Employee’s Selection Techniques In Hospitality Sector: A Case Study Of Small & Medium Hotels In Pakistan

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Abstract
Hospitality sector including Small & Medium Enterprises (SME) - hotels is significantly reliant upon its employees. These organizations need a large number of qualified, high potential and committed staff for accomplishing their goals. Thus, selection practices constitute a very crucial starting point for hotel sector towards generating an efficient and productive workforce. The background knowledge delineate that the selection practices in Pakistani SME hotels are comparatively more conventional and are primarily based on the understanding of owners and/or managers. Thus, keeping in view the present gap and the potential role of SME hotels in the economic uplifting of the country, this study has attempted to explore SME hotels selection practices in detail. Adopting a qualitative research methodological approach the primary data was collected from three (3) medium hotels through nine (09) semi-structured interviews from different ranked mangers including: General; Human Resource and Departmental managers. The study results established that an informal selection method has been frequently used in SME hotels in Pakistan. However, formal selection method was rarely recorded for hiring highly skilled workforce. In view of good practices in operation in the hospitality sector the research provided suggestions to assist SME hotels in future selection process.
Key Words: selection methods; SME hotels; Pakistan

Introduction
Effective human resource management (HRM) practices including selection are vital factors influencing the success of small and medium-size (SME) hotels (Greenidge, 2012; Thelin and Boluk, 2012). Thelin & Boluk (2012) suggests that success of services industry is associated on the qualities of its employees. However, Khan and Khan (2012) stated that in SME firms the functions of HRM such as selection are limited hence, not practicing considerably in these firms. In the similar vein, Huda et al., (2014) argue that hotel industry specifically SME hotels there is no or little evidence which suggests a formal selection practice to find quality service characteristics.

In this regard, Raziq and Shaikh (2015) concluded that due to the absence of formal HRM functions, SME firms in Pakistan are facing a challenge in managing their human resources which impact on the performance of both employees and these organizations. This lack of research provides the motivation and underpins the rationale for this thesis entitled “Explorative study of the selection practices in SME hotels in Pakistan” with the overarching aim to better understand the key factors affecting the choice of methods used to select employees in SME hotels with a view to improving the performances of employees and SME hotels in Pakistan.

The tourism and hospitality industry in Pakistan is at present facing serious problem due to the lack of skilled employees and high employee turnover (Ali et al., 2012; Khan, 2012). Thus, it has become imperative and increasingly evident that effective selection practices are not only needed but also vital for the success of the hotel industry in Pakistan. Despite the fact that SME hotels in Pakistan contribute significantly to the country’s economic development through job creation (Raziq and Shaikh, 2015; Khan and Khan, 2012) research on HRM practices in general is lacking, and there is little or no research specifically investigating how the methods of selecting employees used actually impact hotel performance. The gaps in the literature and prior studies underpin the overarching aim of the research, and lead to the research’ key research questions and specific research objectives. This development underpins the rationale for this research, with the overarching aim of better understanding the choice of method used to select employees in SME hotels with a view to improving the performance of employees and SME hotels in Pakistan. Therefore, the overarching research question for this study is: How do different methods of selection impact the performances of employees and SME hotels in Pakistan?

Based on above discussion, this study aims to explore different selection practices carried out by SMEs’ hotels in a developing country context of Pakistan. It is hoped that the results of this research will provide some useful empirical evidence, which is currently in serious shortage both in the field associated with some of the theoretical concerns of human resource development and those linked with the SME hotels industry. To achieve the research aim & objectives and thereby answering the key research question, the next section reviews the literature on the major function
of HRM such as selection practices and how they influence the performances of employees and organizations.

**Literature Review**

Uddin et al. (2008) acknowledge that there is increasing interest in researching the hospitality industry in general, and the hotel industry in particular by researchers, business/industrialists, and economic analysts because of the significant contribution the industry makes to the GDP of many countries. In this context, the increasing competition in the global hotel industry has forced many multinational and domestic hotels to find ways to retain their current customers and attract potential customers from their competitors - this can only be achieved through effective methods of selection of potential and existing employees based on effective or best HRM practices (Thelin and Boluk, 2012).

