



RELATIONSHIP BETWEEN RECRUITMENT AND SELECTION AND PERSON JOB FIT IN BUDGET HOTELS OF KOLKATA, WEST BENGAL- INDIA

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ABSTRACT

Organizations allocate substantial resources to establishing and maintaining a "good fit" between individuals and their jobs because they assume that certain individuals are better suited to perform some jobs than the rest. Proper job fit of a person in the organization ensures the satisfaction of employees working in the organization. The study is to investigate how recruitment and selection practices help to ascertain that the employees are a good fit to a position as per their needs and abilities in three budget hotels of Kolkata, West Bengal. The objective of the study is to measure the job satisfaction of the employees to see their level of dedication with their organizations and how it varies as per the profile base of employees and the effect of recruitment and selection on person job fit. The Job satisfaction of the employees is calculated by using the JDI or the Job Description Index which has five factors to assess the job satisfaction of the employees. Data was collected through questionnaires from 126 employees of selected three budget hotels in Kolkata, West Bengal and was analyzed using SPSS version 16. Descriptive and Inferential Analysis was done using Pearson Correlation Coefficient, Coefficient of Variance, t test and Linear Regression to come to a conclusion on satisfaction level of employee and effects of recruitment and selection on person job fit.

Key Words: Recruitment and Selection, Person Job Fit, Hotel Industry, Job Satisfaction

1. Introduction

In today's world, with the rapid development of knowledge, business and economy therefore the budget hotels have become the trend of times in regards to hospitality and hotel industry. In Indian scenario also these budget hotels provides all kind of hospitality services like, food, accommodation and basic needs for all kinds of guests specially business class and low-medium income group clientele. Good employees are considered as assets for any organization for customer satisfaction and future business and at the same time satisfaction of employees are also equally important for long run of any successful organization. People choose to join organizations and organizations choose to hire individuals on the basis of already-formed characteristics (Schwab, Rynes, and Aldag, 1987). According to traditional views, selection processes assess job-related characteristics, such as past experience, intelligence, trade knowledge, skills and mental abilities, and greater selectivity leads to such desirable outcomes as high performance (for organizations) and satisfaction (for organization members). Selection processes may also serve the subtle function of selecting individuals whose values are compatible with organizational values and screening out those whose values are incompatible.

Person-organization fit is shown to be created, in part, by selection (assessments of who the person is when he or she enters the organization) and socialization (how the organization influences the person's values, attitudes, and behaviors during membership). Organizations devote substantial resources to establishing and maintaining a "good fit" between people and their jobs because they assume that certain people are better suited to perform some jobs than others (Caldwell and O'Reilly, 1990). The most prominent competition in science and technology is embodied in human resources. Therefore, how to recruit and retain the talents whom fits the line with the development of organization has become the center and root of maintaining sustainable development which in turns ensure employee satisfaction and competitiveness.

Kolkata has long been known for its literary, artistic and revolutionary heritage. As the former capital of India, Kolkata was the birthplace of modern Indian literary, artistic and scholastic thought. For these reasons, Kolkata has often been dubbed as the Cultural Capital of India. For an entertaining and enjoyable holiday people from different parts of India and abroad prefer to stay at budget hotels in the city as these are cost effective and getting better services. The people

from the state West Bengal are also hospitable and at present there is a high tendency from the educated youth to take up their career as hospitality professional specializing in different areas as position of job. Recruitment and selection are the major area to concern from the side of human resource department to job fit for an employee and overall satisfaction.

2. Problem Statement

With the growth of the hotel industry the demand for professionals is increasing day by day and to manage this growth skilled employees are required. Budget hotels in Kolkata are in the mode of crisis management and no long term vision for the retention of employee and their overall job satisfaction. However, the satisfaction and the turnover of employees are very high due to the poor recruitment and selection practices executed by the hotels which fail to match employees with the job fit. Thus in order to address this issue this study will be beneficial for the employees to better perform the job and for the organizations to remain competitive in the long run.

