

VICTORIA UNIVERSITY

of Bangladesh

Final assessment

Sub: Human resource management in the hospitality industry

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Question No :01

Elaborately explain the employees selection process in the hospitality industry with example.

Answer to the question no: 01

The employee selection process usually entails notification or advertising, reviewing, screening, interviewing, testing then selecting the best available candidate. The employee selection process usually starts with a manager or boss commissioning human resources to fill a new or vacant position.

The selection process can be defined as the process of selection and shortlisting of the right candidates with the necessary qualifications and skill set to fill the vacancies in an organisation.

The selection process varies from industry to industry, company to company and even amongst departments of the same company.

Selection Process

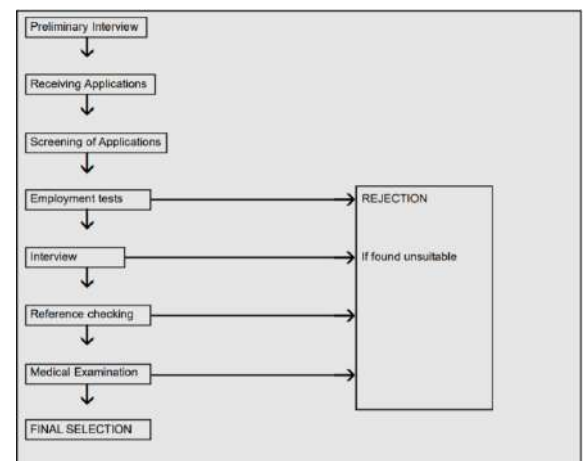
Every organisation creates a selection process because they have their own requirements. Although, the main steps remain the same. So, let's understand in brief how the selection process works.

Preliminary Interview: This is a very general and basic interview conducted so as to eliminate the candidates who are completely unfit to work in the organisation. This leaves the organisation with a pool of potentially fit employees to fill their vacancies.

Receiving Applications: Potential employees apply for a job by sending applications to the organisation. The application gives the interviewers information about the candidates like their bio-data, work experience, hobbies and interests.

Screening Applications: Once the applications are received, they are screened by a special screening committee who choose candidates from the applications to call for an interview. Applicants may be selected on special criteria like qualifications, work experience etc.

Employment Tests: Before an organisation decides a suitable job for any individual, they have to gauge their talents and skills. This is done through various employment tests like intelligence tests, aptitude tests, proficiency tests, personality tests etc.



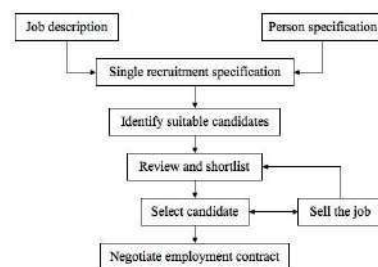
Employment Interview: The next step in the selection process is the employee interview. Employment interviews are done to identify a candidate's skill set and ability to work in an organisation in detail. Purpose of an employment interview is to find out the suitability of the candidate and to give him an idea about the work profile and what is expected of the potential employee. An employment interview is critical for the selection of the right people for the right jobs.

Checking References: The person who gives the reference of a potential employee is also a very important source of information. The referee can provide info about the person's capabilities, experience in the previous companies and leadership and managerial skills. The information provided by the referee is meant to be kept confidential with the HR department.

Medical Examination: The medical exam is also a very important step in the selection process. Medical exams help the employers know if any of the potential candidates are physically and mentally fit to perform their duties in their jobs. A good system of medical checkups ensures that the employee standards of health are higher and there are fewer cases of absenteeism, accidents and employee turnover.

Final Selection and Appointment Letter: This is the final step in the selection process. After the candidate has successfully passed all written tests, interviews and medical examination, the employee is sent or emailed an appointment letter, confirming his selection to the job. The appointment letter contains all the details of the job like working hours, salary, leave allowance etc. Often, employees are hired on a conditional basis where they are hired permanently after the employees are satisfied with their performance.

Recruitment & Selection Process



Question no. 02 (a)

Write down the importance of orientation program with a proper example in the context of hospitality industry.