**Selection process and methods/practices**

Today the massive employee turnover in the hotel industry has created a challenge for HR managers in the hotel industry is how to find a skilled and qualified workforce for the industry to gain competitive advantage (Spivack and Amoah, 2007). Thus, Lajara and Garcia (2013) concluded that effective selection practices will not only provide a way to this difficulty but as a result, this will improve the image of the hotel industry in the market. Therefore, Huda et al. (2014) states that recruitment allow effective selection of qualified applicants.

The first step in the selection process is pre-selection which purpose is to reduce the application forms to an appropriate number, the main purpose is to reject a certain number of applicants rather than select them (Kanu, 2015). Price (2007) argue that following the pre-selection process then the management proceed towards the formal selection procedure. According to Kumari (2012) and Armstrong and Taylor (2014) the process of selection include a variety of measurement activities such as one-to-one and panel interview, psychometric test, medical examinations, assessments centres, testing applicants’ capabilities, reference check and application form etc. These selection activities will be discussed in the on-coming sections in the light of literature evidence to illuminate their effectiveness and to specify the extent to which these techniques have been active in the organizations and hotels in employee selection. However, this should be reminding that the aim of defining these selection tools is not to assess in detail their features or characteristics, but only to provide a theoretical background in presenting a justification as to why the management of different hotels or organizations use these techniques when selecting their employees.

**Application form**

The application form like other selection tool is one of the most widely used selection techniques (Poku, 2012). Som (1998) argue that application form is in the written form which purpose is to requests from the applicant about their experiential and biographical data. Whereas Armstrong and Taylor (2014) illustrated the function of application form is to create a base for the interview process and further investigation in posing an employment and locate a personnel employee
records. According to Reynolds (2011), almost all firms want the applicant to complete the application form because it provides a range of information about the candidate in quick and systematic means. Hence, Roberts (2005) argue that application form is therefore should be constructed with considerable attention and reviewed as frequently as possible.

**Interview as a selection tool**
The other tool that is used extensively in selection is the job interview (Ullah, 2010). Yeung (2011) argue that the interview, as a tool of employee selection is a common technique that most organizations use throughout the world. Paraskevas (2000) specified that research conducted in the UK by the hotel and catering economic development committee state that 43% of the hotels managers believe that the most effective employee selection technique is employee interview. Hill (2005) argue that organizations have now realized the importance of competent employees because they create competitive advantage due to their quality service thus to find quality employees the best selection tool is need. In this regard, Robertson and Smith (2001) argue that the interview has appeared as a very beneficial tool for employee selection.

Thus, Paraskevas (2000, p. 243) states that “selection interview is considered as the most popular selection technique in the United States and in Europe, perhaps because it is the cheapest, simplest to conduct and uses the recruiters' confidence in their infallible ability to select the right person”. However, Macan (2009) illustrated that the main purpose of interview is to find further information from the candidate, enable some general information to the candidate about the organization, its policies, procedure and the nature of the job etc.

**Selection tests**
The other selection techniques, which are applied by many organizations when selecting employees, are selection tests. Reynolds (2011) demonstrated that selection tests are applied to identify the candidate abilities that cannot be identified in any other interview process. With the help of these different selection tests, Pilbeam and Corbridge (2006) argue that the candidates are evaluated through their abilities, personality, honesty, interest, aptitude and motivation. Appropriately, planned selection tests are consistent, trustworthy and valid in anticipating the candidate success on the job (Som, 1998). “Selection tests are systematic procedures for examining employment candidates and drawing methodical inferences, based in objective criteria, about their suitability for employment” (Paraskevas, 2000, p. 245).

