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1.

companies have the never-ending task of interviewing, selecting and hiring employees. However, despite the repetitiveness and skill of a company's human resources department, selecting the right individual for a job is extremely challenging. Making the wrong choice can also be costly. The employee selection process usually entails notification or advertising, reviewing, screening, interviewing, testing then selecting the best available candidate.

Notification
The employee selection process usually starts with a manager or boss commissioning human resources to fill a new or vacant position. The manager must first decide what qualifications she desires in a job candidate. For example, should the person have a college degree, or how many years of relevant experience is necessary? Once the manager establishes the job requirements, the human resources department places ads in the local newspaper and online. Sometimes, human resources uses a headhunter to find candidates, someone who often specializes in a certain field, such as sales.

Reviewing

Review resumes and match each candidate's background to the job requirements. Companies sometimes receive hundreds of resumes for an ad. However, human resources may only consider a half dozen. During bad economic periods, a number of candidates may have an education and experience that exceed the qualifications for the job. Contrarily, it may be tougher to find qualified candidates during good economic times. Nevertheless, human resources and the hiring manager must determine how many candidates they can realistically bring in for an interview.

Screening

The employment selection process may actually include a screening interview, especially if a job candidate lives out of town. Human resources will usually conduct the screening interview over the telephone, according to the Virginia Tech article on its website titled "Telephone Interviews & Screening". Screening interviews can help narrow the field of candidates. A telephone interview also helps a company determine if the candidate has the necessary qualifications to warrant flying him in for an interview.

Interviewing

One of the most important facets of the employment selection process is the face-to-face interview. Companies have different procedures for personal interviews. Some companies prefer to have all-day interviewing sessions, where job candidates meet with a different person each hour. During this time, companies may have the candidates meet with human resources, the hiring manager and other employees. Another option is having candidates meet with key personnel one day, then inviting them back for a second to meet with some executives.

Selection

The hiring manager will usually ask for feedback from human resources and other employees who interview the job candidates. The hiring manager may also review her notes, or decide which candidate would fit best in the

open position. Qualifications are only one consideration. The hiring manager will usually select someone with whom she can work, whether it is the candidate's personality or work ethic.

There are three main stages in the traditional hiring process: recruiting potential employees, the official hiring and onboarding process, and retaining hired employees. Hiring isn't just about getting employees in the door; it's also about getting them to stay. Recruitment is the first stage of the hiring process.

2.

Importance of Employee Orientation in an Organization

Employee orientation is necessary because it sets a basis for the new employees. The first impressions are significant because they build the base for everything that follows. Still, it is the most neglected function in several organizations. Without orientation, a new employee may feel uncomfortable in the new environment and can take extra time to reach full potential. Piles of paperwork and employee handbook are not enough anymore for welcoming a new employee to the organization.

In this article, we will discuss the importance of employee orientation in an organization.

Importance of Employee Orientation in an Organization

The importance of employee orientation in an organization is often understated. The significance of orientation is equal to the significance of training. Orientation serves to assist new employees with the tools and information they need to succeed in the job. It establishes the stage for human resource processes and company policy in the organization.

Here are some of the importance of employee orientation in an organization:

Ingrains Loyalty

The positive first impression of the organization fills the new employee with pride and enthusiasm, jump-starting the sense of loyalty towards the organization. The company's orientation should start with an upbeat tone, with introductions, vision statement, the mission statement, company goals, culture, profits, and a brief outline of the plans for growth, rather than with the strict rules of the company or the firing policies.

Accelerates Learning

On the very first day of the job, nothing is more important than a session that outlines the organization in effortlessly digestible pieces. It helps in reducing confusion. Making initial information easy and simple to understand, assists streamline, and quicken the learning method, allowing everyone involved to get on with the company sooner rather than later.

Promotes Communication

An ideal orientation process makes the new employee feel welcomed, supported, comfortable, and able to interact easily. By encouraging queries and gracefully acknowledging them, develops affinity and nurtures communication abilities from the get-go. There is no secret in the fact that the better an organization communicates on every level, the better is its victory.

Improves Performance

The orientation day of the new employee normally covers some heavy policies. That is why it is better to post the rules and guidance in a convenient location, guiding the new employee to connect to them as required.