Answer to the question no.02(a)

Orientation is an event that is structured and organized to focus on all the information a new employee needs to get started in a new job. Orientation is the best time to influence and shape perceptions and attitudes in new employees.

Orientation is well worth the time. With the focus on integrating into the organization, orientation allows a new employee to feel comfortable in the environment and with the new job. Effective orientation contributes to:

- An increase in employee commitment
- An increase in productivity

- A decrease in employee turnover

Orientation should emphasize *people, procedures, and information*. New employees should understand how the company is organized, what its history is, how it operates, and what's expected of them. They should understand that they are welcome, valuable members of the organization, and that coaching and personal networks are there to help them to develop and learn.

Employees should have a chance to get to know other people in the organization and to witness the approaches and styles that form your corporate culture. This process helps to introduce employees to both information and people in a controlled manner. A note of caution: new employees can't absorb everything at once, so be careful not to overwhelm them. To help employees remember information presented during orientation, provide as much written material as possible.

For example, new hires at Walt Disney World in Orlando, Florida, spend their first day and half at Disney university taking a course called traditions. They learn about the history of the company, the special language used, and the importance of cheerful and informative interaction with guests.

Employees usually say that their best source of information about the organization is coworkers. Thus, if all possible, newcomers should be assigned a 'buddy' or be given a position in which they have plenty of access to friendly coworkers. In addition the organizations should provide formal orientation training.

Question no.02(b)

Briefly describe the term 'Assessment Center'.

Answer to the question no. 02(b)

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.

An assessment center is a method that many organizations use to identify management potential and determine candidate's suitability for higher functional positions. It is often used in manager development process as a tool to evaluate candidates' personality traits and abilities.

At the assessment centre, candidates usually take part in one or more activities designed to test their skills: Group activities – like a problem-solving challenge. Solo exercises – such as a presentation. A one-to-one interview.

An assessment center certainly comprises one of the toughest selection methods for job applicants. Typically, this form of employee recruitment is chosen by large companies, as it offers them these advantages: They can meet and select a large number of suitable candidates in a relatively short period of time. That is why an assessment center quite often takes place in a

company's headquarters or training facility, and generally lasts for two to three days. For applicants, an assessment center is very stressful (the author speaks from experience). In contrast with a normal one-to-two-hour job interview, in which the candidate's resume is the main subject of the conversation, at an assessment center, candidates have to complete a series of individual and team exercises lasting several hours, with many of them under deadline pressure. No wonder that one's own mental limits can easily be reached.

Of course, this is precisely what the purpose of an assessment center is. By applying these tough tests and exercises, employers want to test their applicants' soft skills, which are usually not apparent from their resumes. How does the applicant work under time pressure? How does he/she behave in a team? What are his/her presentation skills? These are just some of the questions that companies consider as part of the work at an assessment center.

Although assessment centers differ from company to company.

Question no.03(a)

What do you mean by performance appraisal? Briefly describe the reasons for appraising performance.

Answer to the question no. 03(a)

Performance appraisal is the part of the performance assessment and management process in which an employee's contribution to the organizations during a specified period of time is assessed. Performance feedback lets employees know how well they have performed in comparison with the standards of the organizations. Delivering and receiving performance feedback can be an emotionally laden process that dramatically affects employees' attitudes toward the organizations and themselves. If used effectively, performance assessment and management can improve employee motivation and performance. If used inappropriately, it can have disastrous effects.

An anonymous quote published by James Bowman provides a humorous definition of the process. "personnel Appraisal given by someone who does not want to give it to some one who does not want to get it ."

Over the years, a great deal of research has been devoted to performance assessment systems. This research has looked at who should do the assessment, what methods of appraising are the best, when and how often assessment should be done and for what purpose assessment information should be used.

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.

Performance appraisals are essential for the growth of a company and the employee. It helps the company to find out whether the employee is being productive or is a liability. It helps the employee to find out where his / her career is heading. It is an essential part of HR management. A performance appraisal need not be a stressful event for the HR / supervisor or for the employee.

This can be a productive platform for the employee to express his / her work related issues and sort it out and for the HR / Supervisor to motivate the employee to contribute more. Following are some of the benefits of performance appraisal.

