function has various roles to perform among them recruitment, training, job evaluation, performing appraisal, enduring healthy and safety at the work place e.t.c.

Tasked with the responsibility of recruitment, the Human Resource Manager should ensure that proper selection has been done in order to select or recruit the best candidates. Today this process of recruitment has been made easier with the advent of the internet. In this case E-Recruitment has been formed where people across the globe can apply online and even be interviewed online. This process has reduced the expenses of traveling and the costs of handling interviews. This system of recruitment has gained prominence and has been rated the fourth common method of recruitment. It is through this system that various employment agencies have been established with assist the companies in recruitment systems. Even companies and other organizations have found it easier since they can advertise careers on-line and receive applications on-line which are faster and of no burden of storage.

The HR function has played a major role in the hospitality industry. This has been enhanced by recruiting, training, and developing the staff in the industry. This ensures that the trained staff available matches the expected volume of customer demand. For instance in a full service restaurant the seating of customers might average one and a half hours. If the staff is open 24 hours then it is possible to have workers working for 8 hours and replaced by others. Therefore the HR Department must ensure that there are enough employees to satisfy the needs of customers.

#### Needs of the function in Hospitality Management

The HR plays a vital role in hospitality industry. These roles classified as follows:

- (i) Job analysis, man power planning and scheduling work.
- ii) Recruitment, selection and training of employees.
- iii) Job evaluation, conditions of employment and welfare of employees.
- iv) Promotion, retirement, and termination of employment.

Employee consultation, negotiation, and handling of disputes

#### **1) ONLINE RECRUITMENT SYSTEMS**

Recruitment refers to a process by which potential candidates are selected in an interview to replace or take up new jobs.

Recruitment process is done after the candidate has been interviewed and passed the interview.

The candidate to be recruited must have the required skills, qualifications and experience if needed. Therefore the potential candidate has to meet both job description and person specification.

With the growth of technology, recruitment has evolved through stages. Initially people could only be invited to interview by invitation letters and they were supposed to apply through inland

mail. They could fill the form in hard copies and post them so the prospective employee. With the advent of technology, today there is even more reliable and fastest way of recruitment. A person does not need to travel over long –distances to appear for interview. Online recruitment systems have eliminated the burden and made work of recruitment easier. This system has reduced costs and created a link between employers and employees across the Diaspora. This system has yielded hundreds of untargeted applicants thus creating more work. Intelligent applicant tracking has come in because it manages much of the laborious work and target the best candidates for the job.

The system minimizes set up costs and the burden of ongoing maintenance. The system has also assisted job seekers to get access to careers on the website. The applicants can apply online and after their applications have been processed they are notified through the internet. Further to this, the system has made recruitment easy because the curriculum vitae (CVs) of applicants can be kept in the database and whenever an opportunity arises they are notified. It is through this development (online recruitment system) that recruitment agencies have been established which at a small fee link the employers and employees.

### **Economic Benefits of online recruitment systems.**

The growth of online recruitment system has been driven by a combination of actual cost savings in the recruitment process, increased ease and efficiency for the employer along with an improved experience for candidates.

Findings in a recent CIPD survey shows that advertising job vacancies on employers on websites is now the fourth most popular recruitment method. More than seven in ten employers advertise

vacancies on their corporate websites, while sub boards are used by four in ten with 73% reporting reduced through using e-recruitment.

**The costs savings are typically achieved by: -**

1. Reducing the size of advert in conventional print media: The print advert only needs limited information, directing applicant to the website to view a much richer range of information and the opportunity to apply online immediately.
2. Gaining occasional candidates for free: By ensuring the careers website is easily found from the front page of the corporate website, interested applicants browsing the employer website have the opportunity to apply for specific vacancies which are available now or registering a speculation application for the future.
3. Building a talent pool of candidates: Retaining speculative and star candidate for the future, and then contacting them when an appropriate vacancy is advertised effectively generating applicants for free.
4. Reduced a talent pool of candidates: As all applicants are held on a single system, all applicants can be contacted individually or collectively with ease at the click of a mouse, reducing the time, effort and the cost of the administration staff.
5. Pre-filtering administration: The use of selection (killer) questions and selection techniques allows the employer to focus quickly on the most appropriate applicants and efficiently communicate with them very important in a candidate have many options and expect instant response to their applications.
6. Using web recruitment rather than print media or agencies. Offering considerable cost savings (90% or more) and extensive candidate reach for most roles.

