THE RECRUITMENT OF PERSONNEL IN TOURISM
CASE STUDY

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Abstract: In this paper, we wanted on the one hand to synthesize the theoretical aspects necessary for human resources management. Another goal was to present an objective analysis of the staff recruitment at a company in the field of tourism. As a result of the study were identified a number of deficiencies in specialist staff, due to training and little experience gained in the recruitment process in tourism. From the immediate view the role of human resources and its management is in a permanent growth because of the high degree of implication and capitalization of people’s capacity, permanent concerned about improvement of the quality of life, in general and especially of the professional life, quality that reflects as best as possible their expectation or aspiration. The human resources activities are the main concerns of the organization management, meant to find and guide human relation. No organization cannot do without these types of activities. Human resources are the only inexhaustible resources of creativity, of new original and valuable solutions and ideas, and are also unique in their growth and development potential, but also their capacity to know and overcome their own limits to face new challenges. In the current and future period improvement, should become a continuous and organized process that must take into account both the changes that take place in the transition to market economy and the ones that can be anticipated.

Key words: tourism, recruitment, human resources, management, organization

INTRODUCTION

In the transition period the formation and development of a new labor market based on the principles and the game rules of the market economy, is, per excellence, a long process, with multiple dimensions: institutional-legislative, educational-formative, economic, socio-cultural, with powerful accents deriving from political options.

The problem dealt with in this paper circumscribes to the vast and particularly complex field of the human resources management, field that is highly actual and has multiple implications amplified by the managerial practice.

The human resources management aims to ensure all positions from the structure of an organization with the right people. This assumes the identification of the personnel required, recruitment, selection, employment, stimulation/motivation, payment, promotion, training and development, as well as social activities.

Achieving the goal of producing a continuous economic growth in rural areas by using existing potential, involves a constant concern of all responsible local factors [7].

In order to achieve this, we have a thorough bibliography research, realizing that it was the starting point towards the research done; I added information from the locals, keepers of traditions and crafts [2].

MATERIALS AND METHODS

The origins of the human resources notion and its evolution. The notion of human resource (at a macro level) refers to the person, the human (humans) itself that can perform those activities through creativity, initiative capacity, mentalities, traditions, skills,
etc. The human resource is considered a part of the economic resources that synthesizes the work “potential” of an entity (countries, geographic areas, institutions, organizations, etc.).

In conducting the socio-economic and social activities the organization has two categories of resources: primary and derived.

The natural primary and derived resources (cars, equipment, and technological installations) represents the initial material condition for the carry out of any economic activity. Without the existence of it, the economic processes would be without a material base and therefore those processes could not be held. [3].

„The infrastructure for the transportation services, telecommunication, electricity, water, gas and waste management are very important for the initiation and development of businesses” [5].

The stages of the development of the human resources management. Over the years, the activity of human resources managing evolved from the simple accounting registration of human “assets” to the contemporary approach from a psychosocial point of view of the people from an organization.

Staff management is a development stage of staff function that can be placed in time in the period between the two world wars. Emerge new requirements in the field of human resources because of the growth of the size of the organizations and the complexity of activities. [6].

<table>
<thead>
<tr>
<th>FIELD OF</th>
<th>THEORY X</th>
<th>THEORY Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attitude towards work</td>
<td>Indifference</td>
<td>Involvement</td>
</tr>
<tr>
<td>Control system</td>
<td>External</td>
<td>Internal</td>
</tr>
<tr>
<td>Supervision</td>
<td>Direct</td>
<td>Indirect</td>
</tr>
<tr>
<td>Level of responsibility</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Employees potential</td>
<td>Ignored</td>
<td>Identified</td>
</tr>
<tr>
<td>Use of human resources</td>
<td>Limited</td>
<td>Used</td>
</tr>
</tbody>
</table>

Source: Gazier B., Human Resources Strategies, 2013

The natural outcome of these assumptions will be a highly-controlled work environment, in which the leaders make all decisions, and workers just follow orders.

