

Impact of the External Factors on the Selection and Appointment of Workers in Hotels (Field Study of Hotels (five & four stars) in the Regions of Amman and the Dead Sea – Jordan)

Mohammad Shabib Khasawneh¹, Issammohammad Almakhadmeh² & Samerfandi Ababneh³

Abstract

The study aimed at identifying the impact of external factors in terms of (size of demand and supply, technological development, conditions of trade unions, location of the organization, laws and regulations) on selection and appointment of employees in hotel establishments, field study of four and five stars hotels (Amman, Dead Sea). To achieve the objectives of the study, the descriptive analytical approach was used and a questionnaire was prepared to collect data after verifying their validity and stability. The sample of the study included all the departments of human resources management in both Amman and Dead Sea hotels, which were subjected to statistical analysis, (84) questionnaire using statistical packages program for social sciences. The study showed that the regulations and legislation are one of the most important external factors that affect the selection of workers in hotels in terms of national employment and preference to expatriate workers, which helps to provide employment opportunities for the country's citizens.

Keywords: Selection, Recruitment, Human resources, Influencing External Factors, Selection and Recruitment Strategies.

1. Introduction

The World Tourism Organization (WTO) statistics show the importance of employment in the tourism and hotel sector in both developed and developing countries, with more than 292 million jobs, 8.7% of jobs worldwide. (UNWTO, 2017). The hospitality industry is one of the most important industries that depend on the workers mainly because the human element is the cornerstone of the hotel industry (Hussein and Hamed, 2009). So if this element is not solid and consistent, it will reach the state of the deterioration. Therefore, for the success of the work, the correct procedures should be carried out during the selection and appointment of workers (Bhutan, 2007). Selection is a rigorous scientific approach to the differentiation between the human resources available to obtain the best educational and practical expertise, skills and competencies qualified to work in the hotel industry (Hussein and Hamed, 2009). The process of selection and appointment is one of the important steps in the human resource management functions on which the other functions and activities depend mainly on the success of the organization in achieving its future objectives (Bhutan, 2007).

In this regard, it is necessary to plan the process of selecting the employees of the hotel organizations the most attention because it has an important impact in facing the challenges at the long run. While most management of hotel organizations neglect sometimes or fail in the planning process and do not think about how to select the employees only when they have a job vacancy (Hussein & Hamid, 2009).

¹ Al-Balqa Applied University, Ajloun College, Tourism Management Department, Ajloun, Jordan E-mail: khasawnehmohammad79@bau.edu.jo

² Al-Balqa Applied University, Ajloun College, Tourism Management Department, Ajloun, Jordan E-mail: isammakhadmeh@bau.edu.jo

³ Al-Balqa Applied University, Ajloun College, Tourism Management Department, Ajloun, Jordan. E-mail: Samerfandi2007@bau.edu.jo

Through this research, we will try to prove that the selection and appointment is an effective and correct step taken by tourist hotels in order to reach their strategic goals and remain in a state of equilibrium and continuity and expansion in the hospitality industry market, to avoid the deterioration.

The problem of study in selecting and appointing hotel staff due to the nature of the hospitality industry in direct contact with the guests, and this requires the appointment of employees who are able to understand the nature of work in the hospitality industry to help the hotel to achieve its future goals. This study highlights the importance of selection and appointment for hotel establishments because they have an important role in the tourism market to achieve competitive advantage in order to provide the best services to guests. The research aims to highlight the impact of external factors on the selection and appointment of employees in the hotel establishments to (five & four) stars in both Amman and the Dead Sea in Jordan.

2. Methodology of the study

The descriptive analytical approach was used through the field survey of the statistical society based on the questionnaire (the study tool) in collecting the required primary data, in addition to the secondary sources of theoretical and field studies to cover the theoretical side.

2.1. Population of the study

The study population represents hotels in Amman and the Dead Sea (4 *, 5 *) during the period from 1st February to 1st September 2018.

A total of 100 questionnaires were distributed to managers and heads of five and four star hotels in Amman and the Dead Sea.(5) Of them were rejected and (89) questionnaires were excluded for lack of completeness and lack of credibility. Thus, the number of questionnaires that were subjected to statistical processing (84) was identified by 84% of the distributor. Table (1) shows the characteristics of

2.2. Model of the study

Independent variable, Affecting factors: size of demand and supply, technological development, conditions of trade unions, location of the organization, laws and regulations.