**Reference check**
The other selection tool that many organizations used very frequently before selecting their employees is references check (Motsoeneng, 2011). This tool of selection gives a chance to the employers to attain four types of information about the candidate. Hence, Reynolds (2011) illustrated that the main purpose of this tool is to check the provided information given by the candidate on factual issues for example previous employment dates and the work experience that the applicant claimed. In addition, this would help the employers to predict the candidate
performance and further help to discover between qualified and non-qualified candidates (Poku, 2012).

Employers used this technique as a final check after the interview process when they satisfied from the applicant performance before a decision on job offer is under-taken (Biga et al., 2015). Bevan and Fryatt (1988, p. 33) specified that “employers occasionally followed up this tool before an interview to allow prospective employers to feel that the decision to employ somebody has at least been taken with some regard for the opinions of an informed third party”. In short, Alan (1999)argues that reference as a tool of selection device is a useful practice because this helps the employers to confirm about the information that the candidate supplied in their application form.

Research Methodology

The researcher believes that in-depth semi-structured interviews are suitable because this is the first exploratory study on SME hotel choosing processes in Pakistan. The fact that most questions in semi-structured interviews can stay open to a degree, allowing respondents to answer more in their own terms and divulge information as they wish, is one of the main advantages for using this method. It would also give the researcher more leeway to ask supplemental questions during the interviews when relevant topics arise, or to acquire a better understanding of the substance and relevance of the managers' responses in relation to the research questions.

The Semi-structured interview plan – key themes and examples of specific questions

Following the identification of potential interviewers, a semi-structured interview schedule was developed, which included a list of critical study themes and samples of specific interview questions to be used during the interviews, as shown in Table 1.1 below. For example, the sub-topic "formal and informal techniques; and critical factors influencing the decision to use a certain selection method" is covered under the major research theme selection practices.

<table>
<thead>
<tr>
<th>Main themes</th>
<th>Sub-themes</th>
<th>Example of Specific Interview Questions</th>
</tr>
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<tbody>
<tr>
<td>Selection practices: methods and key factors influencing decisions on which methods to use</td>
<td>Formal methods &amp; key factors</td>
<td>What kinds of formal methods do you use for selection?</td>
</tr>
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<td></td>
<td></td>
<td>What are the problems and benefits of using such methods?</td>
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<tr>
<td></td>
<td></td>
<td>What challenges do you think your hotel is facing while selecting employees?</td>
</tr>
<tr>
<td>Informal methods &amp; key factors</td>
<td></td>
<td>What kinds of informal methods do you use when selecting employees?</td>
</tr>
</tbody>
</table>
What are the problems and benefits of using such methods?

What challenges do you think your hotel is facing while selecting employees?

Source: Researcher

Procedure for Qualitative Data Analysis – manual and NVivo content analysis
There are many types of qualitative data analysis procedures, such as content analysis, domain analysis and thematic analysis, which can be carried out by using either computer software (e.g. ATLAS.ti, QSR NVivo) or by using a manual approach (Gray 2009; Jennings 2010). Clark and Braun (2013) defines content or thematic analysis as a qualitative analytical methodology that identifies, analyze, reports and present themes within data, it helps to organize and describe data in detail and interpret various segments of the research area.

Table 1.2 the Pre-Coding System for analyzing the Interview Transcripts – based on the hierarchical relationship between the research themes