In the literature, it is considered that Taylor’s phase of scientific organizing of work is an accurate application of McGregor’s Theory X.

Theory Y, on the other hand, assumes that workers accept responsibilities and work towards achieving the goals of the organization, if thus they achieve their personal goals [1]:

■ people do not instinctually reject work, it being, in fact, an important part of their life;
■ people will work in order to achieve the objectives for which they are responsible, namely they can use self-control;
■ accountability for the realization of objectives exists according to the rewards that are associated with it;
■ often, people gladly accept accountability;
■ the employees have potential to help them in achieving the organization objectives;
■ in general, the organization doesn’t fully use the human resources that they have.

McGregor states that most leaders act accordingly to Theory X, but consider that Theory Y is more appropriate and it represents an affective and effective guide for the managing action. Theory Y, thus, incorporates the ideas of the human relations trend.
Starting from X and Y, Octave Gelenier developed the Theory Z as a combination of the two.

- The sociological school is characterized by:
  - putting in the foreground the human factor;
  - highlighting the importance of psychosocial incentive;
  - promoting a participatory management;
  - highlighting the informal elements.

- Quantitative school
  
  Is characterized by the stringency of the approach of the management process and phenomena by superior substantiations of decision using mathematical and statistical instruments. The predominance of the quantitative aspects prevented taking into consideration the qualitative elements that led to an insufficient approach of the functions of management.

Models of human resources management. The development of the managerial theory and practice has led to the development of specific models with different degrees of specificity among which are the simplified form of human resources management activities, synthesizing the experience from human resources management that allow the knowledge and understanding of the content of human resources management, but also a more complete and complex understanding of the processes from human resources management. [4].

- Armstrong Model
  
  The Armstrong Model is the base model for the human resources activities and aims at planning and applying programs to obtain, retain, motivate and develop the human resources, and fulfilling these objectives allows organizations to survive and prosper.

![Figure 1. Armstrong Model](Source: Author processing)

RESEARCH RESULTS

General presentation of PARDISE LTD. PARDISE Ltd. is a Romanian legal entity, that operates in Arad county, according to Law 31/1990 concerning commercial companies. The PARDISE company is registered at the Chamber of Commerce and Industry Arad, under the J02/525/2001 number. Its main activity is research and development in other sciences and engineering.
The main objective of activity of PARDISE LTD. is the unfolding of research and development activities in other sciences and engineering, tourism, especially in the directions of:

- ecology and environment protection;
- landscaping;
- touristic agencies activities.

**Recruitment of personnel within PARDISE LTD.**

The recruitment process occurs when there are personnel changes within PARDISE LTD. Some employees leave the company, others are promoted, and others are transferred or fired. All these mutations create vacancies in the PARDISE LTD. moreover, if the activity of PARDISE LTD expands, an additional number of future employees is necessary to recruit.

Promotion inside the PARDISE LTD. may have some potential difficulties when there aren’t the necessary personnel to respond to the new demands, as well as some disadvantages such as heaviness in promoting new, the exaggeration of experience in favor of competence, the emergence of chain vacancies producing “the ripple effect”, needing new recruitments, bigger training costs.

**Table 2.**

<table>
<thead>
<tr>
<th>Type of recruitment</th>
<th>Application areas</th>
<th>Type of organization</th>
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| General recruitment | - more complex activities;  
- skilled labor | - press, radio, television announcements;  
- placement office. |
| Specialized recruitment | - management positions  
- specialized activities | - universities;  
- other organizations. |

*Source: processing of the author after the companies documents*

The main criterions for the selection of personnel in the PARDISE LTD. were:

- compliance to the norms of work safety during the working trail;
- the analyze of the accomplishment efficiency of the working trail;
- experience in the field.

At the PARDISE LTD. interviews were presented the general manager, the human resources specialist and an employee from the tourism department for the evaluation of the candidates for the guide positions.

