THE EFFECTIVENESS OF RECRUITMENT METHOD IN HOTEL ORGANISATION

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UNIVERSITI TEKNIKAL MALAYSIA MELAKA

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CERTIFICATE

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A report submitted in partial fulfillment of the requirement for the
Degree of Technology Management (Innovation)

Faculty of Technology Management and Technopreneurship
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RECOGNITION

"I admit that this report is a product of my own work except the abstract and citation for each of which I have mentioned the sources."

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Name : Nurul Azita Binti Yunos

Date : ……..

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Dedicated to

My beloved parents and family

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ABSTRACT

The concept of effectiveness of recruitment is widely used on nowadays world. The present research has made an assessment of recruitment method effectiveness. Recruitment method effects were assessed through three types is job posting, employee referral and advertisement. The most popular methods were not always the most effective. The research was designed to capture the primary data sources it is using quantitative method research with to gather the needed data, through a survey questionnaire to staff of management hotel. This descriptive research used for identifying the most and least effective recruitment methods in Avillion Legacy Melaka for attracting, motivating and retaining these workers. As stated from literatures, these findings clearly emphasize the need for recruiting workers to ensure the reliability and validity of the questionnaires. This also helps in reducing employee turnover rate, resolving workplace conflicts and enhancing productivity. Overall, the research has provided evidence to support the need for organisations to develop an effective of recruitment which incorporates a diverse range of sources to reach quality applicants in the desired target market. With a sample of 28 respondents from a result analysis this organisation has been obtained in any of the three recruitment methods used are effective but advertisement is the most effective method in Avillion Legacy Hotel organisation. According to Apple CEO Steve Jobs, "Recruiting is hard." Each job requires different knowledge, skills and ability levels, so the workers must have recruitment process.

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ABSTRAK

Konsep keberkesanan pengambilan digunakan secara meluas pada dunia masa kini. Kajian ini telah membuat penilaian keberkesanan dalam kaedah pengambilan. Kesan kaedah pengambilan dinilai melalui tiga jenis adalah pertukaran kerja dalaman, rujukan pekerja dan iklan. Kaedah yang paling popular tidak sentiasa menjadi yang paling berkesan. Kajian ini telah direka untuk menguasai sumber-sumber data utama iaitu menggunakan kaedah penyelidikan kuantitatif dengan mengumpul data yang diperlukan, melalui soal kaji selidik kepada kakitangan pengurusan hotel. Kajian deskriptif ini digunakan untuk mengenal pasti kaedah pengambilan yang paling dan kurang berkesan di dalam organisasi Avillion Legacy Melaka untuk menarik, memotivasi dan mengekalkan pekerja-pekerja ini. Seperti yang dinyatakan dari kesusasteraan, penemuan ini jelas menekankan keperluan bagi pekerja pengambilan untuk memastikan kebolehpercayaan dan kesahan soal selidik. Ini juga membantu dalam mengurangkan kadar pusing ganti pekerja, menyelesaikan konflik di tempat kerja dan meningkatkan produktiviti. Secara keseluruhannya, kajian ini telah menyediakan bukti untuk menyokong keperluan untuk organisasi bagi membangunkan keberkesanan pengambilan yang menggabungkan pelbagai sumber untuk mencapai kualiti pemohon dalam pasaran sasaran yang dikehendaki. Dengan sampel sebanyak 28 responden dari satu organisasi hotel, keputusan telah diperoleh di mana ketiga-tiga kaedah pengambilan yang digunakan adalah berkesan tetapi iklan adalah kaedah yang paling berkesan di dalam organisasi Avillion Legacy Hotel. Menurut Ketua Pegawai Eksekutif Apple Steve Jobs, "Pengambilan adalah sukar." Setiap pekerjaan memerlukan tahap pengetahuan, kemahiran, dan keupayaan yang berbeza maka pekerja-pekerja mesti melalui proses pengambilan.

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TABLE OF CONTENT

CHAPTER	TITLE		PAGE
	RECOGNITION		ii
	DEDICATION		iii
	ACKNOWLEDGMENT		iv
	ABSTRACT		v
	ABSTRAK		vi
	TABLE OF CONTENT		vii
	LIST OF TABLE		xi
	LIST OF FIGURE		xii
	LIST OF APPENDICES		xiii
CHAPTER 1	**INTRODUCTION**		**1**
	1.1	Introduction	1
	1.2	Research Questions	3
	1.3	Research Objectives	3
	1.4	Scope, Limitation and Key Assumption of the Project	4
	1.5	Problem Statement	4
	1.6	Summary	5

