

Effective Recruitment Challenges Faced by the Hospitality Industry in Bangladesh: A Study on Selected Star Rated Residential Hotels

Kazi HUDA¹
Ali HAQUE²
Rehnuma KHAN³

ABSTRACT

In Human Resource Management (HRM), Recruitment is the first and foremost issue to be considered with full of sincerity, because its role is to create a positive impression about the employer in the job market by ensuring effective stimuli for the job seekers. At the beginning, the study sets a picture that focuses on the importance of effective recruitment in the hospitality sector of Bangladesh and then the study details obligatory determinants of attracting efficient human resource for the development of this sector. The main objective of the paper is to study the status and the scopes of recruitment function in hospitality industry with focus towards star rated residential hotels. This study is based on primary data collection through a formal questionnaire. The questionnaire was of mixed mode with most questions in likert-type scale and few were dichotomous in nature. The key finding of the study is that recruitment is a highly challenging task in hospitality and it is quite evident that attractive compensation package is the key factor to attract potential employees. The need and scope to modernize the recruitment practices along with the line of company and employer branding ideas are also recommended in details. There is a long way to go on the way of conceptualizing and actualizing recruitment functions and practices. A paper like this can help to discuss and debate on the necessity of developing better recruitment cultural and conceptual change in these sectors.

KEY WORDS: *Human Resource Management, Hospitality Industry, Recruitment.*

JEL CLASSIFICATION: *E2*

INTRODUCTION

Tourism & Hospitality industry has received rigorous attention of academics, business tycoons and economic analysts because of its growing effect on the GDP of a country (Uddin, et.al 2008). It is a dynamic service sector where optimal human resource management is required to ensure professionalism and efficiency in service delivery. As a result, it is challenging for the hospitality based organizations to recruit and develop potential service providers to provide better services to the domestic and international guests. As hospitality industry offers intangible services and products, effective human resource management (HRM) especially recruitment is critical to the success of the stated

¹ Southern University Bangladesh, Bangladesh, khuda@yahoo.com

² Southern University Bangladesh, Bangladesh, romyctg@yahoo.com

³ Southern University Bangladesh, Bangladesh, rehnukhan@yahoo.com

industry (Walker, 2004). For many developing countries, hospitality and tourism is considered to be as one of the biggest revenue generating sources for economic development. Despite having bright prospects and possibilities, this industry remained neglected for a long period of time in Bangladesh with a very poor share (Table 4) in world tourism (Parveen, 2008).

The importance of tourism and hospitality employment in both developed and developing countries is attested to by the World Travel and Tourism Council (WTTC), which suggests that travel- and tourism-related activities account for over 230 million jobs, or 8.7 per cent of jobs worldwide (WTTC, 2006). According to World Tourism & Travel Council (WTTC), Bangladeshi tourism and hospitality industry has the potentials to earn BDT 339.2 billion/year by 2021 and this sector has potentiality for employment generation and currently one out of 19 employments is generated by travel and tourism sector (Rahaman, *et al.* 2008). To face the future global competition in this sector and to ensure better service delivery appropriate human resource recruitment practices are vital to attract qualified workforce for this sector. Better service delivery can help to attract more tourists to ensure financial sustainability of the industry. Tourism and Hospitality industry is considered as one of the potential sectors for many countries that shows exemplary impact on their socio-economic development. Many countries like; India, Maldives, Malaysia, UAE, Thailand and others are able to contribute to change their economic fate within a very limited span of time by developing tourism and hospitality based businesses.

Hospitality is a massive sector where different types of human resources (shown in appendix Table number 7) are required to serve different positions. The sector can easily accommodate the labor surplus of Bangladesh as it has an immense penitential for economic growth. According to World Tourism & Travel Council (WTTC), the direct contributor to Hospitality and Tourism to national economy, measured by the yearly tourist arrivals (Table 1) Bangladesh expected to earn BDT.