<table>
<thead>
<tr>
<th>Level 1 themes/Codes – Single Code</th>
<th>Level 2 themes/Codes – key research/objectives (two codes combined)</th>
<th>Level 3 themes/Codes – key research / objectives (three codes combined)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(SP) Selection practices</td>
<td>Different types of selection (SP-type; SP-formal; SP-informal)</td>
<td>Specific examples of selection practices (SP-type-formal/Panel interview; SP-type-informal/word-of-mouth; SP-type-formal/open). Note: Selection practices /Different types of selection Formal/open selection (1) Panel interview; (2) Application form; (3) Reference check; (4) Psychometric test; (5) Employee selection process; (6) collecting information about the job candidates; (7) assessing the qualification of the candidate (8) Making decision about the candidate selection. Informal selection/close selection (1) Unplanned one-to-one selection</td>
</tr>
</tbody>
</table>
Findings & discussions
According to a study conducted by Thelin and Boluk (2012) on small and medium-sized enterprises (SMEs), small hotels lack established norms and practices. As a result, this study evaluated small and medium-sized enterprises (SMEs) that maintained a functional human resources department to determine if they used formal or informal practices. Even when human resources departments are operating, managers’ report a dearth of effective practices. According to the hotels selected, they were unable to build and implement great practices due to a lack of financial and educated resources, as well as cultural impact. Despite the fact that hotel executives demonstrate an aptitude for appreciating the significance of efficient operations. On the other hand, due to a scarcity of professional human resource capabilities, small and medium-sized hotels in Pakistan are unable to execute systematic selection processes and practices. The results of the exploratory in-depth interviews revealed a variety of prospective selection procedures, which are discussed in greater detail below:

Theme# - selection practices (SP), methods and resources used by SME Hotels in Pakistan
At the start of every business's selection process, managers make every effort to utilize the numerous methods available to them in order to pick competent personnel with talents that provide the organisation with a competitive edge. On the other hand, selection processes vary according to industry, organisation, and type of position to be filled. According to the authors of Cetinel et al. (2009), selection is crucial for small and medium-sized firms (SMEs), as employee performance is directly tied to customer satisfaction and the company's image. This demonstrates the critical importance of hiring qualified workers in order to secure the success of SME hotels. Identifying suitable candidates, on the other hand, is a time-consuming and tough task for SMEs. Additionally, Kanu (2015) believes that the image of SMEs is inextricably linked to the people who work for them. As a result, the selection process is based on the owner-managers' subjective judgments and one-on-one interviews with possible candidates.
As indicated by the semi-structured interviews conducted with respondents, traditional methods for identifying SME hotels in Islamabad appear to be preserving their dominance over more sophisticated procedures. According to the findings of the hotel's administration's interviews, the preferred method of evaluating candidates is through interviews. Due to the belief that interviews enable candidates to demonstrate themselves more favorably than other methods (e.g. psychometric tests, skill or knowledge tests, etc.), this perspective has acquired universal acceptance. When it comes to hiring employees at all levels for SME hotels in Islamabad, one-on-one and panel interviews were judged to be the most critical and effective methods. When it comes to filling vacancies, these tactics appeared to be the most commonly used by those addressing hotels.

Besides, Psychometric tests, as a method of selection are not adopted in the respondent hotels, maybe because this source of selection has costed these hotels a lot or maybe these hotels do not have qualified personnel to adopt these selection techniques. Additionally, the participating hotels also used application forms and reference checks to assess employees’ suitability. As one hotel manager specified:

“During the selection process, we look for something exceptional in the applicants, something that makes them valuable to the hotel and we look for people who are flexible to work in any environment. For that reason, we have given more preference to interviews, as the interview helps us to judge the applicant from very close range. Moreover, we assess the application forms of the applicant and do the reference checks. In addition, we also give priority to the applicants’ appearance because in the hotel industry appearance counts for a lot and the interview provides us the chance to judge this” (HRMHb).

In a similar vein, one other manager relates how:

“Every selection method contributes to bring in new blood in the hotel. There is no right or wrong selection method in my view but the more effective the selection method the more competent employees would be selected. In our hotel, we used a few selection techniques such as interviews and application forms etc. when selecting new applicants. However, we do not rely on one method” (GMHb).

These finding are consistent with the findings of Pinilla (2002) who stated that in the UK hospitality industry the traditional selection techniques are still predominant over the more modern techniques, and interviews are still seen to be a preferred method of selection in the UK hotel industry. However, due to increasing competition in the hotel industry nowadays it is very important to select the suitable applicant for the correct position, as this is a significant issue for achieving success in hotel industry. This is only conceivable if the hiring approaches offer high validity. Besides, Tabassum (2011) stated that application forms also play a significant role in selection criteria because the employers find out many facts about the applicant with the help of
application forms and further help the management by preparing them in advance as to what questions they will ask when interviewing the candidate.