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CHAPTER	TITLE		PAGE
CHAPTER 2	**LITERATURE REVIEW**		**6**
	2.1	Introduction	6
	2.2	Operational Definitions	7
	2.2.1	Recruitment	7
	2.2.2	Recruitment Method	8
	2.2.2.1	Job posting	8
	2.2.2.2	Employee Referral	9
	2.2.2.3	Advertisement	10
	2.3	Model and Theory	12
	2.3.1	KSAOs Key	12
	2.3.2	Key Stages of the Recruitment Process	13
	2.3.3	Competency-Based Recruitment and Selection	13
	2.3.4	Employment: Recruitment, Placement and Retention	15
	2.3.5	Corestaff Services	16
	2.4	Recent Study of Recruitment	18
	2.4.1	A Study on the Effectiveness of Recruitment Channels	18
	2.4.2	A Study on Effectiveness of Recruitment and Selection Process in Wipro Technologies	19
	2.4.3	Effectiveness of Recruitment Process	19
	2.5	Summary	20

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CHAPTER	TITLE	PAGE
CHAPTER 3	**RESEARCH METHODOLOGY**	**21**
	3.1 Introduction	21
	3.2 Research Design	22
	3.2.1 Research Framework	22
	3.2.2 Research Method	23
	3.2.2.1 Quantitative Method Research	23
	3.3 Location of Research	24
	3.4 Sources of Data	25
	3.4.1 Primary Data Sources	25
	3.4.2 Secondary Data Sources	25
	3.4.3 Population and Sample Size	26
	3.4.4 Sampling Method	26
	3.4.5 Method of Primary Data Collection	27
	3.5 Research Instrument	28
	3.5.1 Questionnaire	28
	3.5.1.1 Section A: Demographic Background	29
	3.5.1.2 Section B: Recruitment Method	29
	3.5.2 Validity, Generalisability and Reliability	30
	3.5.2.1 Validity	30
	3.5.2.1.1 Construct Validity	31
	3.5.2.1.2 Internal Validity	31
	3.5.2.2 External Validity (Generalisability)	32
	3.5.2.3 Reliability	32
	3.5.3 Pilot Test	33
	3.6 Data Analysis	33
	3.7 Summary	34

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CHAPTER	TITLE		PAGE
CHAPTER 4	**DATA ANALYSIS**		**35**
	4.1	Introduction	35
	4.2	Analysis of Descriptive Statistics on Respondent Background	36
	4.3	Analysis of Likert Scale	41
	4.4	Analysis of Level Effectiveness	43
	4.5	Summary	45
CHAPTER 5	**CONCLUSION AND RECOMMENDATION**		**46**
	5.1	Introduction	46
	5.2	Summary of Main Findings	47
	5.2.1	Demographic Result	47
	5.2.2	Level of Effectiveness of Method to Employee Recruitment Result	47
	5.3	Recommendation	50
	5.4	Suggestion for Future Research	51
	5.5	Conclusion of Findings	52
	5.6	Summary	53
	REFERENCES		**54**
	APPENDIX		**56**

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LIST OF TABLE

TABLE	TITLE	PAGE
3.1	Construct the Questionnaire	28
3.2	Demographic Background	29
3.3	Likert Scale	30
3.4	Reliability of Variables	32
4.1	Demographic Part I	36
4.2	Demographic Part II (Department of Organisation)	38
4.3	Demographic Part II (Position of Organisation)	39
4.4	Demographic Part II (Total Years of the Experience)	40
4.5	Likert Scale Result	41
4.6	Level of Effectiveness	44
4.7	Effectiveness of Rank	44

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LIST OF FIGURE

FIG.	TITLE	PAGE
2.1	Competency Based Recruitment and Selection	14
2.2	Employment: Recruitment, Placement and Retention	15
2.3	Corestaff Services	17
3.1	Theoretical Framework	23
4.1	Demographic Part I (Gender)	37
4.2	Demographic Part I (Age)	37
4.3	Demographic Part I (Educational Background)	37
4.4	Part II (Department of Organisation)	38
4.5	Part II (Position of Organisation)	39
4.6	Part II (Total Years of the Experience)	40
4.7	Effectiveness Rank	45

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LIST OF APPENDICES

APPENDIX	TITLE	PAGE
	Questionnaire	57

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Human resource (HR) is the set of individuals who make up the workforce of an organization and it is having leadership skill. Human Resource Manager (HRM) is the utilization of individuals to achieve organisational objectives (Mondy, 2010). It is about responsible for the attraction, selection, training, and assessment and rewarding.

When it comes to managing people is with following five activities like staffing, retention, development, adjustment and managing change (Cascio, 2010). For this research more focus to staffing. Staffing is the process through which an organisation ensures that it always has the proper number of employees with the appropriate skills in the right jobs, at the right time, to achieve organisational objectives (Mondy, 2010). Staffing is critical to an organisations performance because it is the means through which the firm acquires, deploys and retains the talent needed to execute its business strategies and perform well. Staffing is the cornerstone of effective HRM because it generates the talent that is supported and fostered by a company's other HR function (Philips & Gully, 2009). In staffing have comprise the some activities including employee recruitment.