An orientation handbook is a source of information to build a solid foundation, build confidence, boost efficiency, and improve performance through the onboarding program and beyond.

Reduces Turnover Rate

No organization wishes to lose employees because of a lack of direction or connection, especially after spending a lot of time handpicking them from the long list of interviewees. The ideal employee orientation program assists all new hires, by making them feel confident, understood, loyal, and enthusiastic to stay with the organization for the long-term. The employees' orientation program may last for half a day or so, but the positive impact copulated with upbeat organization culture assists to retain an organization's turnover rate low through keeping morale high.

Conclusion

An effective employee orientation program will make a notable difference in how swiftly a new employee becomes prolific with other long-term impressions on the organization. The end of every day in employment is as important as the beginning.

What Is the Hospitality Industry?

The hospitality industry comprises various sectors that house, feed, transport, and entertain visitors. Each sector covers a broad range of fields, providing a distinct variety of goods and services. It's important to note that while separate from one another, they can often overlap and work in conjunction to create one complete and comprehensive hospitality experience. Below, we'll investigate each sector individually to fully define the hospitality industry.

Five Different Sectors of the Hospitality Industry
While the hospitality industry covers several different services, it can generally be defined through five different sectors. These sectors include food and beverages, lodging, recreation, travel and tourism, and meetings and events. Though each sector is distinct from the next, they often work in conjunction with one another. To learn more about the sectors, what they're composed of, and how they connect, continue reading below.

1. Food and Beverage Industry
restaurant with natural lighting and open ceilings
The food and beverage industry consists of the preparation, transportation, and serving of food or beverage to customers. Given the wide variety of options available to customers when it comes to food, this sector has become one of the most successful and easy to identify sectors of the industry. With options ranging from something as simple as a hotel breakfast bar to venues as extravagant as a five-star restaurant, there is no shortage of opportunities in this sector.

Examples of some of the most common food and beverage businesses include:

Restaurants
Cafeterias
Catering companies
Cafes
Fast food restaurants
Pubs

Delis

Third-party delivery services

2. Lodging Industry

The lodging industry consists of businesses that provide overnight accommodations to guests. Depending on the type of service you provide, businesses in the lodging industry can accommodate as few as one or two guests to as many as hundreds. Because of this large range, your experience across different segments of the lodging industry can vary immensely. Below, we've listed some of the most common types of lodging businesses:

Hotels: A hotel is the most common and recognizable type of business in the lodging industry. Often marketed towards vacationers and business travelers, hotels allow guests to rent individual rooms for a set period. Furthermore, hotels often offer their guests a number of amenities such as access to pools, fitness rooms, and complimentary breakfast.

Vacation rentals: A vacation rental business offers an alternative to traditional hotel stays. These properties are typically owned by individual people or families and listed on websites like Airbnb or Vrbo. They allow travelers to plan a visit for a short amount of time and can often be booked at cheaper prices than hotels.

Bed and breakfasts: Traditionally, a bed and breakfast is a smaller establishment that accommodates a handful of guests and serves them breakfast in the morning.

3. Recreation Industry

ferris wheel at night with sunset in background

One key sector of the hospitality industry is recreation. In general, businesses in the recreation industry provide customers with ways to entertain themselves, pursue hobbies, or experience educational opportunities. Though they can occasionally last overnight or for long stretches, most recreation can be experienced for just a few hours, such as an afternoon trip. In most cases, businesses in the recreation sector rely on admission tickets, concessions sales, and food and beverage sales to collect revenue.

Below, we've listed some common examples of the recreation industry:

Amusement parks
Campgrounds
Theaters
Museums
Zoos
Art exhibits

4. Travel and Tourism Industry

woman with backpack and hat at airport looking at departure times on board

Travel and tourism is one of the largest sectors of the hospitality industry. In general, travel and tourism allow people to visit destinations outside of their normal environment. Distance traveled and length of stay vary significantly depending on the context. Some shorter trips can be as brief as a day, such as sleeping overnight while visiting friends or family. Comparatively, some trips can last up to a year, in the case of students studying abroad for a semester.