Table 1. Bangladesh Foreign Visitors Arrival from 2005-2009

S/L	Financial Year	Total Arrival	Growth rate
1	2005	207,662	100
2	2006	200,311	96.46
3	2007	289,110	139.22
4	2008	467,332	225.04
5	2009	267,107	128.62

Source: adapted from Special branch, Bangladesh Parjatan Corporation, PTS Division (statistics)

184.4 billion (2.3% of total GDP) in 2011, rising by 6.3% pea to BDT 339.2 billion (2.3%) in 2021 and the total contribution of Travel & Tourism to GDP, including its wider economic impacts it is expected to rise by 6.4% pea from BDT 391.6 billion (4.8% of GDP) in 2011 to BDT 725.5 billion (5.0%) by 2021. The Visitor Exports of Travel & Tourism are expected to generate BDT 6.6 billion (0.4% of total exports) in 2011, growing by 12.7% pea (in nominal terms) to BDT 13.5 billion (0.5%) in 2021. Though Bangladesh achieved considerable growth (Table 1 & 2) over the last few years, the figures are not competable with South Asian countries (Table 3,4 & 5). According to Hossain, (2006) it is due to lack of the infrastructural and promotional activities of Bangladeshi tourism and hospitality industries in domestic and foreign market. (Hossain, 2006). According to the

statistical forecast of WTTC, the Contribution of Travel, Tourism and Hospitality sector in generating employment in Bangladesh is expected to support directly 3,326,00 jobs (4.2% of total employment) in 2011.

Table 2. Bangladesh Foreign Exchange Earnings from Travel & Tourism 2005 -2009

S/L	Financial Year	Total in Million Taka	Growth rate
1	2005	4493.89	100
2	2006	5530.65	123.07
3	2007	5265.19	117.16
4	2008	6124.52	136.28
5	2009	5762.24	128.22

Source: adapted from Bangladesh Bank and special branch, Bangladesh Parjatan Corporation, PTS Division

Table 3. International Tourist Arrivals of South Asian Countries (in thousand) Since 2004-2008

Country	2004	2005	2006	2007	2008
Bangladesh	271	208	200	289	467
Pakistan	648	798	898	840	823
India	3457	3919	4447	5082	5367
Sri Lanka	566	549	560	494	438
Nepal	360	375	516	527	500
Maldives	617	395	602	676	683

Source: adapted from World Tourism Organization-2011.

Table 4. Growth of International Tourist Arrivals of South Asian Countries Since 2004-2008

Country Year	Bangladesh	India	Pakistan	Sri Lanka	Nepal	Maldives
2004	10.72%	26.82%	38.16%	12.97%	6.50%	9.4%
2005	-23.32%	13.36%	23.15%	-3.0%	4.16%	-35.9%
2006	-3.85%	13.47%	12.53%	0.02%	37.6%	52.3%
2007	44.50%	14.28%	6.46%	-11.78%	2.13%	12.3%
2008	61.59%	5.60%	2.02%	-11.33%	-5.13%	1.1%

Source: adapted from Parveen J. (2008)

Table 5. International Tourism revenue of South Asian Countries (in million USD) Since 2004-2008

Country	2004	2005	2006	2007	2008
Bangladesh	67	70	78	75	75
Pakistan	765	828	919	912	986
India	6170	7493	8634	10729	11832
Sri Lanka	417	362	410	729	803
Nepal	180	160	163	n.a	353
Maldives	479	287	512	602	1392

Source: adapted from India Tourism Statistics, 2010.

The study on tourism development of Bangladesh is a very significant endeavor to identify the current state of recruitment practice with a special reference to problems and potential remedies in searching and stimulating the human resources for hospitality industry of Bangladesh.

2. RATIONAL OF THE STUDY

Tourism and hospitality industry is a service oriented human intensive sector where efficient work force is compulsory to deliver better services to the guests. Moreover, to get the best results, professionalism in HRM practice and skill development is primarily essential. The first major function of HRM practice is Recruitment. It is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. Therefore, motivating potential career seekers to join a respective profession or an industry is the must to create a pool of applicant. According to Huda, *et.al* (2012), the professional identity and the social esteem of the hospitality career is found to be very low in the society and the common perception about the tourism industry is mostly confined to the tourist guides and cooks/chefs that do not add much human dignity in Bangladeshi culture. As a result, the HR professionals of the hospitality industries are constantly facing new challenges to source or recruit the best and potential candidate for the organization (Rahaman, 2013). The industry also faces labor and human resource challenges due to shrinking of the labor force, trade union issues and escalating health care and benefit costs among others (ISHC, 2006).