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Recruitment is a positive process to encourage the job seekers to apply for the jobs. The activities companies engage in to identify potential employees, communicate job and organisational attributes to them and convince qualified individuals to apply for existing openings in the company (Heneman III & Judge, 2009). The recruiting function purpose is to help the organization employ a talented group of employees who contribute to the company's business strategy so the firm can achieve a competitive advantage. A manager can recruit in two different ways and can be thought of as being internal or external to the company. Internal recruitment is candidates from inside the organisation; recruitment which takes place within the organization and external recruitment of recruitment have to be solicited from outside the organisation (Arthur, 2001). Once it has been specified where and how individuals in the organization are likely to be found, there are several major methods that can be used to decide to look for employee from internal or external source.

Management should be able to identify current employees who are capable of filling positions as they become available. Many organisations recognize that the best place to find employees for job openings is within the organisation itself (Billsberry, 2007). Also, employees who have greater opportunities within their organization are more satisfied than employees with fewer opportunities. What works for one company might not for job or work for the same company in the future. Recruiting qualified and talented candidates are a key to the future success of the company.

The goal of recruiting is to find the right person at the right time. Logically, that means one source is never enough. You'll want to tap into diverse mediums to find the best candidates. Many methods that can be used in recruitment like job posting, employee referral and advertisement but the effectiveness of every organisation is different. The purpose of effective recruiting is to attract strong applicants prepared to perform successfully on the job. Efficient recruitment requires the development and delivery of customized messages to make it more effective (Rao, 2010).

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1.2 Research Questions

The research questions, which served as a guide to the research, are:

i. How the effectiveness of the recruitment process by has used the methods in Avillion Legacy Melaka?
ii. What are the effective methods to be used for recruitment and which one more effective in Avillion Legacy Melaka?

1.3 Research Objectives

The objective of the study is to develop a recruitment of employees:

i. To examine the effectiveness of the recruitment process of the organisation in Avillion Legacy Melaka.
ii. To identify the effectiveness of the job posting to employee recruitment by Avillion Legacy Melaka.
iii. To identify the effectiveness of employee referral to employee recruitment by Avillion Legacy Melaka.
iv. To identify the effectiveness of the advertisement to employee recruitment by Avillion Legacy Melaka.

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1.4 Scope, Limitation and Key Assumption of the Project

In this research, the researcher would like to identify and find a more effective way for recruitment in Avillion Legacy Melaka. This is to understand the various methods of recruitment provided in the organization and also to increase the effectiveness of recruitment methods to help the organization to achieve its goals and objectives. Besides exploring the process of recruitment, the scope of the study also lies in understanding the effectiveness of recruitment.

The big topic came from human resource management but the researcher choosing the staffing. The scope of the project more focus the recruitment in a hospitality organisation in Malacca however for the respondent is in Avillion Legacy Melaka. The project exists for human resource management and the recruitment is subtopic from staffing.

Recruiting practices include evaluating which recruiting sources generate greater proportions of high-performing employees who do well in their jobs and improve the firm's performance.

1.5 Problem Statement

Recruiting and retaining employees in the industry is a critical issue. Attracting and keeping the employees ambitious, smart and highly motivated employees are difficult and it is a challenge. Qualified personnel have to be compensated well and require works that develop their skills and matches their personal interests it through suitable salaries and reward.

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The purpose of recruiting is to ensure a sufficient pool of applicants from which the most qualified individual may be selected. Successful recruiting can minimize the employee turnover rate absenteeism and lower productivity. Besides that, can help the company used good way in candidate recruitment so that they choose candidate suitable with the skill, knowledge and ability that company want.

This study is conducted at Avillion Legacy Melaka to find out the process of effecting recruitment in the organisation. This project mainly aims in finding out the best methods followed by the recruitment activities in the organization.

1.6 Summary

Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organisation. Recruitment activities need to be responsive to the ever-increasingly competitive market to secure suitably qualified and capable recruits at all levels. To be effective these initiatives need to include how and what to source the best recruits internally or externally. The activities recruitment is identified, attract and hire the most qualified people in sufficient numbers and with appropriate qualifications to apply for jobs with an organisation. Organisations are managed and staffed by people and organisations cannot exist without the people. Every organisation must practice recruitment activities especially for new hire. The recruiter is the personal link between the staffing needs of the organisation and the labor market and must support the organisation needs and recruiting objectives to be effective. In this chapter, introduction about the chapter and the main ideas that highlighted are the identification the used of method of the best practices on implementation recruitment employee this indicator is really helpful in this research study to examine the effectiveness of the recruitment process of the organization.