Of all the sectors in the hospitality industry, the travel and tourism sector has perhaps the most crossover with its counterparts. This is because when people choose to travel, they don't just plan a method of transportation, but rather an entire stay. This can include making reservations such as where to eat, choosing a hotel, identifying attractions they might want to visit, ordering room service, or scheduling business meetings.

5. Meetings and Events Industry

This segment of the hospitality industry consists of a variety of social, business, and sporting events. These events can range from something as intimate as a small wedding to events on a much larger scale, such as an expo. Venues that support the meetings and events industry have become integral to most major cities, not just because of the flexibility they offer, but because of the potential revenue they can bring in. Because of this, many

cities depend on the meetings and events industry to draw people to them and support other local businesses.

Some of the most common types of meetings and events include:

Sporting events
Family reunions
Holiday celebrations
Business events
Trade shows
Farm shows
Conferences
The hospitality industry comprises five sectors that provide a wide range of services and accommodations. Whether you're thinking of going into business in the hospitality industry or just looking to learn more about it, it's important to build an understanding of what each sector does and how they relate to one another.

3.
B.

An Assessment Center consists of a standardized evaluation of behavior based on multiple evaluations including: job-related simulations, interviews, and/or psychological tests. Job Simulations are used to evaluate candidates on behaviors relevant to the most critical aspects (or competencies) of the job.

Several trained observers and techniques are used. Judgments about behavior are made and recorded. These judgments are pooled in a meeting among the assessors or by an averaging process. In discussion among assessors, comprehensive accounts of behavior, often including ratings, are pooled. The discussion results in evaluations of the performance of the assessees on the dimensions or other variables.
Leaderless Group Discussion

The leaderless group discussion is a type of assessment center exercise where groups of applicants meet as a group to discuss an actual job-related problem. As the meeting proceeds, the behavior of the candidates is observed to see how they interact and what leadership and communications skills each person displays (Schultz & Schultz, 1994). Problems with this technique:

This type of exercise was not feasible for selecting candidates from a potential applicant pool of 8000 individuals because of the time and cost involved with training the individuals rating the applicants.

Since every group would be different, individuals could argue that the process is biased or unfair.

The process is not standardized.

Role Playing

Role playing is a type of assessment center exercise where the candidate assumes the role of the incumbent of the position and must deal with another person in a job- related situation. A trained role player is used and responds "in character" to the actions of the candidate. Performance is assessed by observing raters.

Problems with this technique:

Since this technique is not conducive to group administration, test security would be an issue.

Job content areas identified in the job analysis were not as amenable to this type of exercise as they were to the selection techniques utilized in the final test

Assessment Center Exercises

An Assessment Center can be defined as "a variety of testing techniques designed to allow candidates to demonstrate, under standardized conditions, the skills and abilities that are most essential for success in a given job" (Coleman, 1987). The term "assessment center" is really a catch-all term that can consist of some or all of a variety of exercises. Assessment centers usually have some sort of in-basket exercise which contains contents similar to those which are found in the in-basket for the job which is being tested. Other possibilities include oral exercises,

counseling simulations, problem analysis exercises, interview simulations, role play exercises, written report/analysis exercises, and leaderless group exercises (Coleman, 1987; Filer, 1979; Joiner, 1984). Assessment centers allow candidates to demonstrate more of their skills through a number of job relevant situations (Joiner, 1984).

While assessment centers vary in the number and type of exercises included, two of the most common exercises are the in-basket and the oral exercise. In a traditional in-basket exercise, candidates are given time to review the material and initiate in writing whatever actions they believe to be most appropriate in relation to each in-basket item. When time is called for the exercise, the in-basket materials and any notes, letters, memos, or other correspondence written by the candidate are collected for review by one or more assessors. Often the candidates are then interviewed to ensure that the assessor(s) understand actions taken by the candidate and the rationale for the actions. If an interview is not possible, it is also quite common to have the candidate complete a summary sheet (i.e., a questionnaire).

Thus, a more recent trend over the past ten (10) years has been the development of selection procedures which are based upon the assessment center model, but which can be turned into low- fidelity simulations (Motowidlo, et al., 1990). Some low-fidelity simulations involve having an applicant read about a work situation. The applicant then responds to the situation by choosing one of five alternative answers. Some procedures have the applicant choose the response he/she would most likely make in a situation and the response that he/she would least likely make. These samples of hypothetical work behavior have been found to be valid predictors of job performance (Motowidlo, et al., 1990).

