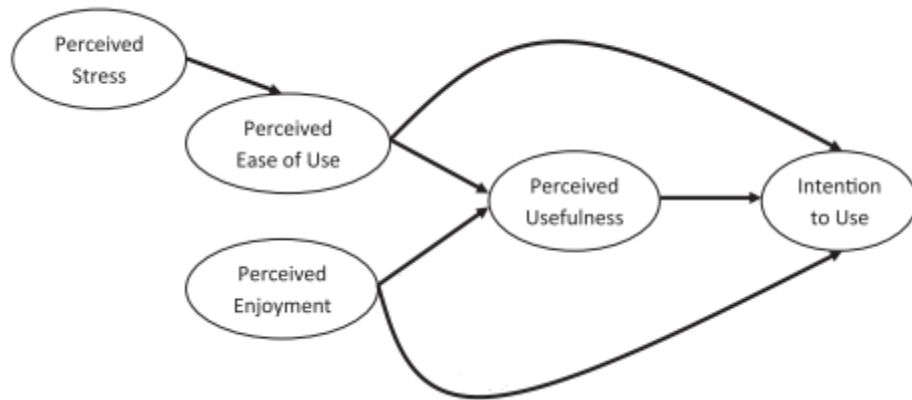


7. Tools and Techniques of Recruitment

7.1. Technological Acceptance Model (1989)



Source: (Brahmana & Brahmana, 2013)

The hierarchical model includes three sub-models; first, the model displays the relationship between Perceived Stress and Perceived Ease of Use, the second shows the link between Perceived Ease of Use and Perceived Enjoyment to Perceived Usefulness, while the third determines the impact of Perceived Ease of Use, Perceived Enjoyment and Perceived Usefulness on a job seeker's intention to use an online source for job hunting.

A study established that the three determinants, Perceived Ease of Use (PEOU), Perceived Enjoyment (PE) and Perceived Usefulness (PU) have a significant impact over a job seeker's intention to use e-recruitment sources. The study also suggested that recruiters should enhance the level of user-friendliness, enjoyment and usefulness of their e-recruitment sources. Areas such as improved productivity, quality and performance on behalf of e-recruiters are a must to increase usefulness, which subsequently enhances ease of use as well as enjoyment, and keeps the job seekers hooked. Stress also plays an important role in candidates' decision to utilize e-recruitment sources. The amount of time taken for the website to load, ease of navigation and reliability of the engine and login issues build a negative image of the recruiters' as perceived by the applicants. (Brahmana & Brahmana, 2013)

Starwood Hotels and Resorts, in the year 2006, were amongst the first brands in the hospitality industry, to introduce a social networking website for guests and career seekers. The

- *Transformation e-Recruitment* – Employer branding and networking play a key role; it's a strategic approach to e-recruitment wherein recruiters identify the essential job vacancies and the appropriate knowledge and skills required to cope with the responsibilities pertaining to those positions, and then invite and retain applicants fulfilling the requirements of the position.
- *E-Recruitment Outcomes*
 - *High Commitment* – The employees are highly motivated and willing to understand and communicate effectively with the management as well as the clients. They feel a sense of belongingness towards the organization and are motivated to participate in communicating need for changes and the decision making process.
 - *High Competence* – Employees are flexible and quick learners. They adapt to changes quickly, possess better learning capacity and hold on to their responsibilities. Retaining such employees is critical for firms.
 - *Cost Effectiveness* – The organization stands competitive in the market in terms of cost-efficiency and lower turnover. Appropriate selection methods increase satisfaction derived from job and filter employees with incongruent goals to enter the premises of the firm, which ultimately reduces turnover and saves costs.

8. Current Practices in the Hospitality Industry

8.1. Recruitment and Selection Practices

The recruitment and selection process of employees continues to be a difficult procedure in the hotel industry, particularly for smaller hotels. A major concern which the hotel industry finds hard to resolve is, hiring quality candidates. The hotel's image places a major role in sourcing and recruiting the right candidates. The most common HR practices used in hotels are:

- The owner's or manager's approach towards recruiting candidates tends to be of greater importance in the recruitment process as they value the qualities that the candidates own from within.

about the hotel's service and quality to their companions. Employees posting comments about their colleagues on online channels can influence the level of commitment towards the organization in positive or negative ways. A study mentions that the change in the generation will continue to impact the industry as the work force consists of youth profiles. Generation X and Y are likewise to drive online networking phenomenon that helps them provide a communication platform to input comments through networking sites. (Davidson, et al., 2011)

So far, a majority of the organizations are utilizing or planning to utilize the online sources for some components of their enrollment procedure and consider e-recruitment to be critical with regards to their enlistment technique. Decrease in expenses, focus on bigger inflow of prospect candidates and a decrease in supervision tend to be the key drivers for e-recruitment processes in the hotel industry. (Rooney, 2006)

9. Conclusion

E-recruitment is still in its stage of growth in the hospitality sector; however, it is widely exploited by a number of organizations to attract individuals and candidates. There are number of traditional and online channels of recruitment, both confronting benefits and drawbacks linked to its volume of use and recruitment costs metrics. Recruitment theories and models further assist in explaining the process and applicability of recruitment and e-recruitment in a number of industries. These methods are in practice and are trending all over the world. The future of recruitment and selection is e-recruitment from trending sources, such as web 2.0 and corporate websites. Recruiters are opting for e-recruitment methods primarily due to reduced costs and increased global reach. The hospitality industry continuously grows while constantly striving to adapt to innovations in technology.