3. Review of Literature

3.1 Recruitment and Selection

Recruitment is the course of action of generating a pool of possible candidates applying to an organization for employment (Gold, 2007). The effectiveness of the hotels depends on the competences and effectiveness of its employees. Hence, for this reason having highly skilled employees in the human capital basket is important. According to (Bhattacharyya, 2010) selection is the second step in the in the process of man power planning and is the method of choosing the suitable candidate which matches the candidate skills and the job requirements.

3.2 Person Job Fit

Person- Job fit describes the relationship between individual and organizational goals; individual preferences or needs and organizational systems or structures; and individual personality and organizational climate (Kristof, 1996). Person Job fit is a sub-component of the broader concept of Person Environment fit (Vilela, 2008). A number of different dimensions to conceptualize person environment fit have evolved which include supplementary versus complementary features and the needs-supplies versus demands-abilities distinction (Sekiguchi, 2011).

3.3 Effect of Recruitment and Selection on Person Job Fit

The concept of fit in employee's recruitment and selection has received growing attention in recent years. Recruitment is intended at providing a pool of potential employees from which the

organization will select the right person for the job as per the requirements. The concept of person-job fit is the traditional foundation for employee selection process in organizations.

(Werbel, 1999) The main concern for employee selection is to find out those applicants who possess the necessary skills and abilities to perform the job well. It is assessed by determining the demand of the job by conducting a job analysis. Job analysis identifies the crucial job task that an applicant performs, and the required skills, abilities and knowledge to do the job tasks.

(Kleiman, 2005) In his book “Human Resources Management is a managerial tool for competitive advantage” has mentioned that an effective approach to recruitment and selection can help a business to maximize the competitive advantages by choosing the best pool of candidates quickly and cost efficiently. (Ahmed, 2006) In his work on “Human Resource Management Practices: A Case Study of the Supply Chain Department of Square Pharmaceuticals Ltd” says that recruitment and selection can be expensive and time-consuming. However, it is quite understandable that poor recruitment and selection practices can hamper the business in a greater extent. Therefore, the main purpose of a recruitment and selection plan will be to attract highly qualified candidates and ensure person-job fit (Fisher, 2004; Kleiman, 2005; Jackson, 2005)

According to (Fisher, 2004) a sound employee selection process can add to overall effectiveness of the organization. (Ghebregiorgis, 2004) In his study “Employee reaction to human resource management and performance” found out that appropriate staffing can help to keep the employee’s morale high. (Campion, 1991) In his study “Meaning and Measurement in Turnover: Comparison of Alternative Measures and Recommendation” pointed that the process of recruitment and selection is about the fit between the probable applicant or candidate for a post and the job itself.

O’Reilly 1991, Opined that a profile comparison approach to assessing person-organization firm” concluded that job satisfaction is directly related and will increase if there is a good fit between the candidate’s personality and the job. In their research work pointed out that nearly 50% of the employees who voluntarily quit their job mentioned a wrong fit as their reason for leaving the organization. Employees who cannot marry their value system with that of the organization usually leave and are unproductive. Employee selection is a process of choosing individuals who have relevant qualifications to fill existing or projected job openings.

(Tsaor, 2004) In his study “Promoting service quality in tourist hotels: the role of HRM practices and service behavior” found that the service quality of the employees will be improved if the

organization selects employees based on job-related characteristics which may include knowledge pertaining to the job and personality.

Collins 2007, in his study on “Human resources: a hidden advantage?” found out that the hotel industry has been identified as an industry with unclear and poor recruiting practices. Thus, there is a failure to match the hotel’s needs and requirements with that of the recruitment specification. (Paraskevas, 2000) In his work “Management selection practices in Greece: are hospitality recruiters any different?” found that in the present unstable environment, recruiters of the hospitality firms have a inclination for the job-fit rather than organization-fit of candidates. However, (Dawson, 2011) pointed that employees selected with better person – organization fit

Khan 2008, in his book “Human Resource Management and Industrial Relations “points out that a mismatch between the candidate and job can cost an organization a significant waste of money, time and energy. According to (Khan, 2008) the main objective of selection process for an organization should be to pick the right candidate for right job requirement and the organization best.