The detailed analysis of selection methods in the respondent hotels is given below:

**Application forms**

According to Roberts (2005), the majority of firms when selecting their employees are expecting candidates to fill out application forms because the management view application forms as a systemic means that help the management by providing them a range of information about the candidate. Also, it is considered as a formal record of the applicant for employment. In addition, the application form helps the employer to attain more relevant and detailed information that the employer can use during the interview while checking the references that the individual has provided in the form. Moreover, it also helps to decide whether the applicant is suitable for the vacant position or not. As Malakate (2011) argues, the management consider the application form as an essential method of selection because the management believes that with the help of the application form they will find out about the background of the applicant, their skills, abilities and values. The interviewees verify that the hotels in this study mostly used in-formal selection process but still it is important for the candidates to fill out the form and go through the process even if recommended. As one interviewee argued:

“Before I prepare myself for an interview, I check the applicant form thoroughly. I mean what information did the applicant provides. This helps me to find out the applicant’s KSA, qualifications and their previous working background. Then based on that I prepare my mind as to what questions I will ask during the interview and try to find out whether the information provided by the applicant is true or not. I have had experience on many occasions that the candidate mentioned many things in the form but when we interview them some of the things do not even exist!” (DMHb).

These views are consistent with the findings of Carrell et al. (1995) who specified that application forms provide the personal data of the applicant where the candidate mentions all appropriate information about his/her background which the management use for interviews. Additionally, this helps in their reference checks in order to decide the individuals’ appropriateness for the job. Likewise, Graham and Bennett (1995) illustrate that the use of application forms as a selection tool is not just a base for interviews, but it is an important document of the applicant’s personal record that also has a legal significance in employment contract.

In a similar vein, one other manager stated:

“I always advise HR and departmental managers to assess the application form first of all and then based on that information try to interview the candidates. This would help us arrange the right training for them in the future…. the application form gives us a complete picture of the applicant before commencing the interview” (GMHa).
In the literature, Reynolds (2011) also specifies that application forms help organizational management to assess the candidate information thoroughly, and then based on that, the management should prepare the questions for the interview. Similarly, one other manager argues: “In this competitive world it is essential to select the right employees to deliver quality service and, in this regard, the management should consider the application form as an important tool in the selection technique. As the application form allows you to find out the competency level of the candidate. However, some hotels do not use application forms at all they just select individuals based on word-of-mouth recruitment and allow strangers to come in and start work in the hotel without having a knowledge of their past history. In the last hotel where I was working, that was a SME hotel too, they never bothered about the application form. I think for record purposes application form is very important” (DMHc).

These views are similar to the literature where Armstrong (1991) stated that the application form provides a foundation for the interview and further helps the management to shortlist the right candidates for the position. Likewise, Som (1998) concluded that in the UK the majority firms when selecting employees make their initial evaluation based on the application form. One-to-one and panel interview
Interviewing the applicant is considered the most useful and common technique that any organization no matter whether large or an SME use when selecting their employees. As Yeung (2011) argues, throughout the world in any organization, the management use interviews as the most preferable selection technique. Besides, Paraskevas (2000) argues that research conducted by the Hotel and Catering Economic Development Committee in the UK showed that in the hotel and catering industry the management believe that interviews, whether one-to-one or panel interview, are the most effective selection techniques to hire an applicant. Similarly, Golhar and Deshpande (1997) cited in Kanu (2015) argue that SME firms use interviews as the most common technique to select a job candidate. The same views are confirmed in the semi-structured interviews with the management of respondent hotels. It has revealed that the respondent hotels used both one-to-one and panel interview methods.