In addition to the above;

- Applicants received a much higher quality of service, ranging from prompt and timely communications through the ability to select own interview time through the online interview zone – all of which enhances the employer’s brand making it easier in the long term to attract staff.
- Reduced time to hire; all major employers using web recruitment systems report reduced time to hire which have a major economic impact for the employers, getting productive employees in role quicker.
- Management reporting – Giving the employer the knowledge to evolve the recruitment process.

## **2) HUMAN RESOURCE FUNCTION IN HOSPITALITY MANAGEMENT**

### **CASE STUDY: HOTEL**

The Hospitality management industry plays an important role as employer. The services provided by employees are considered as integral part or element of hotel products.

The concern of Human resources function of the hotel is usually described and covers the following main aspects (functions)

- (i) Job analysis, man power planning and scheduling work.
- (ii) Recruitment, selection and training of employees.
- (iii) Job evaluation, conditions of employment and welfare of employees.
- (iv) Promotion, retirement and termination of employment.
- (v) Employee consultation, negotiation and handling of disputes.

### **3. Job analysis, manpower planning and scheduling work**

Job analysis is the process of examining a job in order to identify its component parts and the circumstances in which it is performed.

- (a) Purpose of the job: What it exists for and what key results are expected from it
- (b) Setting of the jobs: The physical, organizational and social conditions of the job.
- (c) The main task that have to be performed in order to achieve the results.
- (d) Job identification i.e. title of the job including its code number.
- (e) Required personal attributes i.e. academic performances.
- (f) Job relationship, experience required, opportunities for advancement, directions, leadership etc.

Job analysis begins with obtaining the pertinent information about the job. This is known as the make-up of a job, its relation to other jobs and its contribution so that the performance of the organization. Information can be obtained by looking at the organization chart, how the job relates to one another and class specification of jobs. Since analysis all the jobs is costly, only a representative sample of jobs is selected for the purpose of analysis. For this purpose of analysis data should be collected and it should be used in preparing job description and person or job specification.

Manpower or human resources planning is also important in this hotel industry. Being a process by which management determines how an organization should move from its current manpower position to its desired manpower position. It is the process through which management strives to have the right number and right kind of people at the right place, right time and to do things which will benefit both the organization and individual.

“Manpower planning involves detailed planning of all types of employees and is concerned with planning of manpower supplies”<sup>2</sup> (Gorden Mcbeath)

“Manpower or HRP is the process of determining man-power requirements in order to carry out the integrated plans of the organization “<sup>3</sup> (Erican Velter)

HRP is necessary since it is through this planning that the organization is able to determine its budget on training, recruitment, appraisals, career development and succession planning, utilization of staff and other functions.

It is the function of human resources schedule work especially in the hotels depending on the availability of staff and staff. For example at the end of the year and Christmas season is when there is a lot of activities in the hotels due to these seasons. So it is upon the human resources to distribute workers equally. For instance food and beverage department being busy should be allocated enough staff.

The distribution of employees between the various activities of the hotel provides a broad indication of the occupational requirements of the hotel operation, the range of skills and occupations their grouping within departments and conditions of work are some of the distinctive features of employment in hotels.

#### **(4) Recruitment, selection and training of employees**

Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply in an organization. It involves the process of searching for prospective employees; it is concerned with the range of sources of supply of labour and techniques involved in getting the employees into an organization

#### **Determinants of Hotel recruitment**

In their study of British Hotels (20), the department of employment manpower research Unit identified eight main factors, which determine hotel recruitment.