Recruitment process consists of the following four-phases: firstly, an evaluation of whether the vacancy needs to be filled or not, secondly, a job analysis, third is the creation of a job description and finally a person specification (Carroll, 1999; Tanova, 2005). Westerman 2004, found out that increased accuracy in fit measurement is crucial for recruiters to obtain the favorable outcomes of person-organization fit. He also pointed that recruiter’s perception of fit are often incorrect and these perceptions of fit have been discovered to be more extrapolative of recruitment decisions than the actual fit between the person and organization.

According to (Carless, 2005) organizations should use an even standardized metric to assess candidate fit for selection purpose. Individual value match with job is measured in the perspective of employee recruitment and selection and based on the viewpoint of employee value compatible with organization, or person and organization goals (O’Reilly, 1991; Netemeyer, 1997). According to Steers R. 1997, organizational fit perception identifies confluent goals and recognized the employee and organization value as an important aspect of emotional commitment. According to Cable 1997, employee selection process should consider improving complementary between employee values and corporate culture. In light of these discussions, this study focuses on the relative importance of selection and recruitment criteria on person-job fit in organizations.

4. Research Objectives

1. To study the effectiveness and feasibility of human resource in terms of recruitment and selection.
2. To study the effect of recruitment and selection on actual requirement and satisfaction of employee in selected hotels.
3. To examine the criteria and satisfaction level of an employee to fit in a particular job position.

5. Hypothesis

1. Significant difference exists in satisfaction level on profile base of the employee.
2. There is a noticeable effect of recruitment and selection on person's job fit.

6. Research Methodology

6.1 Research Design

The scope of the study is inadequate to the employee's satisfaction towards their performance based on their recruitment and selection in the budget hotels in Kolkata, West Bengal. The type of data was collected directly from the population and sample group in the area of investigation, i.e. employees of three selected budget hotels in Kolkata. Data on opinions of employee on different impacts like recruitment, selection, Job fit and overall satisfaction were derived from questionnaire and collected through enquiries, interviews and meetings. There was three part of questionnaire i.e. in the first part profile base of employees considered and in the second part there was two heads- recruitment and selection and people's job fit. Under recruitment and selection five questions were asked to employees know their opinion and in job fit six questions were asked to know the opinion of employees. In the third part question asked about the overall satisfaction of employees. The target population was employees of selected hotels from Kolkata, West Bengal was considered for the study. Hotels were selected as per research scholar judgment from options and finally considered one hotel each from north, south and central Kolkata. Though, the universe was not very large, still followed proportionate sampling, however for a survey, a total of 132 employees which could provide reasonable representations to all the major hotels in accordance of their proportionate populations (Fifteen percent from each hotels).

Three hotels of three important zone of tourist destinations namely, north Kolkata, south Kolkata and central Kolkata were selected for collection of data. After area selection (Selection of hotels as per research scholar's judgment based on location from tourist facilities and geographical condition) random sampling done based on a systematic manner. After applying filters and adopting other appropriate techniques to reduce response error researchers managed 126 (95%) usable completed questionnaires. The field survey and observation of the study area was focused on capacity, involvement/ participation and reaction of employee on different parameter of job and their satisfaction level. An in-depth interview was conducted with hotel employees on three main heads like- recruitment selection, job fit and overall satisfaction to know the impact of HR practice and work satisfaction on employee. The survey instrument was self-administered, questionnaire divided into three parts. In the first part profile base of employees considered and in the second part there was two heads- recruitment and selection and people's job fit. Under recruitment and selection five questions were asked to employees know their opinion and in job fit six questions were asked to know the opinion of employees. In the third part question asked about the overall satisfaction of employees.

Based on the conceptualizations offered by (Kristof, 1996) and (Edwards, 1991) the needs-supplies fit questionnaires were devised (three questions were taken). Demands-abilities fit consisted of three items and were based on past research by (Cable et al., 2006) was taken for the present research study. The questionnaires of Recruitment and Selection were adopted from (Wanous, 1992). For each item, respondent used 5 point Likert scale to rate their opinion and attitude, where '1' indicates strongly disagree to '5' indicates strongly agree.

