

## RECRUITING, REWARDING AND MOTIVATING STAFF IN THE HOTEL PADIS

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### *Abstract*

Recruiting is not just a process for drawing candidates to fill in job openings in an organisation, but also a process for increasing their retainability after hiring. Recruitment must be carried out in compliance with the provisions of the legislation currently in force. Staff rewarding is a crucial instrument of managing a company, by which the efficiency of each company employee and of generating performance for the company is influenced.

**Key words:** employees, HR management, motivating, recruitment, rewarding

### INTRODUCTION

Every organisation must be able to draw a sufficiently high number of candidates in order to identify those candidates best fitting the requirements of the existing vacancies. The most frequent problem is not whom we choose, but how to attract the highest possible number of competitive and motivated candidates, so as to select the right individuals from among them. Thus recruitment is considered to be the foundation of the entire staff ensuring process by the experts in the field.

Human resource recruiting is a costly investment, whose success is influenced by the quality of the used materials. Recruitment policies must be coherent and balanced, without improvisation, and avoiding any overnight decisions.

In the more developed economies, staff rewarding is of fundamental concern to the company management and aims to protect the employees, so they may be provided with real compensation for the work served. Employee protection is achieved by drafting normative bills that regulate working conditions and refer to rewards given to employees.

### MATERIAL AND METHODS

The methods used in this study were diverse: historical method, comparative method, sociological method, logical method and the analytical one, their aim was the systematic analysis of the information selected from the sources studied in order to develop personal points of view and conclusions about the stated objectives.

## **RESULTS AND DISCUSSIONS**

The impact of staff selection and recruitment is reflected in the results achieved by the hotel, which is why Padiş Hotel carefully analyses applications in order to achieve its goals with maximum efficiency.

Recruitment is carried out as follows: the heads of departments plan the necessary staff including the skills and qualities which candidates must possess, then inform the department for human resources regarding the needed amount of new staff and collaborate to execute recruitment.

Jobs in Padiş Hotel are seasonal, so the hotel begins operating in March and continues into December. This aspect affects recruitment as most of the employees are only hired for this interval.

Before the season starts, the heads of department go over their portfolios with their former employees, as the heads know the skills and abilities of their previous employees and the latter already know the tasks to be performed on the job. The department for human resources thus reduces expenses otherwise needed for the training and formation of new staff. Resorting to this category as a main source of staff generates lower costs for the hotel, which is an advantage. Should the number of employees not cover the staffing need, the organisation will also use other recruitment methods.

The main methods in use by the Padiş Hotel are the recruitment ads, the recruitment agents, the job fair, all of which directly relate to informing candidates about the existing job openings and involve information on each opening, the abilities that the candidate must have, the salary that the organisation can offer, and contact details for requesting any additional information. These recruitment methods are mainly in written, in order to preserve documentation, as well as for a lasting impact.

Apart from the above-mentioned methods, the hotel also recruits personnel as per the recommendation of current staff, as the latter provide information on the candidates interested in filling the openings. This method costs the hotel nothing.

The main goal of Padiş Hotel is to select the most suitable employees for the existent job openings.

The main method used by Padiş Hotel towards selecting new employees is the evaluation of CVs in order to assess the new candidates' potential, the job positions they have held previously, and to single out those candidates with the necessary skills for the given vacancies.

In charge of this activity are the heads of departments, who thus evaluate and vet the CVs, thereby choosing candidates most befitting the job requirements (such as experience, professional training, age, physique, etc.); all other applications are also kept on record, in case of any further need.

After analysing the CVs, the hotel carries out interviews and tests to check whether the information mentioned in the CVs is true and the candidates actually possess the qualities listed in their CVs. Such tests are also used to make the candidates discuss their work experience and the reasons for them having chosen that particular job opening.

The impact of staff selection and recruiting is visible in the results to be achieved by the hotel, so Padiş Hotel thoroughly analyses job applications in order to obtain maximum productivity.

The hotel manager seeks to motivate employees in a stimulating way, to minimize everything that employees may see as unpleasant at work, and so that employees may reach the hotel's goals most efficiently. The manager of Padiş Hotel has adopted a strategy of gradual motivating, for economy reasons, but also to ensure motivation over as long an interval as possible, such that employees would strive to obtain the best results.

