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A Study on Recruitment and Selection Practices: Employee Experiences in the Service Industry

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Abstract: ***The objective of this study is to evaluate employees' knowledge of recruitment and selection in the service industry. Using a structured questionnaire, employees were asked questions about job advertisement clarity, fairness, communication, and overall satisfaction. Most of the respondents had mostly positive experiences with sampling, especially with job information and the professionalism of the HR Teams. Yet, the need for improvements was mentioned regarding feedback after interviews and promptness about interview progress. Indication was drawn, leading the researchers to conclude that the recruitment experience perceived by employees is a construct of recruitment and selection practices that are transparent, focused, and made with the candidates in mind. Such practices will lead to contentment and improvements to organizational reputation for positive service.***
Keywords: ***Recruitment, Selection, Service, Industry, HR Practices, Satisfaction.***

I. INTRODUCTION

When an organization fails to have dependable recruitment and selection processes, it negatively affects the organization even more. This is because the processes of recruitment and selection have a large impact on the quality of staff an organization receives. For service industries like banking, hotels, and retail, employees interact with customers and deliver the services that these companies provide. This reinforces the importance of the recruiting process, which adds more complexity to it. There is a multi-stage process in which a vacancy is filled. In the service sector, which has a large imperative to satisfy the customer, applicants' attitudes, behaviors, and soft skills are crucial, along with their formal qualifications.

In recruitment, a good strategy balances the need for fairness and transparency, and people have trust in organizations that invest effort in designing the selection phase. On the contrary, a lack of poorly implemented recruiting systems in a company will lead to negativity and low employee motivation, which in turn will result in high turnover across the organization. This research focuses on examining employee perceptions of the recruitment and selection processes in the service sector. This is in a bid to highlight possible enhancements to streamline and simplify the recruitment process to increase transparency and ease of access for prospective employees, staff, and organizations.

II. REVIEW OF LITERATURE

The procedures of recruiting and selection within the Greek hospitality industry are the subject of this study, with a particular emphasis on establishments rated four and five stars. According to the findings of the research, the industry continues to use techniques that are both obsolete and less expensive. It is still the case that interviews and reference checks are the most important selection tools. External recruiting is seen as less successful than internal recruitment, which is seen to be more effective. As a result of these findings, hotels that are located in higher tiers may consider revising their procedures for recruiting and selection. [2018 report by Chytiri, A. P.]. A total of forty meta-analyses and literature reviews on recruitment and selection have been incorporated into this study in order to provide an overview of the most relevant and the least explored topics. Among the most important discoveries are those concerning the reliability of selection research, recruiting procedures, the appeal of applicants, and technological advancements. Future research must pay attention to the substantial, theoretical, and methodological gaps that exist. As a research stream, recruitment and selection is characterized by fast development, including a myriad of cross-disciplinary and real-world challenges connected to politics, culture, technology, society, and employment legislation. This is a characteristic that distinguishes it from other research streams. Consequently, this results in the production of tangible evidence that businesses may use to enhance their recruiting and selection procedures.[Potočnik, K,2021].The relationship between human resource management practices and organizational performance is investigated, with a particular emphasis placed on the change process that occurs inside the company as a mediating variable.

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The data collection process consisted of using a survey questionnaire to obtain responses from 441 workers working in the healthcare industry in Romania. According to the findings, human resource management strategies have an impact on the performance of organizations in a manner that is both direct and mediated within the context of the change process. The policymakers and managers working in the health industry can benefit from reading this outcome. [Rotea CC, the year 2023]. Ineffective recruiting in the hospitality business, especially at a new restaurant, is investigated, and the negative effects of this poor recruitment are detailed. In light of this, it is clear that the recruiting process requires the implementation of strategies that specify frameworks for the distribution of roles. . As a result of the loss of bright personnel, the hotel industry has poor organizational performance, which impedes the industry's ability to sustainably develop. A number of elements, including employee happiness, the availability of a pleasant work environment, chances for advancement, efficient organizational communication, and the strategic recruitment and selection of people, are investigated in this research, which explores employee retention tactics in the sector. Specifically, it suggests that employee happiness is the most important factor in employee retention, and it proposes a redesigned model of recruiting and selection for staff retention. [D. Sonmez's 2023]. Employees who are dissatisfied with their current position will look for other employment options. The purpose of this study is to investigate the employees' experiences and how those experiences influence their levels of job satisfaction, psychological well-being, and organizational commitment among corporate workers. [B. Ghani's, 2022]