The pilot survey was conducted with an initial 20 employees, to find out the scope needed for improvement in the research instrument. However, as no major improvement was required and data collection done as per the set questionnaire. For each item, respondent used 5 point Likert scale to rate their opinion related to their attitude, where 1-Strongly Disagree, 2-Disagree, 3- Undecided, 4- Agree, 5- Strongly Agree. Test of research instrument (questionnaire) is also important for reliability test. Further efforts were made to conduct the reliability test (Cronbach's Alpha) on the same set of questionnaire for pilot survey for the responses of employees (questionnaire) on satisfaction level by SPSS windows programs tool. Data thus received was systematically arranged, tabulated and analyzed. Analysis of data was performed using SPSS software version 16.0.

The 't' test has been used as a test of significance for significantly different scores of Overall opinion towards satisfaction level of employee. Linear regression techniques have been used to study the joint influence of selected group variable of employee's opinion on employees job fit.

6.2 Data Analysis

A profile of respondent rural residents is depicted in table 1. N=126

Table I: Profile of Respondent Rural Residents

Description		No of Respondents	Percentage of respondent
Age	Below 30 yrs	60	47.6
	Above 30 yrs	66	52.4
Marital Status	Married	76	60.3
	Unmarried	50	39.7
Gender	Male	92	73
	Female	34	27
Qualification	Technical	58	46
	Non- technical	68	54
Household Monthly Income (Rs)	Below Rs.10,000/month	88	70
	Above Rs. 10,000/month	38	30
Involvement in Work	Permanent	92	73
	Contractual	34	27

Of the total 126, approximately half of the survey employees were from the age group of both the category (below 30 yrs- 47.6 percent and above 30 yrs 52.4 percent). Surveyed employees represents more married (60.3 per cent) than unmarried (39.7 per cent) In terms of gender, male (73 per cent) outnumber females (27 per cent) as it was difficult to interact with female

employees due to work pressure from their side and also less in number in the employment. Although, the study area represents better scope for income and education, still there is less technical staff (46 per cent) than non technical staff member (54 percent). In this study the trainees were considered as non technical staff as they did not get the degree and certificates. It is of the note that the majority of the respondents (70 per cent) had monthly household income less than Rs. 10,000 while only about 30 per cent of employee had salary more than Rs.10, 000. The survey included a question about the employees involvement in hotel and hospitality work as a permanent basis and interacted 73 per cent permanent employee for this study (Taking part in hotel job as a career and getting economic benefit directly from the hotel side), wherein good number of employees (approx. 27 per cent) reported to have contractual involvement (Employees recruited by outsiders or contractor for hotel job and paid by the contractors only).

Further efforts were made to conduct the reliability test for the responses of hotel employees (questionnaire) on tourism impacts (Table IV) by SPSS version 16.0. Value of Cronbach's Alpha for recruitment and selection is 0.789; person's job fit is 0.893 which is highly satisfactory. The details are as follow:

Table II: Reliability of the Questionnaire

Factors	Number of items	Cronbach's Alpha
Recruitment and Selection	5	0.789
Person Job Fit	6	0.893

Table III: Opinion of employees (N-126)

A. Recruitment and Selection		Mean	SD
1	My job interview provided of good preview of what I actually experience in my job	2.5000	.74339
2	The actual expectation of my job accurately reflects my understanding of	2.7463	.74275

	my job when I was first hired		
3	The recruitment process in my organization is transparent.	2.4328	.88808
4	The selection procedure followed in the organization is fair and equitable	2.8284	.96188
5	Selection system in the organization is capable enough to selects the desired candidates	2.7463	.74275
B. Person Job fit			
1	There is a good fit between what my job offers me and what I am looking for in a job	3.0672	.69583
2	The attributes that I look for in a job are fulfilled very well by my present job	2.433	.8881
3	The job that I currently hold gives me just about everything that I want from a job	3.3060	.99795
4	The match is very good between the demands of my job and my personal skills	3.0672	.69583
5	My abilities and training are a good fit with the requirements of my job	3.2239	.77209
6	“My personal abilities and education provide a good match with the demands that my job places on me	3.2578	.99008
C.	Opinion of employees on overall job satisfaction	2.18	.94007

To know the difference of satisfaction level on overall job satisfaction based on profile base of employees, conducted most powerful t test to know the results.