The management specify that whatever the case be, if the employee is recommended or not in both cases, a new employee is interviewed because it is considered an essential part of selection. As one manager stated:

“We interview every applicant even if the candidate is recommended by someone or not, just in order to confirm applicants’ capability, for instance the level of their knowledge and skill. We believe that this helps us further investigate the information, which the applicant has given in the application form. Additionally, the interview makes it easy for the management to judge the applicant’s ability to work in the hotel industry” (GMHc).

Another manager reveals:
“The interview gives us the opportunity to judge the candidate in more detail; we know that most of the candidates will need a lot of training as in Pakistan to find specific hotel qualified people are very rare. Therefore, by interviewing them we tried to select the best applicant. Moreover, as a service provider, an employee’s friendly behaviour and good attitude is very important therefore when we interview them through their gestures and the way they communicate with us we notice many things about their personality. Additionally, it helps us in understand their training needs” (HRMHb).

These findings are consistent with the literature when Al-Balushi (2008) argued that in the Omani hotel industry the hotel management use one-to-one interviews with non-managerial and supervisors’ employees. Whereas, with managerial and supervisory level employees the management used panel interviews to select competent employees to achieve the organizational goals.

The respondent managers also specified that when the management selected the managerial and supervisory staff, so panel interview shave always conducted to find a competent person for the vacant position. In panel interviews, the management planned properly to assess thoroughly the competency of the candidates, their communication skills, their attitude, behavior and applicant appearance etc. and these things were considered essential in the respondent hotels. One manager commented in this regard:

“We try our level best and are very careful to select the right applicant for the managerial and supervisory positions because these positions require distinct qualifications and skills. Therefore, we always arrange panel interviews, because in one-to-one interviews we might make the wrong decision and select the wrong candidate” (GMHb).

In this regard, Buckley et al. (2007) state that panel interviews increase the reliability and validity of the selection process and further increase the chances to hire a suitable candidate for the position. Similarly, Saunders et al. (2009) and Posthuma et al. (2002) assert that through the help of interviews people can be judged in many ways such as the interviewees interpersonal and communication skills, as well as their knowledge. As one other manager stated in this context:

“Actually, interviewing gives us a chance to verify that whatever is mentioned in the application forms is true or not. In addition, the interview gives us the opportunity to sell our hotel image. Besides, we find out about the applicants and the applicants find out about the hotel as well as about us” (GMHa).

One other manager argues that:

“We interview people because this gives us the opportunity to assess the applicant’s communication skills, their behavior level and the way they communicate with people. As in the hotel industry most of the employees are in direct contact with the customers so we are trying our level best to select the candidate who is more
flexible, polite and has the ability of showing calm behavior in a stressful environment as well” (HRMHc).

According to Naama (2007) as the hotel industry is a service industry, hence finding skilled employees is very difficult. Thus, interviews can give the management an opportunity to assess the candidate through face-to-face interaction that also helps the management to identify the training needs of every individual.

**Reference checks**
The other selection technique that SME hotels in Islamabad employed while selecting their employees is reference checking. The hotels used this technique to investigate the accuracy of information that the applicants have provided regarding their previous working experience, and issues such as their behavior, attitude and attendance. About attendance, Biga et al. (2015) argue that attendance of employees plays a significant role because the performance of the hotel industry is totally dependent on the staff the hotel have, therefore, if the employees don’t turn up for their shift now and again without proper reasons, this has an impact on the performance of the hotel. Additionally, the reference check would also help to investigate their criminal record. In a similar vein, the manager of one hotel illustrated:

“One purpose of investigating from the reference source is to find out about the applicant’s working history. We are a service provider therefore, many of our employees go to the customer’s rooms for cleaning, to get orders and for many other things, so it is very important that we hire a trustworthy applicant who does not create any problem for us and for the customers and who holds a clean record” (HRMHa).