In Bangladesh, the scenario of the hospitality industry is same as mentioned in the conferences. Citizens are not interested to build career in this sector. So naturally, it creates a lower supply of skilled HR in the market and the recruitment functions are at stake. Now it is going to turn out to be a great challenge for the futuristic hospitality organizations to redirect the current notion of the industry and to take it in a lucrative position comparing to other successful service industries like, telecommunication etc. Commonly, the professionals in all industries relies on research to some degree and the hospitality and tourism industry managers relay most directly on marketing research (Fridgen, 1991). However, in today's competitive environment internal marketing is equally important like external marketing and it is equally challenging to attract and retain internal customer like the externals for the sustainability of the organization. Recruitment acts as a tool to search for efficient internal customers that are truly essential for the employees and it creates enough motivation and environment to make the profession attractive. Therefore, sufficient research work on attracting better human resources for the hospitality organizations is evident besides attracting the guest or tourists.

3. OBJECTIVES

- 3.1. To study the current recruitment practices of hospitality industry in Bangladesh.
- 3.2 To identify the problems and challenges faced by the organizations focused to recruitment process.
- 3.3 To prepare suggestions in the light of the KPIs of recruitment for developing creative recruitment practices with the aim to ensure efficiency in searching and stimulating talented candidates for the hospitality sector of Bangladesh.

4. METHODOLOGY

The key objective of every research is to explore the unexplored knowledge. This study has tried to reveal the current practices of recruitment functions with a special reference to hospitality industry of Bangladesh and it endeavors to unearth the current practices and problems of recruitment faced by the HR professionals in order to take focal interventions to solve those obstacles. Focusing on the fore-mentioned research objectives, the philosophical position of the research is phenomenology as the study is going to expose the experiential knowledge on recruitment functions that directly or indirectly aids the universal Human Resource Management practice. As the research is not based on hypothesis and mostly it is to develop theoretical knowledge through primary and secondary data analysis, an inductive approach has been used in the research that is obliged to phenomenology. Qualitative research method has also been used in this study during analyzing the data, as it identifies in-depth problems and challenges hindering the smooth conduct of recruitment. The research strategy of this study is Case study (diagnostic) as few star rated hotels are taken into consideration. The scope of the study is to analyze the recruitment functions of some selected hospitality enterprises in Bangladesh i.e. Radisson, Dhaka Regency, Sarina, Westin Dhaka, Lakeshore, and Ocean Paradise, where effective HRM practice is visible. The relevant data for the study have been collected from both secondary and primary sources. Primary data collected from various stakeholders of hospitality organizations viz.; HR managers, consultant of hospitality industries and officials of some recruitment/ placement centers through online, mail questionnaire survey. There were 16 respondents of the survey. The survey lasted for the period of three months as it was carried out from 1st September – 30th November 2013. Both open ended and close-ended questions have been used in formulating the questionnaire of the study. The close-ended questionnaire has been constructed by using five point likert scale and multiple-choice questions that are designed to explore the specific recruitment practices, such as; how do the hospitality organizations manage the HR sourcing activities of a hotel? How do they create stimuli in the job market to attract the talented candidates? Moreover, what sort of challenges are they facing in this regard?

5. REVIEW OF LITERATURE

Recruitment is the first step amongst the obvious functions of human resource management. According to Flippo, (1984), recruitment is a process to discover the sources of work force to meet the requirements of the staffing schedule and to employ effective measures for attracting adequate number of work force to facilitate effective selection of an efficient team of officials. Recruitment acts as a precondition to selection function, and effective recruitment will lead to a very successful hiring for any organization. Sometimes, managers get confused and mix up recruitments with selection functions; but both the functions have had a limited line of responsibility that is opposite to each other. The process of recruitment begins when new recruits are sought and ends when their applications are submitted (Aswathappa, 2005). Recruitment functions (Figure 1) are positive in nature because the objective of recruitment is to maximize the number of applicants where selection functions are negative with the objective to deduct the candidates who are not suitable. It functions as a linking module joining those who fill up jobs and those who are seeking jobs (Rao, 2004). It often represents the first contact between organizations and prospective employees (Ivancevich, 2004). Successful recruitment strategies involve a keen job analysis,

understanding the trends of labor market and developing external and internal image of the company.

