

## RECRUITMENT AND SELECTION IN HOTEL FACILITIES IN THE REGION OF TREŇČÍN

Elena DELGADOVÁ, Monika GULLEROVÁ

**Abstract**

*Fierce competition and harsh hospitality environment make hotel facilities to identify and meet the clients' changing demands. In order to gain and maintain a competitive advantage, hotel facilities need to respond with agility to these changes and improve the quality of their services. For hotel facilities to perform well, the role of managers is of critical importance. The main purpose of the paper is to identify recruitment and selection procedures used for a position of a manager in the hotel industry in the region of Trenčín. The research sample consisted of 10 three-star and 10 four-star hotels located in the region of Trenčín. The method of a questionnaire was used and questionnaires were personally distributed to Human Resource Departments in respective hotels. Human Resource specialists face a major challenge which is to build and nurture a pool of effective workforce in the organization, which begins with recruitment and selection. As the job market disposes of an adequate supply of labour, careful attention is devoted to the selection of right employees for the right positions. The small-scale research showed that any organization should have in place effective recruitment and selection procedures as rehiring and retraining wrong people can be time-consuming and the cost can be extremely high.*

**Key words**

*Hotel industry, Recruitment, Selection, Managers*

**JEL Classification:** J24, M51, M54

**Introduction**

Globalization has a profound impact on national labour markets. Thus, enterprises and manpower must be capable of responding flexibly to new labour market needs. Individual countries strive to gain comparative advantage which covers factors such as labour cost, cost of capital, geographic location, natural resources, as well as workforce productivity. Related to comparative advantage in the global labour market, innovations and knowledge are of great importance. Undoubtedly, competitive and knowledge societies need well-qualified, inventive and appropriately trained workforce, i.e. human capital in order to be able to confront and respond with agility and flexibility to demanding challenges within a society. Human capital refers to the "ability of an individual to create new knowledge (innovations)" (Vojtovič, 2009). Thus, it is the new knowledge that makes any society grow in economic and social terms. Karbach and Vojtovič (2014, p. 139) argue that "theoretically, the definition of the new or knowledge economy is usually connected with the process of creation and elaboration of information." We support the argument by Kordoš and Karbach (2014, p. 653) saying that "globalization, in general, and multinational companies in particular, are important vehicles for the international diffusion of new knowledge through their trading, investment, and competitive strategies". As new knowledge can be

created by competent human capital, we support the argument that "investing in human capital brings about improvement of performance, flexibility, and productivity, and enhances the ability to innovate, which naturally follows from continuous enhancement of qualification as well as skills and expertise of staff" (Grenčíková, Vojtovič, Gullerová, 2013, p. 42). There are two types of human capital distinguished, i.e. general and specific. Vojtovič and Krajňáková (2014, p. 147) say that "universal abilities that are useful in almost all spheres of human activities were identified as the source of general human capital, whereas specific human capital includes such specific knowledge and abilities that are usable only in very concrete and specific group of activities." Generally, organizations endeavour to hire the best people who are regarded to be critical in gaining competitive advantage. In order to gain competitive advantage, organizations need advanced and effective recruitment and selection procedures. The fundamental goal of recruitment and selection procedures is to acquire in the most economical manner the quantity and quality of people that are needed to meet the human resource needs of an organization. According to Armstrong (2006, p.409), there are three stages of recruitment and selection, namely "1) defining requirements – preparing job descriptions and specifications; deciding terms and conditions of employment; 2) attracting candidates – reviewing and evaluating alternative sources of applicants, inside and outside the company,

advertising, using agencies and consultants; 3) selecting candidates – sifting applications, interviewing, testing, assessing candidates, assessment centres, offering employment, obtaining references; preparing contracts of employment.” When organizations attract candidates, they opt for internal and external sources, both having their advantages and disadvantages. Internal sources comprise transfers, promotions, and present employees. Promoting an employee from inside an organization can raise morale, and errors made in the selection process can be prevented from happening. Further advantages of internal sources encompass fostering loyalty, avoiding taking quick decisions, cutting the costs associated with training, and fostering self-development among employees. Disadvantages may encompass a limited number of applicants, lack of workforce with the right qualification, favouritism or nepotism. Internal sources of recruitment are, however, frequently used as a source of recruitment for lower positions. On the contrary, organizations use external sources for recruitment to higher posts when existing employees are not available or suitable. Types of external sources encompass placing advertisements, using the services of employment exchanges, cooperating with institutions of higher education, existing or former employee referral system, job portals, recruitment through social media, recruitment agencies, etc. External sources of recruitment include advantages such as novel and original ideas and/or approaches, reduced costs of training and more applicants to hire from. The drawback of external recruitment is primarily higher costs associated with employee recruitment, which can also be time consuming, and leading to higher turnover, lower employee motivation, etc.