Table VI: Significantly different scores of Overall Attitude on the bases of profile of residents

Table VI depicts the statistically significant difference of Overall Attitude (OA) on the bases of profile of respondent rural residents using ‘t’ test.

Description		N	Mean	SD	t	P Value
Marital Status	Married	76	1.94	0.93	-2.36*	0.02
	Unmarried	50	2.29	0.90		

Gender	Male	92	2.09	0.93	-1.93	0.07
	Female	34	2.22	0.91		
Qualification	Technical	58	2.32	0.84	2.96***	0.01
	Non-technical	68	1.99	0.96		
Involvement pattern in hotel	Permanent	92	2.39	1.01	3.58***	0.00
	Contractual	34	2.08	0.84		

* - $p \leq 0.05$, ** - $p \leq 0.01$ *** - $p \leq 0.001$

The demographics for which overall attitude for tourism impacts was found positive are unmarried (2.29), technical (2.32), permanent hotel involvement (2.39) in comparison to married (1.94), non technical (1.99), contractual hotel involvement (2.08) with the t value for all significant at 0.01 & 0.001, i.e. $p \leq 0.01$ and $p \leq 0.001$. In terms of the gender as demography related with tourism impact, mean value of female employees (2.22) is higher than, male employees (2.09) with $t = 1.93$. From the above table it was clearly understood that demographics for which overall opinion on satisfaction of employees for hotel involvement was found negative t value reaches to significant level in most of the cases on profile base of employee which proves the first hypothesis- “Significant difference exists in satisfaction level on profile base of the employee”.

Table V: Correlations on recruitment and selection and person job fit

		Recruitment- Selection	Person_JobFit
Recruitment_Selection	Pearson Correlation	1	-.836**
	Sig. (2-tailed)		.000
	N	126	126
Person_JobFit	Pearson Correlation	-.836**	1
	Sig. (2-tailed)	.000	
	N	126	126

** . Correlation is significant at the 0.01 level (2-tailed).

Above table indicate the relation is significant at the 0.01 level.

Table VI: Regration Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836a	0.699	0.697	0.3189

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.191	1	31.191	306.714	.000 ^a
	Residual	13.424	124	.102		
	Total	44.615	125			

a. Predictors: (Constant), PersonJobFit

b. Dependent Variable: RecruitmentSelection

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.231	.206		30.208	.000
	PersonJobFit	-1.167	.067	-.836	-17.513	.000

a. Dependent Variable: RecruitmentSelection

The results of the linear regression analysis concerning the relationship between opinions on recruitment and selection head and person job fit in budget hotels Kolkata are presented in Table VI. The regression model can be shown as: $y = f(\text{PJF})$ (implicit function). $y = \alpha + B1$ (explicit function) where y is the dependent variable; f is function of; α is constant; $B1$ is regression

coefficient; PJF- person job fit is independent variables. The coefficient of determination (R²) for the recruitment and selection indicated that approx. 70% of the variation in employee's opinion demonstrated a statistical correlation with the determinants (independent variables). Recruitment and selection (R&S) was indicated by the value of R square- 70%. It is approximately 70% interest in recruitment and selection is influenced by the different person job fit aspect while the remaining approx. 30% are caused by other factors that were not taken into account in this study. This model revealed significance at .000 of the P-value. The result can be summarized using the regression model: Recruitment and selection = 6.231+ (-1.167). The beta coefficient (B) indicated that the determinant variable (Person job fit, independent variables) have significant effects (negative) on the perceived opinion of employee (recruitment and selection, dependent variable), proves the second hypothesis- "There is a noticeable effect of recruitment and selection on person's job fit".