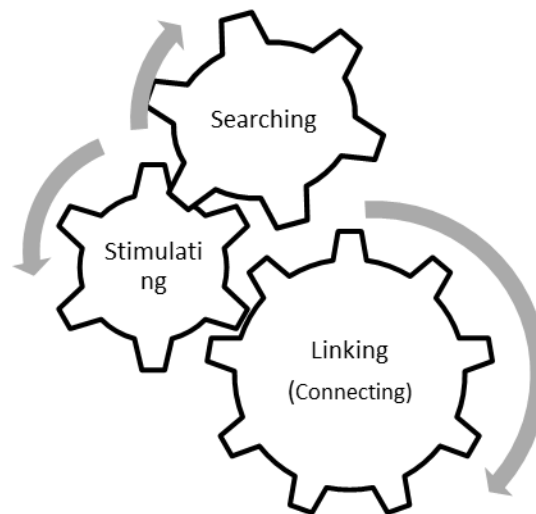


Figure 1. Recruitment functions

Source: Authors

Recruitment is a process of developing a pool of qualified applicants who are interested in working for the organization and from which the organization might reasonably select the best individual or individuals to hire for employment (DeNisi & Griffin, 2001). Therefore, it is an important prerequisite to finding and hiring potential employees to run the business successfully. Recruitment is the process of finding and attracting capable applicants for employment (Aswathappa, 2005). However, according to the international Tourism Labor Market Conference 1995, tourism and hospitality industry is facing acute shortage of skilled work force, the current state of the workforce is mostly unskilled, uneducated, unmotivated, and unproductive, and these are due to unattractive salaries and longtime working hours (Srivastava, 2008). However, in a recent survey, executives rated “finding the talent to meet our hiring needs” as their greatest business challenge (Cascio, 2003). Recruitment functions are to take the endeavor for finding the talented human resources (HR) by searching at the sources of recruitment (shown in appendix, Table number 6) in the labor market and stimulate them to generate interest to apply for job. So, it is equally challenging for all the functional HR managers of hospitality sector to identify the effective sources of potential supply of human resources with optimal cost. In addition, it is quite tough to formulate creative ways to attract the potential workforce in order to meet the present and future demand of human resources by complying with the key performance indicator of recruitment functions (shown in appendix, Table number 8).

6. FINDINGS

Based on the primary information through opinion survey, following observations are drawn in regards of practices and challenges of employee recruitment in the tourism sector of Bangladesh.

On the issue of the degree of difficulties in searching, potential hospitality employees, 50% respondents have agreed with the statement that searching and sourcing potential