Employee satisfaction and motivation

A Performance appraisal meeting is a platform where the employee is recognized for his / her good work and it is important to recognize the work done by an employee. Even if the employee has not done a good work, it is important to show that the organization is interested in his / her individual performance and their growth in the company.

This motivates the employee to work hard, which in turn, benefits the company. A regular appraisal program can have a deep impact on levels of employee satisfaction and motivation.

Finding out the need for training and development

During an appraisal meeting, the employer can point out the areas where the employee needs improvement. The employee can look at the data and agree with the employer, and then work out a plan for training and development.

The training will help the employee to perform better and it will pave the way to future growth. Companies can look at consolidated appraisal data and decide on areas where improvement is needed for individual employees, as well as, for the whole team. Then they can plan for training and development.

Analyzing appraisal data for better recruitment

Appraisal data helps in monitoring the success of a company's recruitment practices. For example, how well the employees who were hired in the past one or two years are performing, how is the attrition rate and so on. Based on it, the HR department can strategize future hiring.

Improving communication between management and employee

Most often, there is a communication gap between the supervisor and the employee, especially when the employee is new to the company.

Most of the time supervisor / manager will be too busy to pay proper attention to the new hire. Performance appraisals will help to break that ice, which is good for both the supervisor / manager, as well as, the employee because better communication leads to better productivity.

Question no.03(b)

What do you mean by on-the job and off-the -job training? describe with example.

Answer to the question no. 03(b)

On-the job training (OJT):

On-the-job training (OJT) is a practical approach to acquiring new competencies and skills needed for a job in a real, or close to real, working environment. It is often used to learn how to use particular tools or equipment in a live-work practice, simulated, or training environment.

There are many reasons to choose on the job training. Benefits of on the job training include:

FASTER LEARNING: On the job training allows new employees to learn faster than if they were to study a company's practices alone and without any guidance. Employees may learn better within the same environment they may be working in, resulting in quicker adaption to their role and workload.

Easier set up: On the job training often requires minimal set-up as many of the types of training are done in-situ, using readily available resources. If the training requires a specialist program, all that's needed is that initial purchase and then set-up is easy to pull.

Strong relationship: On the job training is often carried out between multiple employees, be that co-worker training, committee assignment training, shadowing or job rotation. This improves relationships between colleagues who might not usually talk and often makes the bonds within a department stronger, leading to better staff morale and rates of productivity.

On-the-job training examples you may see in the workplace include the following:

- Orientation. Orientation is a type of training most commonly used for new employees. ...
- Self-instruction. ...
- Internship. ...
- Shadowing. ...
- Co-worker. ...
- Delegation. ...
- Practice simulation. ...
- Refreshers.

On-the-job training is beneficial for both employers and employees. For the employers, it is beneficial because it narrows down and prepares the skilled employees who are right for the company. By the end of the training process, the company's values, strategy, and goals are introduced and resulting in an employee's loyalty to the business. Employees trained in the job are an important asset for the company because they can cover more areas than just the tasks in their job description. On-the-job training creates a culture which extends past the bare minimum required by the job and allows continuing education as part of the working process. As a result, an uninterrupted production process increases the company's gains when opting out from the need of an initial investment for an off-site training. On-the-job training is cost-effective.

On-the-job training can be a disadvantage for the company when the new employee doesn't have the required skills. This will result in more time needed for the training to be completed and will cost the company more since it takes the trainer and materials out of production for the duration of the training time. On-the-job training can often cause distraction of the regular working day which can affect productivity.

off-the -job training:

Is conducted in a location specifically designed for training.it may be near the workplace or away from work at a special training center, resort, or laboratory. conducting the training away from the workplace minimizes distractions and allows trainees to devote their full attention to the material being taught. However, off the job training programs may not provide as much transfer to training to the actual job as do on the job programs. many people equate off- the -job training with the lecture methods, but in fact a wide variety of methods can be used either in or outside the classroom.

Off-the-job training is usually executed by an outsourced vendor outside of the company.