The physical, technical, and cultural factors comprise the three primary components that are investigated in this study. Based on the data, it can be concluded that technological knowledge does not have an effect on organizational commitment, despite the fact that physical and cultural experiences do have an effect. It suggests that employee experience management might, to a certain extent, contribute to organizational commitment by boosting psychological work satisfaction and psychological well-being among employees. Specifically, it was mentioned that it is essential to take into consideration the employees' total cultural, technical, and physical experiences. [Lee M. and Kim B. (2023)]. The purpose of this systematic literature review is to investigate talent management (TM) and the role of recruiting in the financial industry, more especially in the banking sector. In the setting of a lack of competent labor, there has been a recent uptick in interest in technology management (TM), and the conclusions of this research have ramifications for both the banking industry and the academic world. In addition, this study highlights the need for research on the comprehension, applicability, and value of terminology. The PRISMA framework serves as the basis for the organization of this evaluation. [U. Theodorsson's (2022)].

This study investigates the process of recruiting community-based healthcare professionals for the purpose of conducting research on health services organizations. For the purpose of interpretation, this study makes use of qualitative research methods and an inductive-deductive framework that is based on categories. Intrinsic motivation and interest in the trial's goals are identified as significant enabling factors by the findings. These findings also emphasize the fact that offering cash incentives or collegial duties inside the trial as an extrinsic motivational system is a contradictory way of motivating. It is important to exercise caution while using extrinsic motivation in the process of recruiting healthcare professionals for intervention studies in the field of health services research. [Krebs F. et al. (2021)].

The purpose of this publication is to evaluate the impact that green recruiting (GR) has on the organizational sustainability performance (OSP) in modern-day company contexts. The complexity of the relations between the elements that were studied and the resultant network of interdependencies provides decision makers with unique insights and informs subsequent research in this domain. This is accomplished through the utilization of an integrated ISM-DEMATEL approach, which is used to analyze sixteen defining variables that connect GR with OSP. [Jamil et al. (2023)] In the case study that the author conducted on a Pennsylvania state vegetation management firm, the author conducted an analysis of the organization's procedures regarding recruiting and human resource management. The material for the research comes from interviews as well as papers kept by the organization. On the basis of the data, the author developed the following themes: changes to the performance plan, compliance, evaluation of the performance of human resources, and outsourcing of the recruiting process. The author contends that improved human resource techniques, such as candidate recruiting using social media, competitive pay offers, simplified onboarding, and fast onboarding procedures, should be focused on in order to boost productivity and job availability in the state of Pennsylvania. [Wardlaw, M. K.,2019] This collection is an edited collection that investigates modern evaluation processes, as well as recruiting and selection procedures. The effect of the concepts of intellect, personality, social interaction, video resumes, social networking, and applicant perception is the primary focus of this investigation. The authors investigate the influence that intelligence has on the process of recruitment, the part that personality constructions play in the selection of candidates, the function that social interaction plays in the interview process, video resumes, job analysis, and competence modeling were conducted.

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Students, academics, and professionals working in the fields of organizational psychology, human resource management, and business management will find this to be of interest. [2014 book edited by Nikolaou]. Further research is provided on the relevance of "person-brand fit" in relation to service quality, as well as the techniques of people management that nurture this fit. It contends that service management has the potential to remedy the deficiencies in social service abilities that are present among personnel working in service companies.

A pair of hotels were subjected to research, and the results showed that those hotels with less gaps had staff who had a higher level of brand identification, as well as branded enactment socialization, training, and job execution. [Koustelios and Fotiadis,2019]. In this study, recruiting processes in the hotel business in Portland are investigated. Particular attention is paid to organization-specific hires for entry roles, cost-based hiring, external influences, and evidence-based decision-making.

The use of technology, the improvement of people development, the utilization of data in recruiting, the refinement of strategies for recruitment that are driven by external factors, and the foundation of decision-making on data are all emphasized in the recommendations. [Sisneros, K.R.,2025] Within the context of Abuja, Nigeria, this qualitative case study examines the techniques that hotel managers implement in order to improve staff retention.

Using the data, we were able to identify four themes: conditions of employment and wellbeing, salary and compensation, training and career development, and recognition and reward. Among the most important recommendations was the implementation of training and development programs that were more realistic.