Selection is defined as a process of identifying and hiring job applicants with a great likelihood of success in a job. Applicants engaged should not only meet the job requirements, but also possess the right personal qualities to promote sound relationships among work team members, and be able to think highly of the values followed by an organization (Koubek, 2009). The key purpose of selection is not to assess and take on applicants, but to eliminate those who do not fit the job requirements. Blašková (1998) maintains that employee selection is a process of obtaining information about job applicants in order to determine who should be hired. Employing inappropriate people can mean losing market position of an organization, decreased work production, and possible loss of customers and revenue. It is maintained that “selection of the right person for the job at the right time” as well as rational costs represent the essence of human resource development” (Blašková, 1998, p. 66). The nature of selecting candidates varies greatly from organization

to organization and from job to job. There are, however, the following universal selection criteria to be followed: “employing various employee recruitment sources; preferably giving jobs to internal candidates; in-depth candidate assessment; selecting candidates that have the potential being personally developed” (Drábiková, 2008, p. 19). In selection, there are various techniques utilised, such as application forms which show whether job candidates are suitable or unsuitable for a position in question. Interviews represent another common and frequent selection technique. We distinguish several interview techniques, such as nondirective interviews, structured interviews, situational interviews, and behaviour description interview. The most frequent interview setup is the individual one, even though there are also some other options, such as panel interviews. Other techniques include psychological tests, such as intelligence tests which are meant to assess thinking abilities, aptitude tests that are intended to acquire information about skills such as mechanical ability, logic and numerical ability, and manual dexterity. Attainment tests are utilized to assess the job candidate’s depth of knowledge or skills. In addition, there are personality tests employed in the process of employee selection, one of their drawback is, however, their limited validity. Assessment centre is a “special technique to determine whether job candidates are suitable for specific positions, such as managerial positions” (Szarková, 2009, p. 51). Assessment centre comprises several techniques, for instance group exercises, interviews, presentations, examinations and psychometric testing which are employed to evaluate candidates’ personality and aptitudes.

## Goal and Methodology

The purpose of paper is to identify recruitment and selection procedures used for a position of a manager in the hotel industry in the region of Trenčín. The method of a questionnaire was employed and the research sample consisted of 10 three-star and 10 four-star hotels located in the region of Trenčín, mainly in the towns of Trenčín, Trenčianske Teplice and Piešťany. Questionnaires were personally distributed to Human Resource Departments in the respective hotels. The following hypotheses were formulated:

H1: Job agency services are used when vacancies in hotel management arise.

H2: In addition to providing written documents and attending an interview, managers are tested before being hired.

H3: Job interview is conducted in Slovak language only.

H4: The three most critical criteria in selection of managers to work in hotel industry are experience, respective qualification and effective communication skills in a foreign language/foreign languages.

## Findings

The first research question was to find what techniques are utilized in recruitment of hotel managers. It was found that the most common recruitment technique in recruiting managers in hotel industry is the Internet advertising. It is used by 15 hotels under observation, followed by using job agencies (13) and employee referrals (9).

**Table 1: Recruitment techniques**

| Internet Advertising | Job Agencies | Employee Referrals | Employment Exchange Offices | Leaflets | Other |
|----------------------|--------------|--------------------|-----------------------------|----------|-------|
| 15                   | 13           | 9                  | 4                           | 0        | 3     |

Source: Elaborated by authors

Next, the types of testing used in the selection of job candidates were identified. In addition to supplying the required written documents, foreign language skills (18), computer skills (16), managerial

skills (6) are tested in job candidates for hotel management positions. 6 hotels do no testing under their selection procedures (cf. Table 2).

**Table 2: Types of testing as a part of selection procedure**

| Foreign language skills | Computer skills | Managerial skills | No testing | Interpersonal skills | Assessment Centre | Psychological tests |
|-------------------------|-----------------|-------------------|------------|----------------------|-------------------|---------------------|
| 18                      | 16              | 6                 | 6          | 4                    | 0                 | 0                   |

Source: Elaborated by authors

The third question was to find what the language of the job interview is. It was found that the job interview is conducted in Slovak language in 16 hotel facilities, and in both Slovak and English languages in 4 hotels.

The last question was intended to find the most important selection criteria for the position of a hotel

manager. The most important are good communication skills (18), flexibility (12) and presenting oneself/making good impression (12) and experience in hotel industry (8). The findings are given in Table 3 below.