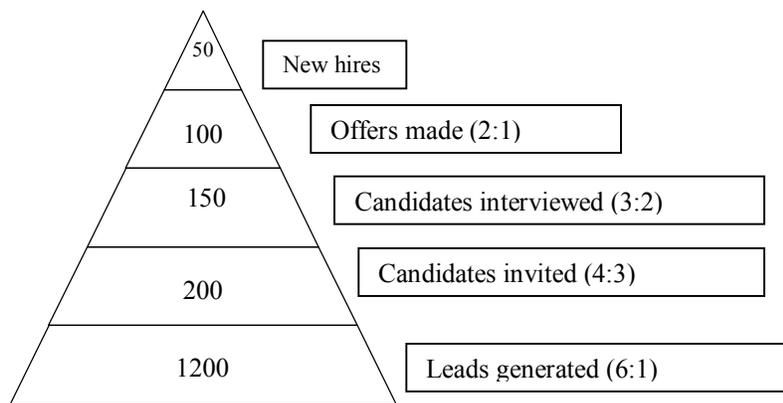
- (a) Size of Hotel (number of bedrooms, number of beds, number and size of restaurants etc) determine the scale and type of operations and the extent to which economies of scale can be achieved. Large hotels tend to have a lower staff or guest ratio than medium-sized hotels and the ratio was also found to be low in small owner managed hotels where the owner and his family generally work longer hours and employ fewer staff.
- (b) Ownership: It may affect recruitment (staffing) by its influence on the scale of operation and through the owners attitude to hotel keeping. Group-owned hotels tend to be larger and more standardized than the independent hotels, which tend to be more individualistic.
- (c) Age and layout of the buildings: Affects the efficiency of hotel operations and therefore the staffing levels. Modern purpose – built hotels with a view to ease and economy of operation can operate with fewer staff than older hotels, which are more difficult and expensive to operate.
- (d) Range and type of facilities: They influence the number and type of staff required to provide them. The greater the variety of food and beverage facilities and of other guest services within the hotel, the greater the staffing requirements.
- (e) Quality of staff: It has a bearing on the output and therefore on the number of staff required to provide a particular volume and standard of hotel facilities and services. This is a matter of altitude, motivation and training.
- (f) Organization: It influences the staffing of the hotels through the divisions of tasks and responsibilities, the extent of use of labour saving equipment, techniques and

procedures, and the extent of which specialist contractors and suppliers are used for a particular hotel requirement.

Increase of demand, annually, weekly and during day, given rise to annual, weekly and daily fluctuation in staffing requirements which can be met to a varying extent by the employment of temporally, casual and part time staff.

Some companies use recruiting yield pyramid to calculate the number of applicants they must generate to hire the required number of employees.

In the figure below, the company knows its needs so new entry-level clefs next year. From experiences the firm also knows the ratio of offer made to actual hires is 2 to 1; about half the people to whom it makes offers accept them. Similarly the firm knows that the ratio of candidates interviewed to offers made is 3 to 2, while the ratio of candidates invited for interviews to candidates actually interview is about 4 to 3. Finally the firm knows that of six reads that come in from all its recruitment efforts, only one applicant typically gets an interview 6 to 1 ratio.



(Source: Human Resource Management, G. Dessler, Ninth edition, Pearson Education, Inc, New Jersey.)

- (g) From the above, the firm generated 1,200 candidates, 200 viable candidates attended interview. The firm interviews 150 of those invited and from these 100 will make offers. Out of the 100 offers, about 50 will accept.

Selection refers to identifying the suitable candidates from among those who applied to join the organization.

**The following are the tools and techniques used for selection: -**

- (i) **Preliminary interviews:** Is conducted by a special interviewer and the employment office. It is a process in which the interviewer compares the applicant's qualifications with the job requirements.
- (ii) **Application blanks:** Application blanks are meant to secure desired factual information from an application in a format convenient for evaluating the applicant's qualification. They set out the information in a standardized format.
- (iii) **Selection interview:** It includes questions designed to tests achievement or aptitude and is at present the most commonly used method of personality assessment.

- (iv) **Psychometric / Employment tests:** A psychometric test is used to refer to tests of personality, motivation and psychological make-up. It entails the following;
  - a. Aptitude or intelligence test
  - b. Work sample/ performance / achievement tests
  - c. Personality tests
- (v) **Physical and medical examination:** Is conducted to determine whether a candidate is medically fit for certain type of jobs which may require unusual stamina, strength or tolerance of working conditions.
- (vi) **Assessment centre:** They consists of a standardize evaluation of behavior based on multiple evaluations including; job related, simulations, interviews and/or psychological tests. Assessment centre refers to a controlled environment used to predict the problem, managerial success of individuals mainly on the basis of evaluation of their behavior in a variety of simulated situations.
- (vii) **References of background investigation:** This may include verification from past teachers, employees or public people and even police verification.
- (viii) **Final selection and approval by the manager concerned:** Here the manager concerned approves the appointment of the person and conditions of employment and reporting date is sent to the qualified candidate.