This has the potential to result in the creation of new jobs, contribute to the enhancement of social infrastructure, and foster the growth of the economy in a particular region. [Gonyaro, H. (2021)]. Because of the pandemic caused by the COVID-19 virus, there was a surge of resignations in the United States, which led to a crisis in terms of retaining and recruiting employees, particularly in the hotel industry.

Literature research and interviews with hospitality sector recruiters serving the hotel, restaurant, and country club industries are utilized in order to investigate the issue that is now affecting the hospitality industry. [Poggi, Kristen E,2021]. The tactics that are used for recruiting and selection at two big hotels are the subject of this research study.

The employment of traditional methods, the utilization of social media, and the establishment of assessment centers are all investigated in this study.

In conclusion, the study emphasizes the need to embrace a paradigm change in the recruiting process and push for the utilization of technology to enhance the accuracy of staff selection and retention [Fotiadis, A., & Carter, S. (2021)].

A. Objective

1) To gain an understanding of the perceptions held by employees regarding recruitment and selection practices within the service sector.

2) To improve recruitment and selection processes by incorporating employee experience.

III. RESEARCH METHODOLOGY

Data from original sources were used in the study.

A descriptive study that is based on primary data defines this type of research.

In order to obtain primary data, a structured questionnaire was utilized as the data collection method.

In the course of this investigation, the total number of respondents who participated in the data gathering process was twenty.

For the purpose of this investigation, data were gathered from workers in the service industry through the use of a sample technique known as convenience sampling. The selection of respondents who are readily available and who are likely to reply is made possible through the use of convenience sampling.

The responses were examined by employing fundamental statistical methods, such as the utilization of graphs and percentages, as part of the data analysis process.

Instrument for the Collection of Data: A systematic questionnaire was used to collect data. The questionnaire was divided into two sections:

Part A: Was a nominal scale, which consisted of items that were either yes or no.

Part B: It is the Ordinal Scale, often known as the Satisfaction scale.

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IV. DATA ANALYSIS

A. *Nominal Data*

Sr. No.	Statement	Yes	No	Interpretation
1.	Was the Job advertisement clear and informative?	71.40	28.60	According to the pie chart above, 71.40% of respondents stated that the job advertisement was clear and informative. This means that the organization is able to convey job details. However, 28.60% of respondents stated that the job advertisement was not clear and informative. This shows that more detailed information on the job roles and job requirements is necessary.
2.	Did you apply for the job through a formal recruitment process? (e.g., job portal, company websites, HR agency)	69.20	30.80	The majority of candidates, 69.20%, applied through the formal channels of job portals or the company website, which reflects the company having a formal structured hiring system in place. The other 30.80% of candidates applied through informal channels which are recommended to be formalized to promote equity in the hiring process.
3.	Were you informed in advance about the stages of the selection process (test/interview rounds)?	76.90	23.10	Approximately 76.90% of respondents stated that they were notified in advance regarding the selection stages which demonstrates the organization's transparency in the recruitment process. However, 23.10% of respondents were not notified which shows the need for additional communication prior to the interview stages.
4.	Did HR give you updates about your job application on time?	57.10	42.90	According to the pie chart above, 57.10% of respondents stated that they received timely updates from HR. This means that the organization is in need of enhanced communication and timely follow-up to provide a more orderly process for the candidates. However, 42.90% of the respondents did not receive timely updates.
5.	Do you think the selection process was fair for all candidates?	61.50	38.50	More than half the respondents, 61.50%, stated that their perception of the selection process was fair. The remaining 38.50% respondents did not share the same view.

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B. Ordinal Data

Very much dissatisfied 2.Dissatisfied 3. Neutral 4. Satisfied 5. Very much Satisfied