Dependent variable: Selection and appointment in hotel establishments

3. Previous studies

(Appaw-Agbola, 2016) "Employee Selection Issues in Medium-Sized Hotels in Ghana" This study examines hiring managers' attitudes regarding selection methods, vital skills sought in new employees in medium hotels in Ghana. The results of the study revealed that, applicants' resumes, interviews and references were the most frequently used selection methods. Secondly, lack of fair employment policies constrains employee selection. It is recommended that, there is the need for discussion on creative human resource approach and programs to increase employee commitment in the hotel industry of Ghana. Also the performance of hotel employees could be enhanced if employers used effective and fair selection procedures. A new model for selection has been proposed for Medium hotels that extend human resource practices theory in the area of selection. Implications for management are included.

Ellen, Stanley, and Arthur (2016) "Recruitment Practices and Policies of Hotels in the Tamale Metropolis of Ghana" "This study sought to assess recruitment practices and policies of hotels in the Tamale Metropolis of Ghana. The study revealed that a majority of the hotels in Tamale recruit staff with relevant past experience in hotel business and few graduates without work experience. . The study recommends that recruitment policies for employees should provide options for customizing benefit packages to match individual employee needs. This ultimately leads to responsible employees.

RashidaandTalat(2015) "The main objective of this paper is to find out that how restaurant managers recruit and on what basis they select from potential candidates". The findings indicated that recruitment and selection is very challenging and dynamic in fast food industry. Because restaurant managers are responsible for human resource management for their restaurants and off course they are not specialized personals for this.

The study recommended: managers should explore new recruitment methods and explore new markets to target potential candidates and they must try for retaining employees too, Education is a fundamental requirement for proactive HR management.

Teodora, Lazar, and Borivoje(2015) "The aim of this paper was to investigate utilization of Selection Techniques between different rating hotel categories in Belgrade city region". Research shows a significant difference between the selection techniques used by the hotels of different categories. Top ranking hotels (i.e. five-stars) place greater emphasis on the hiring process, while applying a wider range of selection techniques to differentiate job candidates. Of all the methods used by the surveyed hotels for the selection process, an interview seems to be the most frequently used one. Tests and assessment center are used randomly, mainly by a particular hotel(s) within each category, which seems to be a peculiar characteristic concerning HR practice and expertise of a certain hotel. Further in-depth research is required in order to determine the most effective selection techniques required for proper employee hiring.

3.1. The concept of selection and appointment

The process of selection and appointment is one of the important steps in the functions of human resources management, because all the functions and activities depend on them mainly to ensure the organization's success in achieving its future goals. This is clearly demonstrated by the definition of human resources planning, which states that it is "a systematic approach to securing that the right people are in the right place and what is meant here by the appropriate people are those who have been selected for the job requirements" (Joanna, 2017: pp7). Selection is an essential part of the central activities of human resources management: the acquisition, development and reward of the employees (Asiedu-, Aduse-Poku, & Abeeku-Bamfo, 2013). That staff selection may be the most important aspect of human resources management where staff is increasingly expected to become effective immediately (Ellen et al., 2016). Here we have to distinguish between the term appointment and the term selection as follows: "appointment is the process of generating a group of people who are able to apply for a job (Ellen et al., 2016). Choice is the process by which managers use specific tools to choose from a group of applicants to a person or persons more likely to succeed in a job, taking into account management objectives and legal requirements. Asiedu et al., 2013). Selection is one of the last stages of the appointment process (Appaw-Agbola, 2016), through which the hotel organization can select the best candidates for the job (Abdel Karim, 2010). Selection is "the process by which candidates are divided into two groups, a group that accepts the vacant position and a group that rejects" (Hussein & Humaid, 2009, p. 129), and an evaluation of potential candidates and their suitability for employment at the establishment. According to Appaw-Agbola (2016), selection is the process of assessing job applicants using one of a variety of methods to find the person most suited to the organization. Selection criteria usually rely on knowledge, skills, attitudes, and material abilities to do the job as described in a modern job description (Ellen et al., 2016). That staff selection may be the most important aspect of human resources management, as staff is increasingly expected to become effective immediately (Appaw et al., 2012). However, there is no best known method globally as the best way to choose the right person for the right job. Some organizations therefore rely on a variety of techniques to address selection issues. The chosen methods are therefore influenced by organization vision of what is required to provide a satisfactory basis for decision-making. (Ellen et al., 2016).