professionals in hospitality sector are quite difficult in Bangladesh; followed by 31.25% strongly agreed. But on the other hand 18.75% of the respondents have disagreed with the statement. So it is clear that, the HR professionals of hospitality sector in Bangladesh are facing challenges in recruiting qualified human resources. In response to the choice of recruitment sources by the HR practitioners of hospitality sector, 31.25% opined word of mouth, followed by 25% head hunting/HR consultancy firms, 25% electronic media advertisements i.e. online jobsites and 18.75% print media advertisement i.e. newspaper advertisement, banner etc. It means that, the hospitality industries are mixing the sources of recruitment in searching potential HRs. On the issue of the preference in deciding recruitment sources for hiring employees, 100% of the respondents preferred mass coverage as a key objective to effective sourcing despite of other choice options i.e. cost effectiveness, employer branding and hospitality industry focused sources or medias. This happens because the hospitality industry lacks sufficient number of HRs specialized in this vocation and for this reason the hotels are hiring HRs from different backgrounds and that is why their recruitment objective has a mass coverage. In response to the open-ended question on the challenges of searching potential candidates, some common problems are highlighted by the hospitality HR practitioners i.e. lack of sufficient budget, fascination of the potential hospitality HRs for foreign jobs, reference calls by different pressure groups, non professional attitude of top management, unevaluated compensation package and lack of sound HR practice by the organizations. In response to the close-ended questions on the degree of difficulties to search the types of employees in the job market, 56.25% respondents opined that the managerial employees (Table 7) are difficult to find and 43.75% of the respondents pointed the lack of technical employees (Table 7). The survey data depicts that amongst the technical employees 31.25% of the respondents reply that chefs/cooks & culinary are difficult to find in the job market followed by 25% IT and 25% messengers and 18.75% opined trainers are difficult to recruit. From the response by the hospitality HR executives, it is found that 25% opined security personnels are hard to find amongst the non-technical employees (Table 7) and the same response for the bar tenders followed by 18.75% for service persons. 31.25% did not specify any of the categories. In the managerial job category, 43.75% of the respondents said HR professionals are very difficult to find in the job market followed by 31.25% supervisory jobs and 25% talked about sales and marketing executives. 100% of the respondents chose attractive compensation package as a factor to stimulate the hospitality HRs for managerial, technical and non-technical classes respectively. 75% of the respondents were positive in prioritizing recruitment function as a strategic HRM activity and same number of respondents responded about the quality as a key performance indicator of recruitment.

7. RECOMMENDATIONS

A mix opinion can be found from the respondents regarding the challenges faced by them in recruiting potential employees. To overcome the challenges of recruitment functions in the hospitality sector most importantly in the hotel business following recommendations are drawn in the light of achieving KPIs of recruitment shown in appendix, table number 8.

7.1 Company Positioning

As a process of attempting to attract skilled and talented hoteliers, human resource managers should try to advertise the benefits and service packages to the potential HRs. The Hospitality HR managers should regularly conduct job evaluation survey to keep them

competitive in the job market. They should act knowledgeably on advancement of opportunities, benefits, and working conditions in the hospitality employment market for differentiating their offers for employment. Besides the market positioning, the hotels can launch promotional programs on HRM practice positioning in the job market to attract potential employees. Some HR positioning tools could be laid as quota for minorities, freedom fighters sibling or children, employee branding, merit based payment structure etc. Company positioning interventions will help the hotels to meet the Recruitment KPI number 4, 7, and 8.

7.2 Employer Branding

Employer brand denotes an organization's reputation as an employer (Barrow, and Mosley, 2011). According to Minchington, (2005), employer brand is the image of an organization as a 'great place to work. Although employer branding sounds specific to HR departmental activity, but in real it should go beyond the HR interest and should endeavor a corporate approach of HR branding where non HR departments will also take part to develop a holistic impression to the company in the job and career market. Management of Bangladeshi hotels could take some events or process i.e. employee engagement program, appointing celebrities (film stars, writers, celebrity chefs, celebrity players) as honorary executives to act as company's HR ambassador, promoting work life balance, and quality of work life (QWL) programs to convey the company's distinctiveness to a targeted talent market. This will also inspire the students to construct their career in the sector of hospitality industry in Bangladesh. Branded hotels may also highlight their corporate traditions and culture to the potential candidates. Aforementioned interventions may help the hotels to achieve the Recruitment KPI number 1, 7, and 8.

7.3 Promoting Employee Retention Program

Employee retention is an advanced way of stimulating potential candidates. Retained employee means satisfied employee and this employee satisfaction creates a long lasting word of mouth for the employer. Hotels may introduce sufficient post employment security and long term financial benefits program i.e. insurance, pension program, and profit sharing schemes etc. to lower the turnover of the existing employees. A high amount of employee turnover happens within the initial year of employment. Therefore, the hospitality employers should also offer short-term financial and non-financial incentives *i.e.* performance bonus, free lunch, hostel accommodation, transportation etc. to encourage new hires to stay with them. Employers must remember that retaining employees save cost of training and recruiting. Retention programs may help the hotels to obtain the Recruitment KPI number 6 and 8.