Further efforts were made to judge different criteria and scores of satisfaction level and finally to comment the best hotel for the employees to work.

TableVII: Mean Scores of Job Satisfaction for each Hotel

Hotel	Scores of satisfaction (with)					
	Supervision	Pay	Nature of Work	Promotion	Co-workers	Total
Hotel A	112	102	115	106	112	547
Hotel B	95	80	86	82	89	432
Hotel C	87	73	79	76	90	405

Table VIII : Ranking of Factors of Job Satisfaction for all Hotels

Hotel	Scores of satisfaction (with)						Average Score
	Supervision	Pay	Nature of Work	Promotion	Co-workers	Total	
Hotel A	2.34	1.97	2.14	2.05	2.41	10.91	2.182
Hotel B	2.30	1.90	2.05	1.95	2.12	10.32	2.064
Hotel C	2.38	2.17	2.44	2.25	2.38	11.62	2.324

TableIX : Rankings of the Hotels according to Means

Hotel	Average Scores of Hotel	Ranking of Hotels (According to Mean Score)
Hotel A	2.182	2
Hotel B	2.064	3
Hotel C	2.324	1

Table X : Scale Statistics

Hotel	Mean	Standard deviation	Coefficient of Variance (CV)	CV as Percentage	Ranking of Hotel (Best Hotel to Work)
Hotel A	13.2314	1.70391	0.1287	12.87 %	2
Hotel B	12.9258	1.96209	0.1592	15.92 %	3
Hotel C	13.7463	1.54651	0.1125	11.25 %	1

However, to statistically prove it, the Coefficient of Variation is used as it represents the ratio of the standard deviation to the mean, and it is a useful statistic for comparing the degree of variation from one data series to another, even if the means are drastically different from each other. The thumb rule is the lower the value of the coefficient of variation, the more precise the estimate. Table gives the values of the Coefficient of Variance for all the hotels. The values are arrived by dividing the Standard Deviation by the Mean and are expressed as percentage.

Calculation of CV for each Hotel:

- For Hotel A, CV = $\frac{1.70391}{13.2314} \times 100 = 12.87\%$
- For Hotel B, CV = $\frac{1.96209}{12.9258} \times 100 = 15.92\%$
- For Hotel C, CV = $\frac{1.54651}{13.7463} \times 100 = 11.25\%$

Job Satisfaction across the budget hotels is 44%, this been calculated by adding the Job Satisfaction scores of all Hotels and dividing by maximum possible score

$$\begin{aligned} \text{Job Satisfaction (\%)} &= \frac{(\text{AvgScoreA} + \text{AvgScoreB} + \text{AvgScoreC}) * 100}{5 * 3} \\ &= \frac{2.324 + 2.064 + 2.182}{15} * 100 \\ &= 44\% \end{aligned}$$

From the above analysis we could easily comment that- Recruitment and Selection have a significant negative effect on Job Satisfaction, Significant difference exists on overall satisfaction level based on profile base of employee. The overall job satisfaction of the employees across all the hotels is only 44%., Among all the Job Satisfaction factors, supervision is rated as the most important factor, while pay and promotion are the factors that have the lowest impact on job satisfaction as per the practices executed in the hotels. Hotel C is the best hotel to work, followed by Hotel A and Hotel B.

7. Conclusion

As the budget hotels are the trend of Indian hospitality business and offering affordable hospitality services to guests' and ensuring economic benefits for employees' organizations should give full play to the role of complementary matching in the process of recruitment and selection to ensure proper job fit. Not only consider certain profile bases of employees like age structure of the candidates of the organization, educational qualifications, work experience, personality characteristics and capabilities, but also to take into account the matching between its various qualities as per the need for the both, organization and employees. In addition, managers should adopt the individual socialization strategy to shape the creative character of new employees by teacher and pupil learning, random training, encourage employees to develop a variety of roles adaptive mode. Pay structure and related fringe benefits also need to consider for better satisfaction of employees. Better H.R policy which could ensure correct recruitment may lead a healthy work atmosphere and the same could ensure job fit of a person in the organization and in turn ultimate satisfaction.

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