The manager uses economic, as well as moral-spiritual, incentives appropriate to each individual:

- (Christmas) holiday gifts;
- Gifts on June 1st (Children's Day) for parent employees;
- Vacation gifts;
- Praises;
- Thanks;
- Freedom of expression;
- Praises and acknowledgements in groups.

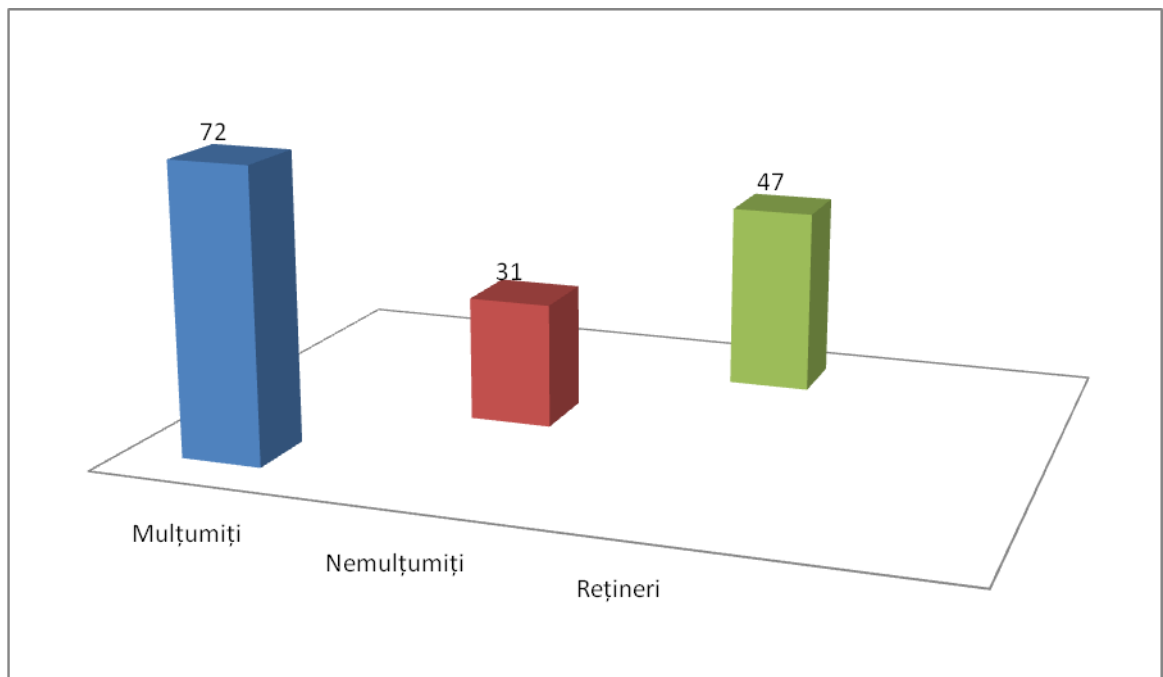
The results obtained by the manager of Padiş Hotel following the motivating of the staff were positive, as seen in Table 1, as the employees enjoyed the gestures and made progress in their work.

The given incentives thus managed to satisfy the employees' needs.

Attitude	Number of employees
Satisfied	72

Dissatisfied	31
Unsure	47

Table 1. Employee attitudes towards incentives by the manager



**Rewards** given to employees by Padiș Hotel vary according to the held positions, skills, professional training, and job complexity.

Salary is set at the time the individual contract is signed, so it is offered for the individual contribution of each employee, for the work they render. The hotel thus offers basic salary and, where applicable, night work bonuses, medical bonuses, and weekly leisure.

## CONCLUSION

As this paper comes to an end, the following conclusions can be drawn:

- ✍ Proper recruiting helps you discover the suitable staff you need

- ✎ Advertising and descriptive details are very important for external recruiting
- ✎ Any attractive ad must include all requirements desired by the employer
- ✎ Accurately filling in the hiring documents helps the employer make the right decisions
- ✎ The filled-in hiring forms attest to the knowledge of the prospective employee
- ✎ The employee's interview conduct (attire, gesturing, voice tone, confidence when speaking, on-point answers, avoiding early questions about payment, etc.) is key towards their desired position
- ✎ The employer-employee relationship is very important
- ✎ Relating to coworkers is important for the establishing of a pleasant working environment
- ✎ Financial incentives are the only ones that employees positively respond to,
- ✎ The simplest way to understand employees and their needs is communication – or otherwise questionnaires.

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