7.4 Prompting job Application Process

The proximity and swiftness of the recruitment procedure is the major concerns of the HR recruitment in Bangladesh. Job application procedure should be fast, easy, flexible, adaptive, and easily approachable so that the applicants could get the convenience way to apply. E-recruitment or online recruitment is very popular today. Nevertheless, it should be limited for the managerial applicants only as computer literacy is not widespread in Bangladesh. Managers should focus on detailed job description to avoid confusion and misunderstanding and must satisfy the employer by optimizing the cost of recruitment. It

will be very wise to use social and professional online networks i.e. face book, twitter, LinkedIn, as these are free and wide in coverage. Employer should also look for hiring those people who have a good social network so that they can act as a helpful source of recruitment finder. Aforementioned interventions may help the hotels to achieve the Recruitment KPI number 3, 5, and 6.

7.5 Prioritization Recruitment as HR Strategic Activity

Emerging of the new systems are both an opportunity as well as a challenge for the HR professionals. Therefore, reviewing staffing needs and prioritizing the tasks to meet the changes in the market has become a challenge for the recruitment professionals. Internal sourcing like using valued customers as a source of recruitment, and motivating the existing employees to refer potential employees by offering finder's incentive. Recruitment is considered as a thankless job. Even if the organization is achieving results, HR department or professionals never thanked the existing employees for recruiting the right potential employees and performers. Management personnel must develop a practice to appreciate the HR executives of the hotels for meeting all the KPIs of recruitment (table 7).

7.6 Developing a System for Recruitment Regarding Hospitality Organizations (HOs)

A system is an integrated process that transforms inputs into outputs. Transformation processes that facilitate to convert inputs into objective based output or results surround it. To achieve the objective of effective recruitment, HOs may consider recruitment function as a system (Figure 2) that may result in bringing efficiency and effectiveness in order to achieve recruitment KPI number 2, 3, 5, and 6.

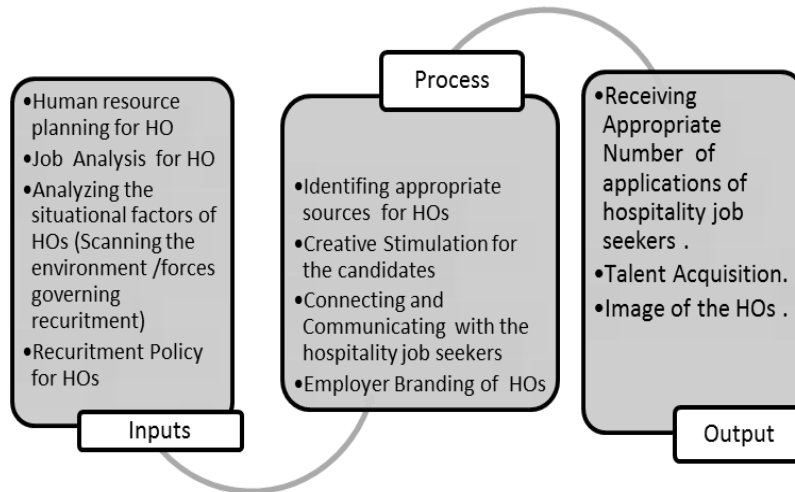


Figure 2: Recruitment System

Source: Authors

CONCLUSIONS

Amongst all the HRM functions, recruitment is the key ingredient that spreads the flavors of good HRM practice of an organization in the labor market, as it is responsible for HRM promotion and advocacy of an organization. Recruitment is mostly a relationship process where the key objective should be developing a bond with organization and potential job market. Effective recruitment will minimize cost, source quality incumbents and save time.

Bangladesh does not have a pool of 'skilled' hospitality people, but on the other side, the country has an abundance of unskilled labor, eagerly waiting to learn the skills so that they can start to make a living in the growing hospitality sector of Bangladesh. Searching is not a problem as there is ample amount of HRs in Bangladesh, but the key point is attracting talents and training them is challenging. Attracting people towards an organization is not so easy, as it requires a lot of patience and practice. There lies the challenge that many hotel owners are not willing to spend money in achieving the KPIs of recruitment, as they consider it as costly and time-consuming investment. As more and more hotels and restaurants are opening day by day, we need to focus on 'skill development' but the hospitality training schools that have become 'commercialized' are failing to provide a good foundation of required hospitality skills especially in the human resource management side.