Training refers to methods used to give new or present employees the skills they need to perform their jobs. As one trainer puts it “we don’t just concentrate on the traditional training objectives any more ..... We sit down with management and help them identify strategic goals and objectives and the skills and knowledge needed to achieve them. Then we work together to identify whether our staff has the skills and knowledge, and when they don’t that’s when we

discuss training need “<sup>4</sup>(C. Ellis and S. Gate “ A seat at the table”/ Training March 2001, PP 90-96)

The training division of the department aims to contribute to:

- (a) Improving employee’s knowledge, skills and attitudes to work.
- (b) Increasing input and sales.
- (c) Improving recruitment.
- (d) Increasing employee’s loyalty.
- (e) Improving the image of the company in the outside world
- (f) Reducing breakages, waste of materials and misuse of equipments
- (g) Reducing absenteeism
- (h) Reducing labour turnover.
- (i) Reducing stress on management.

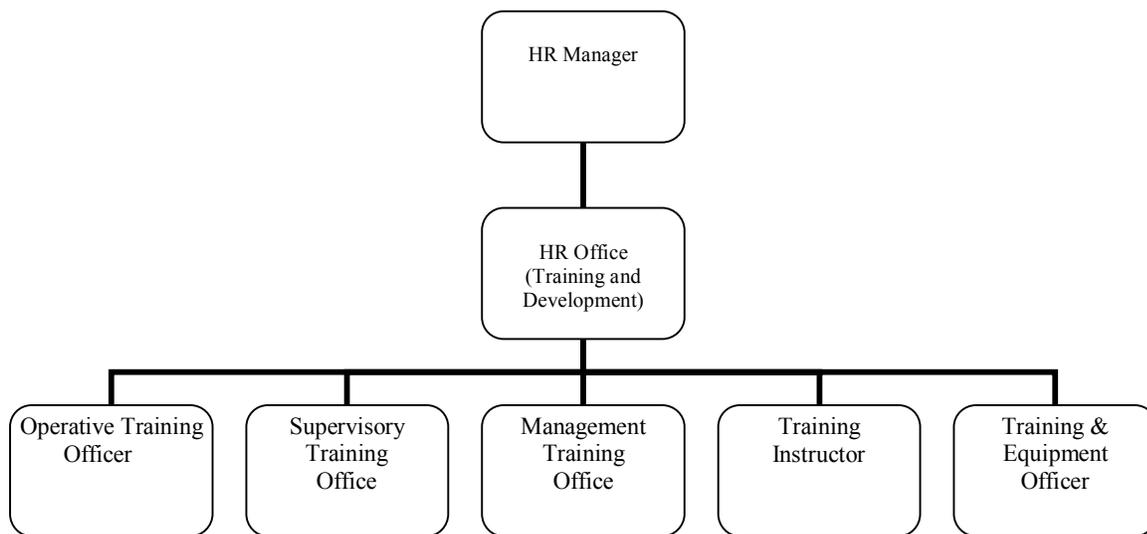


Figure 1: Organization of training function in a group of hotels.

Source: Food and beverage service, A. Cousins, seventh edition, 2001.

### **Role of training division**

In order to achieve its aims, the training division has the following main functions:-

- (a) To formulate a training policy for the approval of the general manager and the board and to report regularly to them on income and expenditure.
- (b) To identify quantitatively and qualitatively the training requirements for all grades and categories of employees and keep them under review.
- (c) To establish and operate induction, orientation, refresher and other appropriate course for different grades and categories of company employees.
- (d) To motivate all necessary procedures for training within the company.
- (e) To represent the company in all matters concerned with training both within and outside the company and advise general manager and board on all such matters.

**5) Job evaluation, conditions of employment and welfare of employees:**

It is the function of HR department to carry out job evaluation in the organization. This is done in order to determine the areas, which are not performing well so that they can be able to train them. It is also done to determine the workload of an organization and the need to add more staff in the understaffed and reduced human labour where there is over-staffing. Job evaluation is done towards increasing productivity. It is through job evaluation that the organization is able to determine whether there is any training needed for the employees in a particular department.