These views are consistent with the literature where Armstrong (2001) in Puko (2012) and Chan and Kuok (2011) argue that organizations use references as selection technique to find out about the applicant’s previous work experience, their attitude and behavior etc. in order to control and reduce the chances of any incidents which might take place after employment has been granted. In the same context, one hotel manager specified:

“Last year the general manager hired one employee who was recommended by one of his family members. His attitude towards his colleagues and customers was not very friendly and we received many complaints against him, after we warned him many times, we still did not see any positive improvement in his attitude. In the end, I had complained to the GM. As we provided him a lot of training and he was a good worker therefore, we do not want to lose him but due to his attitude, the management were compelled to fire him from his job because in the services industry such kind of behavior is not acceptable. Since then, before we appoint someone, we make sure of his attitude from the reference he provides in his application form” (DMHc).
One other manager concluded that:

“In our hotel we never select anyone unless we confirm the references which the applicant has provided or through the people who recommend them. It’s very risky in hotel employment because trustworthy people are the essence of our business so bad behavior and unreliable employees are not good for the hotel’s performance” (GMHb).

In response to this Paraskevas (2000) illustrates that in the hospitality industry it is essential to do the proper check of the applicants, for as a service provider the employees are in constant contact with the customers, thus staff with good attitudinal behavior enhance the image of the industry. In addition, Biga et al. (2015) concluded that in the hotel industry sometimes-prospective employees, due to the bad performance issues with the previous employers, provide false information with a view that many employers do not go for reference checks due to shortage of time. Moreover, in certain countries this technique has legal implications – such as in the U.S.A. (Al-Balushi, 2008). Thus, Biga et al. (2015) illustrate that in order to find the right person for the vacant position and to ensure better performance, reference checks in that regard undoubtedly play a significant role and are the solitary paramount technique to make sure that a hotel is selecting the right person.

Conclusion & Implication
As stated previously, the study's primary objective is to investigate the selection practices employed by Pakistan's small and medium-sized enterprises (SMEs). As a result of the findings, we concluded that, while SME hotel operators in Pakistan valued human resource practices, they placed a low premium on formal human resource practices as a result of internal organizational problems. As a result, formal human resource management practices frequently go unnoticed. Apart from that, the study's findings demonstrate that human resource practices and methods vary across sectors, and that current methods must be evaluated for their value and applicability in a variety of hospitality environments. Thus, the researchers hope that this study will contribute to the selection debate by aiding in the refinement and improvement of the various types of selection practices and methods used across Pakistan's diverse hospitality industry sectors and sub-industries. To be more specific, the results indicated that formal selection practices were not receiving the attention they deserved, as they would require additional financial resources. As a result, informal selection practises are advocated as a substitute, arguing that they do not require the use of financial resources. The study's findings have significant implications for small and medium-sized enterprises (SMEs), hotel owners and managers seeking to improve their businesses' performance. Effective selection procedures, as evidenced by the literature, are associated with favorable outcomes (Thelin & Bolul, 2012). As a result, formal selection methods would improve employee knowledge, motivation, and, ultimately, their ability to perform their jobs more effectively in SME hotels. This identifies employees as the primary source of organizational productivity, whether in large corporations or small and medium-sized enterprises (SMEs).
previously stated, valuable employees are critical to the growth of SME hotels; as such, owners and managers should not overlook the value of human resources in their businesses.

Apart from that, there are some additional implications for owners/managers of SME hotels about the implementation of appropriate selection procedures and methodologies, as well as the impact of these approaches on the hotel’s and its employees' performance. For instance, the current study informs owner/managers of SME hotels about existing selection practices and approaches in Pakistan that they might use into their operations. The study's findings include a comprehensive list of several human resource practices and procedures that must be followed in order for the organisation to achieve the anticipated level of selecting practices and processes. To achieve high levels of employee and hotel performance, SMEs' owners/managers can use these selection practices and methods to examine current selection methods, identify problematic areas in human resource practices, implement these practices properly, and take measures to correct these practices.

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