'Word of mouth' is the best source to recruit, followed by print media and online company websites and job sites. Nevertheless, a company should strive for employer branding activities to create a massive 'Word of mouth' or "viral" about them. Employers should hire candidates judging their 'experience and merit' but candidates with good supervisory and managerial competency are hard to trace out in Bangladesh. A hotel with a good working environment, where people are rewarded and shown profound respected for their skills and given recognition and promotion based on merits, offers a decent compensation package, will easily draw the attention from good candidates. International Hotel Brands do have good Human Resource Departments that works hard to build such an environment; as such, employees in the hospitality sector prefer 'brands'. However, there are one or two local brands are equally good.

To make hospitality industry more attractive in the labor market, the organizational recruitment policies and functions should develop its surrounding to KPIs of recruitment (table 8) in order to facilitate the searching and stimulating functions of recruitment. The hospitality organizations should practice time befitting recruitment process to create positive stimuli for the future workforce due to encourage them to join hospitality industry and by this; more sources of recruitment will definitely be created to balance the HR supply and demand of hospitality work force.

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Appendix

Table 6. Sources of Recruitment

SL NO	EXTERNAL SOURCE	INTERNAL SOURCE
1	Advertisement (Print & Electronic Media, world wide web)	Promotion (New/Higher level appointments/posts)
2	Employment Exchange (statuary compliance)	Transfer (Lateral placement in same grade)
3	Educational Institutes (Campus Recruitment/College Recruiting)	Job Posting/Internal Advertising (Notice Board, Company Website)
4	Recommendations (Elites, Politicians, High officials, Teachers, Ex-Employers)	Employee Referral (Existing, Retired, Friends & families, relatives)
5	Head Hunting (Executive Search Firms)	Deputation (Inter ministerial)
6	Unsolicited applications (informal application/previous applicants- Walk-ins, Write-ins, Talk-ins)	Word of Mouth/Gate Hiring (Viral Recruitment)
7	External Search Committees (mostly like head hunting by forming an specialized team)	Union Hall/Trade Union
8	Nepotism (Political, regional, religious, racial and relations)	Supervisory Recommendation
9	Employment Agencies	Inside moonlighting (second job inside the organization for short time)
10	Professional/ Trade Associations/Organization (technical jobs like engineers, doctors, accountants etc.)	Internal Search Committees (Head hunting by forming an in house specialized team)
11	Special- Event Recruiting (Job Camp, Job Fair, Seminar, Symposium, open house visit)	
12	Professional e-Network (LinkedIn)	
13	Social e-Network (face book, tweeter.)	
14	Internship Program (trial run recruitment)	
15	Displaced Persons (Rehabilitation Program/project as CSR)	
16	Acquisitions and Mergers (strategic Requirement)	

Source: adapted from Aswathappa, K. (2005)., Rao, V. (2004)., Ivancevich, J. (2004)., Flippo, E. (1984)., and Authors

Table 7. Types of Human Resources in Hospitality Industry.

Sl/no	Technical	Non Technical	Managerial
1	Chef/cooks & Culinary	Cleaner	Front Office
2	Masseur	Security	Reservation
3	Hotel Engineer/ Consultant	Security Monitoring	Store keeper
4	Information Technology	Service Person	Human Resources
5	Maintenance	House keeping	Accounts
6	Trainer	Valet Parking attendant	Event Manager
7		Bar Tender	Concierge
8			Sales & Marketing

Source: Authors

Table 8. Key performance Indicators (KPI) of Recruitment.

Sl/no	Recruitment KIPs
1	Increased number of responses for every job openings
2	Increased Number of Submitted applications/ CVs.
3	Swiftness to fill the vacancy
4	Increased percentage job offer acceptance rate
5	Increased percentage of vacancies filled within a stipulated time.
6	Cost to recruit per job openings.
7	Increased new employee satisfaction rate with recruiting process
8	Increased percentage of new employee retention within a given time

Source: Authors and adapted from Rapidbi (2007).