3.2. The importance of selection and appointment in the hotel establishments:

The importance of selection and appointment in hotels by appointing new staff to improve the level of services offered (Kena, 2013), effective selection and appointment methods provide a distinct team of staff (Khalifa, 2015) which provides a high level of work ethic among hotel staff (Hussain & Hameed, 2009). The style of selection and appointment imparts the spirit of justice among the employees of the hotel in terms of wages, promotion, and placement of the right man in the right place, equality of workers (Kena, 2013). Scientific selection of employees in the hotel divisions contributes to the development of means of production and methods of work, which increases the level of services provided (Ellen et al., 2016).

The objective of appointment and selection is to obtain the most suitable staff member to fill the vacancy and to select the best candidates who meet all the functional requirements for the elimination of unsuitable candidates (Ellen et al., 2016). Relying on interviewing candidates by the manager does not guarantee finding the best applicant suited to the vacancy. Other methods such as group interviews, work simulations, role-playing, can be used to help

find the best candidates (Ofobruku&Iheabunike, 2013). The implementation of effective appointment and selection strategies contributes to staff retention and reduces labor turnover (Ellen et al., 2016).

To fill a specific vacancy on the hotel, implement and select a good appointment process in order to attract applicants and choose the best candidate (Appaw-Agbola, 2016).

Basic Considerations for Selection and Appointment Process (Al-Humiri&Momani, 2011)

- **Skill:** In order to achieve the hotel's operational objectives, the individual's ability and potential must be linked and utilized in the service of guests.
- **previous experience:** It is the total of the individual gained during his career to occupy the advertised job.
- **Ability:** the ability of the individual to take responsibility in proportion to his personal preparations.
- **Level of education and training courses:** Hotel work requires an educational level commensurate with the vacancies, in addition to the applicant to receive training courses that enhance the work inside the hotel.
- **The degree of readiness and responsibility:** personal interviews are held with individuals to determine their readiness and ability to work inside the hotel.

3.3. Selection and appointment methods in hotel establishments:

The success of recruitment methods depends on internal and external factors, where organizations adapt their recruitment strategies to fill the required vacancies. These strategies may vary depending on the selection and recruitment from within and outside hotel establishments (Ellen et al., 2016).

3.3.1. **Internal appointment** is when the organization selects a current employee to fill a vacancy in the organization rather than employing someone outside the establishment, by upgrading and relocating existing employees or through friends or family members. Internal appointment is through low-cost advertising on web pages, company newsletters, book notes, verbal ads (Foot & Hook, 2008).

3.3.2. **The external appointment** is when the establishment is responsible for appointing employees from outside the establishment. Some organizations use a private appointment agency to hire new employees. In external appointment, one of the following methods is used in selection and appointment (Ellen et al., 2016):

3.3.3. **Formal external appointment:** by looking at the labor market more broadly for candidates who have no prior experience in the hotel, so that they reach a wider audience and may bring in more potential candidates who can be chosen by the establishment. This method is relatively expensive and time-consuming through preliminary announcements, interviews and other pre-selection processes. This method includes traditional methods such as: newspaper / magazine advertisements, companies or recruitment agencies, college recruitment, employment fairs, e-recruitment. Sometimes there is no guarantee that the results will be satisfactory for the hotel establishment using the formal external recruitment method, as the cost of advertising often limits the frequency and length of deployment of jobs, as well as the amount of information available.

3.3.4. **Non-formal external employment:** By re-recruiting former self-employed individuals, this method is relatively inexpensive and can be quickly implemented (Rashida&Talat, 2015).

3.4 Factors Affecting Selection and Recruitment in Hotel Establishments:

3.4.1. Regulatory policies within the establishment:

To ensure the success of the process of selection and appointment in hotels must take into account the system of legislation and policies within the hotel in terms of management strategy and future outlook, such as the policy of promotion from the inside by giving the opportunity for current employments to take up vacant positions in the hotel. (Hussein & Hamid, 2009).