Recently, the in-basket has become a focus of interest because of it's usefulness in selection across a wide variety of jobs (Schippmann, Prien, & Katz, 1990). A variety of techniques have been used to develop in-baskets. Quite often information on an in-basket's development is not available for review because the reports do not contain the critical information. It is not uncommon for armchair methods to be used, or for in-baskets to be taken off the shelf. A recent review indicated that nearly 50% of the studies do not

describe how the in-basket was constructed (Schippmann, et al., 1990). There is also a great deal of variation among the ways in which the in-basket is scored. There is a range of objectivity in scoring with some scoring systems utilize almost entirely human judgment, while others utilize a purely objective approach. The in-basket exercise may be thought of as an approach which assesses a candidate's "practical thinking" ability (Scribner, 1986; 1984), by having a candidate engage in implicit problem solving for a job-relevant task.

It is now well recognized that a content valid approach to constructing an in-basket is one which is professionally accepted as a technique which has passed legal scrutiny. However, despite the acceptance by the courts and practitioners, the reporting basis for content validity is often deficient. Schippmann et al. (1990) point out that all the studies they reviewed failed to establish a link between the task portion, and the knowledge, skill, and ability portion of the job analysis in order to provide a firm foundation for the construction of the in-basket. Often there has been no procedure for translating the job analysis information into development or choice of the test.

Like all assessment center exercises, oral exercises can take many forms depending on the work behaviors or factors of the job being simulated. Common forms of oral exercises include press conference exercises, formal presentations, and informal presentations (briefing exercise). In oral presentation exercises, candidates are given a brief period of time in which to plan/organize their thoughts, make notes, etc., for the presentation/briefing. Traditionally, the audience is played by the assessor(s) who observes the presentation and makes ratings. Candidates may also be asked a series of questions following their briefing/presentation. The questions may or may not relate directly to the topic of the presentation.

Today, the assessment center method is utilized in a variety of settings including industry and business, government, armed forces, educational institutions, and safety forces to select individuals for supervisory, technical,

sales, or management positions. These assessment centers vary in length, time, and selection of exercises. The current trend is in the development of assessment centers amenable to mass testing. The traditional assessment center exercises require the use of live raters, and generally are not able to assess more than a few candidates per day. This then becomes an extremely costly form of selection for organizations. Today, the use of audio taping, and the use of objectively scored in-basket exercises permits the assessment of a much larger number of candidates per day, because the rating of the exercise takes place at a later date. This allows a more widespread use of the assessment center technique, because it is becoming a more time and cost effective method.

3.

The term performance appraisal refers to the regular review of an employee's job performance and overall contribution to a company. Also known as an annual review, performance review or evaluation, or employee appraisal, a performance appraisal evaluates an employee's skills, achievements, and growth, or lack thereof.

Companies use performance appraisals to give employees big-picture feedback on their work and to justify pay increases and bonuses, as well as termination decisions. They can be conducted at any given time but tend to be annual, semi-annual, or quarterly.
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KEY TAKEAWAYS
A performance appraisal is a regular review of an employee's job performance and contribution to a company.
Performance appraisals are also called annual reviews, performance reviews or evaluations, or employee appraisals.
Companies use performance appraisals to determine which employees have contributed the most to the company's growth, review progress, and reward high-achieving workers.

Although there are many different kinds of performance reviews, the most common is a top-down review in which a manager reviews their direct report.
Employees who believe the evaluation's construction isn't reflective of their company's culture may feel dissatisfied with the appraisal process.

A corporate president put a senior executive in charge of a failing operation. His only directive was "Get it in the black." Within two years of that injunction, the new executive moved the operation from a deficit position to one that showed a profit of several million. Fresh from his triumph, the executive announced himself as a candidate for a higher-level position, and indicated that he was already receiving offers from other companies.

The corporate president, however, did not share the executive's positive opinions of his behavior. In fact, the president was not at all pleased with the way the executive had handled things.