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CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

A literature review is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. A literature review is a critical and in depth evaluation of previous research, it is a summary and synopsis of a particular area of research. A good literature review expands upon the reasons behind selecting a particular research question. This handout will explain what literature reviews are and offer insights into the form and construction of literature reviews in the humanities, social sciences, and sciences.

It seems like every day can hear about a new recruiting. "The whole idea of recruiting is to get someone who fits the job and the culture," says Wrigley's Ross. "We've discovered that it's worth the effort to find someone who's better match." And EQ (Emotional Quotation) is becoming an increasingly important tool for that search. Recruitment is one of those moments are an organization’s life when it puts itself on the show. It advertises to the world that is has a vacancy and invites people to join it.

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2.2 Operational Definitions

Every facts have own specifically definition includes the recruitment and types of recruitment method the researcher chooses for this research.

2.2.1 Recruitment

Recruiting refers to all organisational practices and decisions that affect either the number or types of individuals willing to apply for and accept job offers. The recruiting function's purpose is to help the organisation employ a talented group of employees who contribute to the company's business strategy so the firm can achieve a competitive advantage (Philips & Gully, 2009).

Recruitment is defined as, "the process of discovering potential candidates for actual and anticipated organizational vacancies" by Yodel. Recruitment is defined as, "the process of searching for prospective employees and stimulating them to apply for jobs in the organisation" by Edwin B. Flippo (n.d).

Recruitment is a crucial function of strategic human resources management because they provide the foundation for a competitive advantage through effective and efficient human resources. Recruitment in the process of generating a pool of qualified candidates for a particular job who can contribute best to the strategic objectives of the organization and the applicant identifying what jobs need to be filled and how the most suitable candidates will be attracted (Hartel et al., 2007).

Recruitment is a form of business contest and it is fiercely competitive (Julie, 2010). Recruitment involves the bonding of two parties: the employer and the employee. Recruitment can and should be a source of sustainable competitive advantage. Recruitment is vital to the business model of companies (Hartel et al, 2007).

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2.2.2 Recruitment Method

Recruiting is an on-going process. Taking the time to test and master new recruiting tools and techniques before your competition is a potential advantage (Barton, 2008). Given the importance of recruiting to the organisation the method used in recruiting should be evaluated periodically (Quartana, 2013). This is not an exhaustive list but it is an outline of the most commonly used methods for recruitment. The following methods of recruiting have been are generally acceptable. Actually method that the researcher used in the research was recruitment methods was divided into two namely method internal recruitment and method external recruitment. The methods of recruitment should be discussed:

2.2.2.1 Job posting

A job posting procedure enables employees to strive for a better position within the company (Snell & Bohlander, 2010). A company should develop a job posting system that ensures the widest reach to company employees. In addition much position can be filled as a result of posting the job opening to creating fliers to hang in break rooms, bulletin boards or restrooms, an interoffice email announcement to employees can also help. The job posting should include a job description, employee eligibility criteria, the job's department and position supervisor and the dates employees can apply (Quartana, 2013). Companies can give promotion to existing employees.

Key characteristics include the adequacy of job descriptions, the adequacy of job notification procedures, the treatment receives during the interview, the helpfulness of counselling and the fairness of the job posting system. These characteristics should be treated as requirements of a good job posting policy (Heneman III & Judge, 2009).

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Job posting can happen when most of the internal candidates would be stimulated to take up higher responsibilities and express their willingness to be engaged in the higher level jobs if the management gives them the assurance that they will be promoted to the next higher level or employees will be stimulated to work in the new sections or places if the management wishes to transfer them to the place of their choice (Shaw, 2001). Many companies adopt transfer as a method of recruitment. The idea is to select talented personnel from other branches of the company and transfer them to branches where there is a shortage of people.

It offers several advantages are it usually creates an opening lower, easier to fill level; the company saves considerable time and money by transferring a worker already familiar with the organizational structure (Sullivan, n.d).

In practice, the Avillion Legacy Melaka can use the job posting in organisation for determining the effectiveness of recruitment method. In this method, the organisation can identify through their employees whether the employee work for the better after being promoted for example to meet the organisation requirement. Another example is having recruit of worker in job posting method, the organisation can analysis the worker based on productivity impact after being in new organisation which provides ideas that can help improve the performance of the company then determined the job posting method is effective or not in organisation.

2.2.2.2 Employee Referral

Often referred to as ‘word of mouth’ and can be a recommendation from a colleague at work. This recruitment technique entails having employees spread the word among friends and acquaintances as soon as a position becomes available. To make this approach more effective, employers typically offer incentives of varying worth (Julie, 2010). A company may also contact people in their network when looking for new hires with involves a phone call, email or fax with the job description and an inquiry if they

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