Category	On-the-job Training	Off-the-job Training
Location	Imparted at the actual job location	At a place other than the real job location
Approach	Practical	Theoretical
Time Consumption	Less time	More Time
Learning Method	Learning by doing the task	Learning by acquiring knowledge
Effect on Production	No, because trainees produce the products during learning	Yes, because training is provided first, which is followed by a performance
Who Performs the Training	Employees, internal trainers or managers	Experts outside of the company
Cost	Inexpensive	Expensive

Question no.04(a)

Why fringe benefit is necessary? Describe the various types of fringe benefits.

Answer to the question no. 04(a)

Fringe benefits are the additional benefits offered to an employee, above the stated salary for the performance of a specific service. Some fringe benefits such as social security and health insurance are required by law, while others are voluntarily provided by the employer.

Some of the most common examples of fringe benefits are health insurance, workers' compensation, retirement plans, and family and medical leave. Less common fringe benefits might include paid vacation, meal subsidization, commuter benefits, and more.

Health benefits remain one of the most sought-after employee fringe benefits. There are many benefits options to choose from, including traditional group health insurance, health savings accounts (HSAs), health reimbursement arrangements (HRAs), and health stipends.

Fringe benefits have been the least important factor in case of acceptance of a job offer. After the examination of the impact of fringe benefits to the motivation, the results showed that after the job is secured, the benefits have effective motivational effect.

Attractive fringe benefit packages may result in higher employee retention/reduces employee turnover. Attracts qualified/skilled/experienced employees who may positively contribute towards the business goals/objectives. It increases employee satisfaction/loyalty as they may be willing to go the extra mile.

The main parts of fringe benefits include-

- Dental and health check-up and insurance
- Privilege to club, gyms, and resorts
- Employee share in the equity of the company
- Housing allowance
- Free meals and drinks
- Company car
- Vacation pay or vacation
- Sick days
- Performance bonuses at the end of the year

Types of fringe benefits

Here are some examples of fringe benefits you might encounter with your current or future employer:

- Employee stock options
- Free or discounted meals
- Free gym membership
- Transportation assistance
- Tuition reduction or assistance
- Life, dental or vision insurance
- Childcare reimbursement
- Company-owned vehicle
- Unlimited paid time off (PTO)
- Discounted amusement park tickets
- Retirement plan contributions
- Company cell phone
- Moving expenses
- Free or discounted lodging
- Paid sick days

Employee stock options:

Stock options allow employees to have ownership in the company. In this case, you'd be able to purchase shares at a fixed rate and gain money (in stock value) as the company succeeds.

Free or discounted meals:

Employers might offer free or discounted meals as a fringe benefit. This could be anything from free catered lunches, free coffee, free lunches on Fridays or a discount on their food or meals if you work at a dining establishment.

Free gym membership:

Many employers today offer their employees free or discounted gym memberships. This is an especially popular fringe benefit if you work in an athletic store. If your company has an in-house gym, they might provide you with free access to their gym.

Life, dental or vision insurance:

Some employers offer their employees various forms of insurance. The type of insurance and the coverage plans available will vary and it's ultimately up to you to select the right plan for you and your family.

Childcare reimbursement:

Some employers offer to pay for some or all of your childcare costs during the time you're at work. Others offer childcare on-site.

Company-owned vehicle:

If your position requires a decent amount of travel, your employer might offer you a company-owned vehicle. This is a great fringe benefit for employees who would have had to pay for gas out-of-pocket and use their regular vehicles to perform their job responsibilities.

Question no.04(b)

Briefly describe the factors that influencing labor turnover.

Answer to the question no. 04(b)

Employee turnover refers to the number of employees that quit their jobs or leave an organization within a specific time. It's usually calculated in percentage and called 'employee turnover rate.'

'Turnover intention' refers to an employee's willingness or intention to voluntarily quit their job or leave a company. While employee turnover refers to the total number of employees leaving an organization, turnover intention tells us how many employees intended to leave.

A few factors can influence employees to quit their work willingly. When an employee quits, it may be because of one or more factors. Following are a few examples of such factors that can influence 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.

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. Organizational 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.

Employees are the building blocks of a company or organization. No company can progress without their contribution, hard work, and productivity. So, it is essential to understand employees as best as possible to keep them motivated, inspired, and productive. We hope this article has helped you understand employee turnover and the factors influencing employee turnover intention.