The conditions of employment should be clear and favorable to the employee depending on the terms of employment. The employees are entitled to be paid. The employees should be paid directly or through his bank account in good time. Payment of wages shall be made on a working day, during working hours at or near the place of employment. The employee may recover any balance due to him from an employee's salary.

**The wages of employees shall be cleared due;**

- (j) For casual employees at the end of the day
- (k) For someone employed for a period more than a day but not exceeding one month, at the end of the period.
- (l) For someone employed for a period exceeding one month, at the end of each month.
- (m) For someone employed for an identified period on a journey, at the expiry of each month, or on completion of the journey.

Where an employee is summarily dismissed for lawful cause, he shall be paid on dismissal all moneys, allowances and benefits due to him up to the date of his dismissal.

Upon termination of a contract the employer must ensure the employee is paid the entire amount of wages earned and payable to him and also the allowances due. No wages will be paid to the employee in respect to of a period during which he is detained or serving a sentence imposed under the law.

#### **6). Promotion, termination and retirement of employment**

The HR department should train the employees and after training they should promote the employees. Promotion should be based on work performances, skills and experience. While promoting the HR should be fair to all employees without favoring anybody.

Termination of employees should be based on the terms of services of an employee. Where the contract is to pay wages daily, it can be terminable by either party at the close of any day, without notice. Where the contract is where wages are paid periodically, at intervals of less than one month, a contract terminable by either party at the end of period next following the giving notice in writing. Where a contract to pay wages or salaries periodically at intervals of or not exceeding none month, a contract terminable by either party at the end of the period of 28 days next following the giving of notice in writing.

Each party only terminate the contract without notice upon payment to the other party of the wages or salary, which have been earned by the other party in respect of the period of notice required to be given.

Retirement can be voluntary before the specified period or upon attaining the mandatory retirement period. Once an employed has retired either voluntary or upon attaining the mandatory retirement age he should be paid all his benefits occurring from the date of employment and any other benefits due to him after retirement.

**7. Employee condition, negotiation and handling of disputes:** - It is the function of the department to consult employees on various issues regarding their work and more especially, along their time of professionalism. This will assist the management to acquired new methods and skills of tackling issues. Consultation is necessary because it solves or finds issues, which might are impending.

Further HR function in an organization should be involved in negotiation. There are various issues which need negotiation. For instance issues related to salaries, welfare of employees, working conditions etc. The HR department has a role of entering into negotiation with the employees so that they can be able to sort out any problem arising before the workers can result to strikes or any other action. Negotiations should involve all representatives of employees and other interested parties.

Another function is to handle disputes in an organization. It is a known fact HR department is a “disturbance handler”<sup>5</sup> (Dynamics of Management, P.Sagimo, 1<sup>st</sup> edition 2002.) This is so because all disputes arising in the organization are from employees who are under HR .department. Therefore the HR department should be ready to handle such issues amicably without victimizing anyone unnecessary. The disputes might be between employees themselves

or between management. Whichever the dispute the HR department should handle such disputes. The HR manger should be one who listens to problems or disputes and who cancels.

## **8 Summary/ Conclusion**

To conclude Human resources function is essential to any organization. It is this function that endeavors to increase productivity to the organization through training of employees in order to achieve their set goals or objectives.

This function should be therefore maintained well. Human labour if well managed appreciates in value.

Human resource in hospitality management plays an important role. There should be enough staff in this industry so as to cater for the interest of the customers. In this regard recruitment of staff should be done in such a way that there is enough staff and trained to meet the expected targets.

Human resource should ensure the staff has good customer relation since this industry deals with customers directly. It should also ensure that there is a hygienic and comfortable environment where one feeds at home. In order to achieve it's set objectives HR department should hire enough staff. This staff can be determined by the following factors: \_

1. Size of the hotel
2. Location of the hotel

3. Number of customers
4. Infrastructure system available
5. Services offered
6. Quality of staff
7. Ownership
8. Age and layout of the building

All said and done leads to achieving the best and meeting the targets of the industry and workers at large by increasing productivity.

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