Naturally the executive was dismayed, and when he asked what he had done wrong, the corporate president told him that he had indeed accomplished what he had been asked to do, but he had done it single-handedly, by the sheer force of his own personality. Furthermore, the executive was told, he had replaced people whom the company thought to be good employees with those it regarded as compliant. In effect, by demonstrating his own strength, he had made the organization weaker. Until the executive changed his authoritarian manner, his boss said, it was unlikely that he would be promoted further.

Implicit in this vignette is the major fault in performance appraisal and management by objectives—namely, a fundamental misconception of what is to be appraised.

Performance appraisal has three basic functions: (1) to provide adequate feedback to each person on his or her performance; (2) to serve as a basis

for modifying or changing behavior toward more effective working habits; and (3) to provide data to managers with which they may judge future job assignments and compensation. The performance appraisal concept is central to effective management. Much hard and imaginative work has gone into developing and refining it. In fact, there is a great deal of evidence to indicate how useful and effective performance appraisal is. Yet present systems of performance appraisal do not serve any of these functions well.

As it is customarily defined and used, performance appraisal focuses not on behavior but on outcomes of behavior. But even though the executive in the example achieved his objective, he was evaluated on how he attained it. Thus, while the system purports to appraise results, in practice, people are really appraised on how they do things—which is not formally described in the setting of objectives, and for which there are rarely data on record.

In my experience, the crucial aspect of any manager's job and the source of most failures, which is practically never described, is the "how." As long as managers appraise the ends yet actually give greater weight to the means, employ a static job description base which does not describe the "how," and do not have support mechanisms for the appraisal process, widespread dissatisfaction with performance appraisal is bound to continue. In fact, one personnel authority speaks of performance appraisal as "the Achilles heel of our profession…"1

Just how these inadequacies affect performance appraisal systems and how they can be corrected to provide managers with realistic bases for making judgments about employees' performance is the subject of this article.

Inadequacies of appraisal systems

It is widely recognized that there are many things inherently wrong with most of the performance appraisal systems in use. The most obvious drawbacks are:

No matter how well defined the dimensions for appraising performance on quantitative goals are, judgments on performance are usually subjective and impressionistic.

Because appraisals provide inadequate information about the subtleties of performance, managers using them to compare employees for the purposes of determining salary increases often make arbitrary judgments. Ratings by different managers, and especially those in different units, are usually incomparable. What is excellent work in one unit may be unacceptable in another in the same company.

When salary increases are allocated on the basis of a curve of normal distribution, which is in turn based on rating of results rather than on behavior, competent employees may not only be denied increases, but may also become demotivated.2

Trying to base promotion and layoff decisions on appraisal data leaves the decisions open to acrimonious debate. When employees who have been retired early have complained to federal authorities of age discrimination, defendant companies have discovered that there were inadequate data to support the layoff decisions.

Although managers are urged to give feedback freely and often, there are no built-in mechanisms for ensuring that they do so. Delay in feedback creates both frustration, when good performance is not quickly recognized, and anger, when judgment is rendered for inadequacies long past.

There are few effective established mechanisms to cope with either the sense of inadequacy managers have about appraising subordinates, or the paralysis and procrastination that result from guilt about playing God.

B.

Off-the-job vs. on-the-job training

While both off-the-job training and on-the-job training provide a learning environment for employees, both come with their fair share of differences. To better understand how these differ, consider some of their main differences:

Location: Off-the-job training occurs at another place other than the job location. In contrast, on-the-job training takes place in the work building or job site.

Distractions: Off-the-job training provides a distraction- and stress-free environment for employees to learn. Since on-the-job training takes place at the workplace, it often allows for more distractions which can hinder an employee's ability to learn the material or concept.

Cost: Off-the-job training is often more expensive than on-the-job training. This may stem from the fact that experts are hired to carry out off-the-job training. In addition, companies have to find a different facility to hold the training outside of the workplace.

Instructors: Experienced employees carry out on-the-job training, while experts handle off-the-job training.

4. A.

The range, variety and importance of fringe benefits in employment policies have grown in recent years, partly because of the nature of personal taxation and partly because of pressure from other sources such as the rapidly increasing competition for employees. Fringe benefit packages have been adopted in order to motivate employees to enhance their performance and to encourage them to maintain and extend their continuity of service with their employer. They include benefits that attract little or no tax, such as meals and holidays, and deferred earnings such as pensions. Fringe benefits have considerable value to many employers in that they represent a form of reward that does not necessarily have progressive or long-term effects in the way that a salary increase does. A salary increase is usually for all time. It affects all future settlements because most settlements are percentage based. Also a salary is the basis for settlements such as redundancy and pension rights whereas many fringe benefits may not have such long-term effects.