The policy of compensation in the process of selection and appointment, taking into account the wage rates before the additional wage allowance, instead of the difficulty of work, accident compensation, and social security, end of service benefits, sick leave, employee loans, transportation insurance, training, disability insurance and pensions. (Khalifa, 2015).

3.4.2. External factors:

The conditions of the external environment have a strong influence in the selection and appointment process as follows:

- The size of demand and supply in the hotel labor market: Hotels resort to waiver some of the conditions for applying for jobs as the demand for specialized staff, while hotels find themselves forced to impose a lot of conditions and privileges to fill the job as the size of supply in the labor market (Guabra, 2015).
- The needs and wishes of guests: Increasing the demand for appointment with experience and specialization as the needs and desires of guests expanded. (Al-Zaher& Elias, 2007).
- Technological development: Priority in selection and appointment of those who have the ability to use modern technology to meet the growing needs and desires of guests (Hanafi, 2011).
- Conditions of trade unions: The conditions and laws of trade unions affect the selection and appointment, such as the use of the criterion of seniority in employment at the expense of experience, which is reflected in the level of services within the establishment of the hotel (Diab et al., 2017).
- Time of selection of staff: Available time affects the good selection of staff, such as not taking into account the element of time in selection and appointment in emergency situations (Hafez, 2010).
- - The location of the organization: Some hotels are keen to choose a place where they are full of jobs, which helps to attract qualified and well-trained personnel to work in the hotel (Hussein & Hamid, 2009).
- Laws and legislation: The laws and regulations in the country influence the selection and appointment of individuals in hotel establishments such as: employment of women, employment of people with special needs, percentage of expatriate labor, minimum wage, social security and health insurance (Rahmani, 2012).

4. Hypothesis of the study

First Hypothesis: There significant relationship at the significance level ($\alpha \leq 0.05$) between Guest needs and the selection

Second Hypothesis: There significant relationship at the significance level ($\alpha \leq 0.05$) between hotel location and the selection

Third Hypothesis: There significant relationship at the significance level ($\alpha \leq 0.05$) between ability to use technology and the selection

Forth Hypothesis: There significant relationship at the significance level ($\alpha \leq 0.05$) between regulations and the selection

Fifth Hypothesis: There significant relationship at the significance level ($\alpha \leq 0.05$) between staff demand and the selection

5. Statistical Method

The descriptive statistical methods were used using the SPSS 16 program. The data in the questionnaire were abstracted and then analyzed for their frequency and percentages to understand the characteristics of the sample of the study, the extraction of the regression Coefficient and the linear regression to test hypotheses.

5.1. Reliability

Table 1: Internal consistency coefficient values for study tool items

Cronbach's Alpha	N of Items
.865	23

Table (1) indicates that the values of the Cronbach alpha coefficient of the study tool are (0.865) and therefore all the values are more than (0.60). This indicates the consistency between the items of the study tool and the reliability of the study tool. So, this percentage could be adopted for conducting the study.

5.2. Results related to demographic characteristics

Table 2: Characteristics of the study sample

Variable	Item	Frequency	%
Gender	Male	63	75.9
	Female	20	24.1
	Total	83	100%
Nationality	Local	77	92.8
	Foreign	6	7.2
	Total	83	100%
Educational	Secondary education and less	6	7.2
	Diploma	21	25.3
	BA	52	62.7
	Postgraduate	4	4.8
	Total	83	100%
Experience	Five Or Less	33	39.8
	6-10	29	34.9
	11-15	14	16.9
	16-20	3	3.6
	21& Above	4	4.8
	Total	83	100%

The table shows that the percentage of males reached (75.9%), while the percentage of females reached (24.1%). This indicates the researcher's interest in obtaining data and taking opinions of both gender, in addition to that, the table indicates that the majority of the respondents are from the local nationality with 92.8% of the sample. The majority of the sample has a bachelor's degree (62.7%). The table also indicates that the practical experience for the majority of respondents (five years and less), by (39.8%).