Sr. No.	Statement	1	2	3	4	5	Statement
1.	The overall rate of experience with the recruitment process	6.30	18.80	25	31.20	18.80	More than half, specifically 50.10%, of candidates noted their satisfaction. The recruitment process received positive overall feedback. 25% were neutral, while 25.10% of candidates expressed dissatisfaction, which could be due to the anticipated delays and the ambiguity of the feedback processed. These ongoing feedback and touchpoints may serve to enhance satisfaction even more.
1.	Clarity of job duties and responsibilities.	00	13.30	26.30	40	20	Almost 60%, to be precise, 59.70% of respondents indicated their satisfaction with the clarity of the job description, which may denote that the organization does provide sufficient role descriptions and task articulation. 13.30% dissatisfaction noted the potential need for more explicit articulation regarding the prospective role the employee will fulfill in the future.
2.	Experience with interviews (questions, behavior, environment)?	12.50	18.80	12.50	43.80	12.50	More than half of the respondents, 56.30%, affirmed satisfaction or extreme satisfaction regarding the specific interview they were offered. This suggests that interviewers did provide a positive interview context. The 31.30% of respondents who expressed dissatisfaction suggests that comfort and organization of the interview arrangements needs attention.
4.	Satisfaction with the feedback or response you received after the interview	11.80	17.60	29.40	23.50	17.60	With 41.10% of respondents expressing satisfaction with the interview feedback they received, it may be that the remaining 58.80%, who were neutral or dissatisfied, contributed to more ambiguous responses, which indicates a need to revise clarity in the system inputs and communication around it, within the available time.
5.	The rate of behavior and helpfulness of the HR team	13.30	6.70	33.30	26.70	20	Forty-six point seven percent of those surveyed reported satisfaction with the HR team; this indicates the 53.33% responding neutrally or without satisfaction exceeded those who did express satisfaction.

V. FINDINGS AND DISCUSSIONS

Insights related to the effectiveness of recruitment and selection, as well as the openness of the organization, can be derived from the analysis of nominal and ordinal data. The results shed light on the organizational practices in a positive manner, while also highlighting areas that require substantial improvement.

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Job Advertisements: Seventy-one point four percent of those who participated in the survey felt that both the organization and the advertisement for the recruitment were informational and accurate. The fact that this is the case demonstrates that the organization is efficiently sharing information that is important. Nevertheless, the remaining 28.60% of respondents voiced their discontent with the clarity of the advertisement, saying that the company had to be more specific in stating the title, credentials, and expectations that are associated with the advertisement. It is possible that providing additional information about the advertisement might assist in decreasing uncertainty in the process of recruiting and selection. This would be beneficial for both the business and the potential candidates, as it would lessen stress.

The process of applying for jobs and recruitment includes the following: 29.80 percent of respondents to the recruitment survey stated that they used informal ways to apply for listed openings, which may indicate a possible incongruence with official recruiting processes. This may be an indication of a lack of established recruiting channels, as well as a lack of equality and openness around the process. It is possible to achieve this goal by expanding the transparency of equity, as well as by improving the standards of review and record preservation for the applicants in question.

Communication of Selection Stages: The trust that candidates have in the selection process is closely tied to the transparency of the selection procedures. It is heartening to see that 76.90% of respondents were provided with a sufficient amount of information on the selection processes. The remaining 23.10 percent, on the other hand, were not informed, which indicates that there were inconsistent communication streams. It is possible that putting in place official communication processes for all applicants may help alleviate concerns over access to information regarding procedures.

Timeliness of Human Resources Communication. The percentage of respondents who are satisfied with the promptness of communication regarding their job applications is notably low, coming in at only 57.10% approval. The negative influence that the human resources department has on the organization's image, responsiveness, and involvement of potential candidates is demonstrated by this, in addition to the fact that 42.90 percent of respondents believed that communication was not timely. These findings indicate that the situation would be improved by the introduction of systems that facilitate automatic email communication, as well as other tracking tools, in order to strengthen the image of the business and the experience that candidates have with the recruiting process.

Consideration Given to the Fairness of the Selection Process. The credibility of the selection system is an essential component in the process of developing the reputation of a business. The selection process was considered fair by 61.5% of the participants, although 38.5% of the respondents did not agree with this assessment. This suggests that the organization, although having established a certain level of reputation, still requires effort in order to resolve perceived injustices or imbalances in the process of selecting candidates and conducting interviews. A better reputation might be achieved through the distribution of grading or assessment sheets, as well as the provision of interview scout training.

Overall Personal Experience with the Recruitment Process. more than half of the people who participated in the study (50.1% of them) reported having a positive overall experience with the recruitment process, which indicates that they have a favorable opinion of the recruitment process. A quarter of the respondents, or 25.1%, expressed discontent; however, this may be due to the lack of feedback or the amount of time it took to answer the survey. It is possible to improve the whole recruiting process by engaging applicants and communicating in a streamlined and quick manner. These are the greatest strategies to improve the experience.

Clarity of Job Duties and Responsibilities: Approximately sixty percent of those who participated in the survey indicated contentment with the precision of the job duties. It appears from this that applicants were provided with sufficient information on their jobs throughout the interview process. On the other hand, the dissatisfaction percentage of 13.3% indicates that certain job advertising or conversations may not clearly delineate the tasks that are being performed. It's possible that the worries of the respondents may be alleviated if job description templates were improved with an emphasis on providing proper task demarcation.