**Table 3: The most important selection criteria for the position of a hotel manager**

|   |    |
|---|----|
| Good communication skills                 | 18 |
| Presenting oneself/making good impression | 12 |
| Flexibility                               | 12 |
| Work experience in hotel industry         | 8  |
| Respective qualification                  | 4  |
| Creativity                                | 2  |
| Ambitions                                 | 2  |

|                        |   |
|------------------------|---|
| Competitiveness        | 0 |
| Modesty and discretion | 0 |
| Self-confidence        | 0 |

Source: Elaborated by authors

## Conclusion

Human Resource specialists face a major challenge which is to build and nurture a pool of effective workforce in the organization, which begins with recruitment and selection. As the job market disposes of an adequate supply of labour, careful attention is devoted to the selection of right employees for the right positions. The paper attempted to identify the recruitment and selection processes for hotel management positions. Regarding the recruitment techniques, it was found that the most common recruitment technique is the Internet advertising, thus H1 is refuted. Concerning testing, foreign language skills, computer skills, and managerial skills are tested in job candidates for hotel management positions. With respect to the language of the interview, it was found that the majority of hotel facilities conduct interviews in Slovak language only, thus the data support H3. Last but not least, the most important

selection criteria for the position of a hotel manager were found to be good communication skills (18), flexibility (12) and presenting oneself/making good impression (12) and experience in hotel industry (8). In addition to skills and qualities, Human Resource specialists place high emphasis on having prior experience before joining their hotel facilities. Today, the labour market abounds with candidates with a degree. A degree qualification used to be the vital factor of getting a job, but due to so many people with a university degree, organizations tend to focus their attention rather on work experience. Therefore, in case of graduate job applicants, students should undertake a work placement as a part of their courses at colleges and universities. In conclusion, the small-scale research showed that any organization should have in place effective recruitment and selection procedures as rehiring and retraining wrong people can be time-consuming and the cost can be extremely high.

## Literature

Armstrong, M. (2006). *A Handbook of Human Resource Management Practice*. London and Philadelphia: Kogan Page.

Blašková, M. (1998). *Manažment ľudských zdrojov*. Žilina: Žilinská univerzita v Žiline.

Drábiková, M. (2008). *Základné nástroje a súčasné trendy personálneho manažmentu*. Bratislava: Metodicko-pedagogické centrum v Bratislave.

Grenčíková, A., Vojtovič, S., Gullerová, M. (2013). Staff qualification and the quality of tourism-related services in the Nitra region. *Bulletin of Geography. Socio-economic Series*, (21). doi: 10.2478/bog-2013-0019

Joniaková, Z. – Kachaňáková, A. – Nachtmannová, O. (2008). *Personálny manažment*. Bratislava: Iura Edition.

Kordoš, M., Karbach R. (2014). The Issue of Innovation in International Economics. *SGEM conference on Political Sciences, Law, Finance, Economics & Tourism* (pp.653-661). Albena, Bulgaria: STEF 92 Technology Ltd.

Koubek, J. (2009). *Řízení lidských zdrojů*. Praha: Management Press.

Krajňáková, E., Vojtovič, S. (2014). Priorities in the Methods and Forms of Higher Education. *SGEM conference on psychology & psychiatry, sociology &*

*healthcare education: Conference proceedings volume III, Education & educational research* (pp.673-680). Albena, Bulgaria: SGEM.

Nagyová, E., Šajbidorová, M., Višňovský, J. (1997). *Manažment ľudských zdrojov*. Nitra: Slovenská poľnohospodárska univerzita v Nitre.

Szarková, M. (2009). *Psychológia pre manažérov a podnikateľov*. Bratislava: Sprint dva.

Vojtovič, S. (2009). Ľudský potenciál ako facilitátor rozvoja regiónu. *Význam ľudského potenciálu v regionálnom rozvoji: Zborník z vedeckej konferencie*. (pp. 318-327). Podhájska: EEDA.

Vojtovič, S., Karbach, R. (2014). New Economy and the Development of Creative Industry. *Vadyba Journal of Management*, 25(2), pp. 139-143.

## Contact

Elena Delgadová, PhD., PhD.;  
 Monika Gullerová, Mgr., PhD.  
 Department of Social Sciences and Humanities,  
 Faculty of Social and Economic Relations,  
 A. Dubček University in Trenčín  
 Študentská 2, 911 50 Trenčín, SR,  
 elena.delgadova@tnuni.sk,  
 monika.gullerova@tnuni.sk