5.3. Hypothesis testing

Table 3: The result of correlation

Factor	Correlation coefficient	Sig
Guest needs	.691**	.000
Technology ability	.557**	.000
Regulation	.554**	.000
Hotel location	.439**	.000
Staff demand	.391**	.000

The result of correlation indicated significantly relationship between the Selection and the independent variables, the largest correlation between guest needs and selection ($r = .691$; $p < .00$) followed by ability to use technology ($r = .557$; $p < .00$) and regulation ($r = .554$; $p < .00$) indicated a large correlation. In addition, hotel location indicated correlation with selection ($r = .535$; $p < .00$), and finally staff demand which indicated ($r = .391$; $p < .00$) based on analysis the variables (staff demand, ability to use technology, regulation, hotel location and guests needs) are fully related to selection.

Table 4: Regression model

Model	R	R Square	F	Sig
1	.940 ^a	.883	116.624	.000

a. Predictors: (Constant), staff demand, ability to use technology, regulation, hotel location and guests needs

The result in table (4) showed that the multiple (R) showed fundamental correlation between the current study factors ($R = .940(a)$). R square value indicated the portion of variance percentage accounted by the predictor

variables which is (.883); this value means those factors explained the tourism activation by (88.3%). In other words, 88.3% of the Predictor variables have an effect on the selection. That indicates there are other factors that affect the dependent variable not considered in this study.

The ANOVA table shows that the (F) value is (116.624) and it is significant at (.000), and this indicates that 88.3% of the variance in tourism activation has been significantly explained by predictor variables stated in this study.

Table 5: regression results for external factors

Model		Unstandardiz	Standardized	t	Sig.
		ed	Coefficients		
		B	Beta		
1	(Constant)	-.223-		-1.202-	.233
	Guest needs	.237	.284	5.442	.000
	Hotel location	.056	.064	1.379	.172
	Ability to use technology	.060	.069	1.413	.162
	Regulation	.199	.261	4.546	.000
	Staff demand	.496	.503	9.987	.000

a. Dependent Variable: selection

The result in Table (5) presents the study hypotheses testing. Three of these hypothesis are accepted and demonstrated statistically positive and significantly contribute to predict selection (H1; guest needs, H4; regulation and H 5; staff demand). Of the three variables, staff demand makes the largest positive and significant unique contribution (beta= .503; p<.000), although guest needs also made statistically significant contribution (beta= .284; p<.000), followed by regulation (beta= .261; p<.000) while two hypotheses rejected and failed to be significantly (H2; hotel location (beta=.064; p= .172) and H3; ability to use technology (beat= .069; p= .162)).

6. Discussion and conclusion

This research revealed that most hotel managers and human resources departments select the employees according to several criteria;the most important ones are hotel needs for staff in different locations and the shortage in the number and quality through employees who have the experience and ability to meet the requirements of the work in the hotel and aimed at providing high levels and distinctive for the service provided.In addition to increasing the number of guests' needs, which necessitates hotels must look for how to satisfy these changing and evolving needs and desires through research and selection of specialized competencies capable of keeping pace with development. It can be said that, through the results of this study, regulations and legislation are considered the most important factors affecting the selection of employees in terms of national employment and their preference for expatriate labor, which helps to provide job opportunities for the country's citizens in addition to the legislation governing the work and employees.

He results of the study did not show the importance of the location of the hotel, and this seems because the hotels are located in geographical areas close to the places of the communities in addition to that the hotels have a name and reputation of local and international and depends on the brand, which can be important incentives for employees and those wishing to be appointed, Technology has not been as important as selecting, because these hotels always provide their employees with the skills and the ability to use the technology of each hotel that distinguishes them from other hotels.

7. Recommendation

1. Each job requires a certain level of educational qualification. This qualification is determined in the job classification cards. The Human Resources Department determines the requiring educational level before the announcement. This requires determining the type of qualification (ie level of education) Experience and competence required.
2. The selection process is very important in the management work; by applying the rules and criteria of the correct selection process so that the hotel establishment can put the right man in the right job, the person who feels that

he has been appointed to a job is not commensurate with his qualifications and abilities; It will always be in a state of anxiety and instability

3. - selecting the right person, commensurate with his experiences and qualifications ensures high productivity, and makes his training easy.
4. - The performance of any organization depends mainly on the performance of its staff. The more the staff selected according to professional standards and standards, the better reflected on the performance of the organization.

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