In terms of the interview experience, the statistics suggest that 56.30 percent of the participants were either happy or extremely satisfied with the interview. This demonstrates that, on the whole, the exchanges that took place between the interviewers and the applicants were good and courteous. On the other hand, 31.30 percent of the participants expressed dissatisfaction with the interview experience, which suggests that the logistics of the interview process, the manner of the interviewer, and the ambiance of the interview should be addressed. Training for interviewers, particularly training that is ongoing, in conjunction with frameworks that are consistent for the interview questions, would make it possible for more successful interviewing. Regarding the advertisement for the position, the majority of the employees came to the conclusion that the advertisement was not only comprehensible but also instructional, which is evidence that there was good communication. Nevertheless, a significant number of people were of the opinion that it was deficient in precise information concerning employment positions and certifications.

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The fact that the majority of candidates submitted their applications through official channels, such as job websites, is evidence that a system that is in place and operating well is in existence. To achieve a higher level of objectivity, it is recommended that the quantity of informal sources that were utilized be drastically reduced.

As a display of transparency, it is observed that details on the various stages of evaluation are provided; a large proportion of respondents were informed about the selection process. On the other side, there are others who desire communication that is not only more precise but also more consistent.

In the context of timely updates from HR, more than half of the respondents got information from HR in a timely manner, while others encountered delays in obtaining these updates. The human resources personnel need to increase both the velocity of communication and the follow-ups. Concerning the concept of equality in selection, the vast majority of participants were under the idea that the selection process was fair and based on achievement. On the other hand, there were some people who had qualms about being treated equally, which suggested that there was a need for more consistency.

According to the results of the poll, fifty percent of the people who took part in the survey rated the overall experience of recruiting as positive. On the other hand, some were either dissatisfied or neutral. This suggests that there is space for growth as well as a variety of experiences throughout one's life.

Although the majority of workers had a good knowledge of their job obligations, there was a minority of workers who sought more precise explanations. This was in reference to the clarity of job requirements.

Even though a significant percentage of respondents said that they had a favorable experience with the interview, there were a few who reported experiencing discomfort or issues with coordination during the course of the interview. By using a more straightforward approach, the impressions would be significantly improved.

The feedback system is in need of improvement, as evidenced by the fact that only a small number of candidates were given the proper feedback following the interview.

As far as the conduct of the human resources team is concerned, the majority of respondents were satisfied with the behavior of the HR team; nevertheless, some of them had hoped for greater communication, courtesy, and support from the HR team.

VI. CONCLUSIONS AND RECOMMENDATIONS

While the results from the HR surveys reveal a generally positive view about fairness in the service industry's HR recruitment processes, there is an element of praise for the service industry's fairness and recruitment processes. Survey respondents commented on the professionalism of the HR representative and the attention given by the HR representative to the application and the job advertisement detailing the recruitment service and recruitment process. They spoke positively about the HR service provided during the hiring process. There is a need to applaud the service industry for the justice, fairness, and positive openness in these sectors. There is, however, a need to improve the provision of recruitment services. Survey respondents expressed dissatisfaction with HR silence, particularly with no communication following interviews and the closed selection process. The service industry HR has an opportunity to improve the recruitment of applicants' experience by addressing silence and communication gaps. There is the opportunity to improve service industry HR employer brand and applicant experience by closing communication gaps during the recruitment process to enhance trust, motivation, and job satisfaction. There is a need to improve recruitment communication and provide recruitment feedback. This is entirely positive.

Focusing on their feedback mechanisms, timely communication, and interview scheduling would enable organizations to improve the recruitment process from the perspective of the candidates. Service-oriented organizations can improve their recruitment of high-quality candidates while improving their employer brand equity and employee retention.

The applicant experience can most effectively be improved through effective communication with candidates throughout the recruitment cycle. Including candidates in the recruitment process can be made less stressful and more reassuring by providing updates and feedback on steps, such as shortlisting, interview scheduling, and interview outcomes. Progress updates and timelines can also be helpful during the recruitment process. Candidates are more likely to view a company positively when post-interview feedback is given swiftly and assesses gaps in their interview responses. All relevant information must be included in job postings. Thorough job advertisements minimize misunderstandings and reduce candidates' frustration. This, in turn, enables the company to more effectively filter and reduce poorly qualified applicants. All candidates must receive equal treatment in the selection process. Standardized interview materials, comprehensive selection rubrics, and clear scoring criteria enhance the objectivity of selection processes. Candidates will also be more positively inclined towards the company when selection processes are paired with professional courtesy and thoughtful communication, such as providing candidates with a job application, closing the loop on their application outcome, and systematically recording their details.