The total list of benefits offered today is considerable and is continually growing as employers look for new ways to woo employees. They can be divided into three main types: financial, part-financial and non-financial.

B.

Factors Influencing Employee Turnover Intention
1. Job Satisfaction
Perhaps the most significant factor in employee turnover is job satisfaction. Higher job satisfaction affects employees' productivity, effectiveness, and performance and results in lower turnover and retention. On the contrary, dissatisfaction or lower job satisfaction affects employees' performances negatively and causes them to leave the job.

A lot of smaller factors play a role in job satisfaction. The work itself and the responsibilities they're given are significant factors. The working condition, remuneration, commute problems, etc., also play roles. Other more 'formal' causes are administration, policies, poor supervision, etc.

Other important causes are recognition, advancement, achievement, etc. Many organizations make the mistake of not paying attention to these aspects. But lack of recognition and administrative support, low opportunities for advancement and achievement, etc., demotivates employees. Constant or prolonged demotivation and dissatisfaction towards the job cause employees to quit or leave the company.

2. Colleague Relations
Colleague relations mean the interpersonal work relationships or the relation a person has with their co-workers at the workplace. These relationships translate into cooperation, trust, and so forth. Having good colleague relations help create team bonding and a healthy work environment. There is no unnecessary harmful competition.

But, the lack of good/healthy colleague relations can create feuds and distressful, unhealthy competition at the workplace. This can make employees feel unwelcome and betrayed. It also affects their performance, efficiency, and productivity negatively. Ultimately, they may end up quitting their jobs.

3. Communication
Communication means sharing non-personal or personal information. Communication can drastically influence any decision-making process. At the professional level, communicating and sharing information results in solving problems the company/organization may be facing. When colleagues or bosses communicate, employees feel respected and acknowledged.

On the other hand: lack of communication makes the employees feel underappreciated and unnoticed. Employees tend to leave the job if they don't feel acknowledged, appreciated, or respected enough.

4. Organizational Commitment
Organizational commitment refers to the employee's psychological attachment towards the organization. Higher organizational commitment indicates an employee's high willingness to keep working at the workplace. Organizational support boosts employee's employee morale and employee commitment. It also grants the employees.

There is a significant positive relationship between organizational commitment and job autonomy. The more the employees are committed to the organization, the less likely they are to quit their jobs.

5. Organizational Justice
Organizational justice refers to the fairness of (resource) allocation within the organization. It also refers to the unbiasedness within the organization. This encompasses the actions and decisions made by management, employees' salary, opportunities for promotion and advancement, performance evaluation, etc.

Employees expect the company to be just, unbiased, and transparent about these aspects. If everything follows the proper course and the employees are treated fairly, they tend to be motivated and satisfied. Lack of organizational justice can demotivate employees and make them leave the organization.

6. Organizatonal Politics
Organizational politics refer to the work behavior of the employees. This can affect the company both positively and negatively.

Negative impacts may cause conflicts over resources and other ethical concerns. These politics may cause grouping, disputes, and internal clashes in the company/organization. However, employee turnover can influence organization policies and their images as well.

Ultimately, there is no straightforward answer if organizational policies negatively affect employees' work ethic. But one thing is for sure, the organizational policy is one of the factors in employee turnover.

7. Organizational Reputation
It is pretty apparent from the title that organizational reputation means the social or socio-economic image of the organization. This represents the value reputation of the company in the country/region. Corporate reputation matters greatly, as employees take pride in working for a company with a good image and standards. Reputation is also associated with trust and reliability- with both employees and clients.

If the company or organization is reputed and has a trustworthy image, employees are less likely to quit or leave their jobs. Instead, they tend to work harder to add value and prove their worth. And on the other hand, if a company is less reputed, employees may not make that effort. So, employee turnover can be high. This is also true when specific actions affect the company's image suddenly. Many even make quick decisions based on the change of reputation of the company or organization.