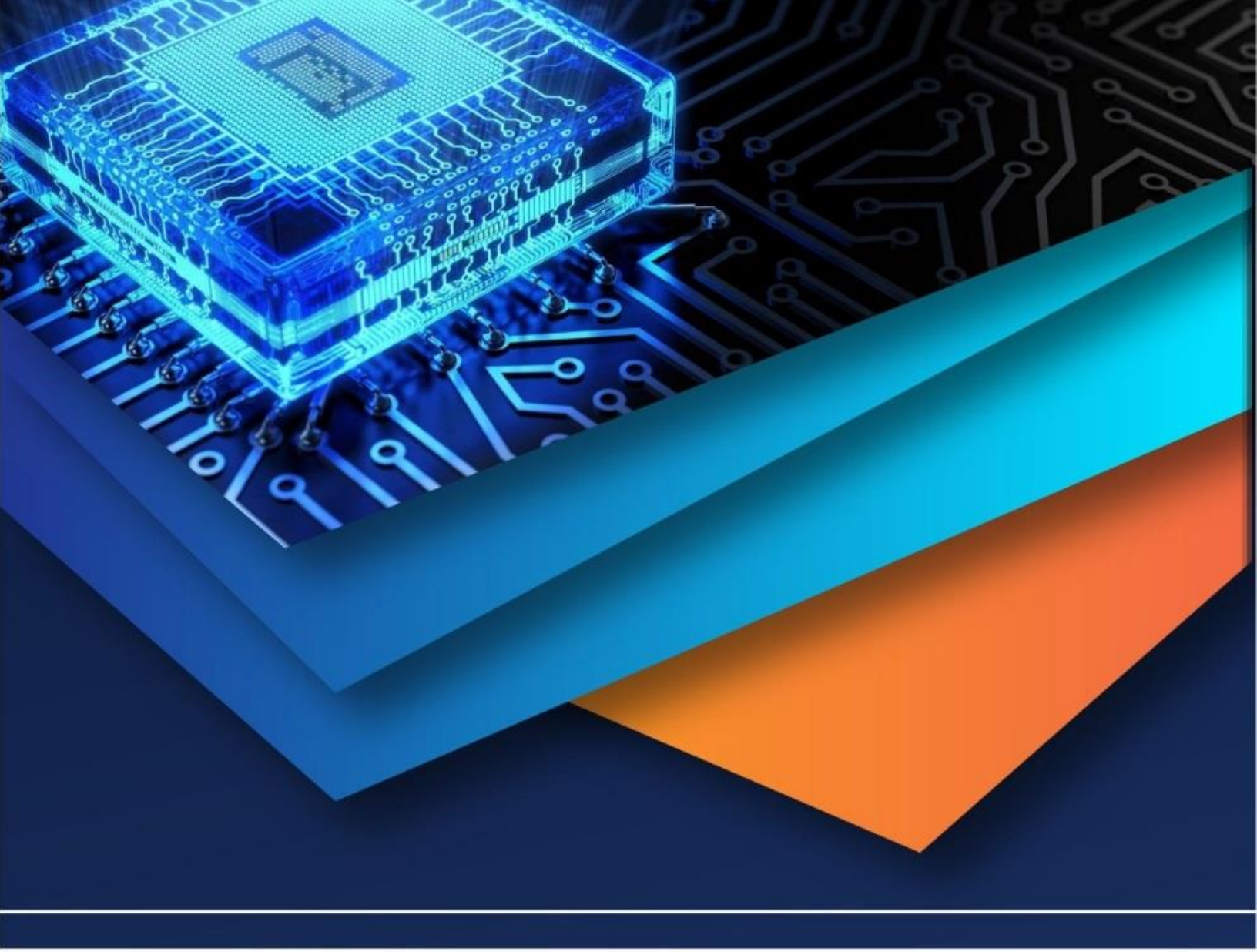
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After employing applicant tracking systems and other digital technologies, record-keeping and documentation handling can be conducted more seamlessly over the different stages of the hiring process. Prospects are more likely to have a positive experience during the different stages of the hiring process.

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