**Questionnaire design**

The questions that led to the design of the questionnaire, asked to the candidates for the guide position in the PARDISE LTD. were:

1. What can you tell us about you?
2. Why did you give up your last job?
3. What do you expect from this job?
4. Can you work with deadlines, under pressure?
5. What were your responsibilities at your last job?
6. How long will you be with us?
7. What qualities do you think are needed for this job?
8. Describe the ideal work environment.
9. Why did you choose a career in tourism?
Data interpretation, analyze and processing

1. What can you tell us about you?

After the interview and from the answers of the questionnaire, the candidates received the following notes:

- note 1: in the year 2009 - 9%; in the year 2010 - 14%; in the year 2011 - 17%; in the year 2012 - 14%;
- note 5: in the year 2009 - 27%; in the year 2010 - 14%; in the year 2011 - 33%; in the year 2012 - 57%;
- note 9: in the year 2009 - 64%; in the year 2010 - 72%; in the year 2011 - 50%; in the year 2012 - 29%.

2. Why did you give up your last job?

After the interview and from the answers of the questionnaire, the candidates received the following notes:

- note 1: in the year 2009 - 18%; in the year 2010 - 12%; in the year 2011 - 8%; in the year 2012 - 31%;
- note 5: in the year 2009 - 29%; in the year 2010 - 38%; in the year 2011 - 33%; in the year 2012 - 23%;
- note 9: in the year 2009 - 53%; in the year 2010 - 50%; in the year 2011 - 59%; in the year 2012 - 46%.
4. Can you work with deadlines, under pressure, etc.?

After the interview and from the answers of the questionnaire, the candidates received the following notes:

- note 1: in the year 2009 - 9%; in the year 2010 - 14%; in the year 2011 - 17%; in the year 2012 - 14%;
- note 5: in the year 2009 - 27%; in the year 2010 - 14%; in the year 2011 - 33%; in the year 2012 - 57%;
- note 9: in the year 2009 - 64%; in the year 2010 - 72%; in the year 2011 - 50%; in the year 2012 - 29%.

5. What were your responsibilities at your last job?

After the interview and from the answers of the questionnaire, the candidates received the following notes:

- note 1: in the year 2009 - 9%; in the year 2010 - 14%; in the year 2011 - 17%; in the year 2012 - 14%;
- note 5: in the year 2009 - 27%; in the year 2010 - 14%; in the year 2011 - 33%; in the year 2012 - 57%;
- note 9: in the year 2009 - 64%; in the year 2010 - 72%; in the year 2011 - 50%; in the year 2012 - 29%.
6. How long will you be with us?

After the interview and from the answers of the questionnaire, the candidates received the following notes:

- note 1: in the year 2009 - 14%; in the year 2010 - 36%; in the year 2011 - 36%; in the year 2012 - 57%;
- note 5: in the year 2009 - 36%; in the year 2010 - 28%; in the year 2011 - 21%; in the year 2012 - 29%;
- note 9: in the year 2009 - 50%; in the year 2010 - 36%; in the year 2011 - 43%; in the year 2012 - 14%.

7. What qualities do you think are needed for this job?

After the interview and from the answers of the questionnaire, the candidates received the following notes:

- note 1: in the year 2009 - 9%; in the year 2010 - 36%; in the year 2011 - 18%; in the year 2012 - 46%;
- note 5: in the year 2009 - 27%; in the year 2010 - 18%; in the year 2011 - 46%; in the year 2012 - 36%;
After the interview and from the answers of the questionnaire, the candidates received the following notes:

- note 1: in the year 2009 - 33%; in the year 2010 - 53%; in the year 2011 - 47%; in the year 2012 - 53%;
- note 5: in the year 2009 - 20%; in the year 2010 - 13%; in the year 2011 - 40%; in the year 2012 - 27%;
- note 9: in the year 2009 - 47%; in the year 2010 - 34%; in the year 2011 - 13%; in the year 2012 - 20%.

After the interview and from the answers of the questionnaire, the candidates received the following notes:

- note 1: in the year 2009 - 10%; in the year 2010 - 30%; in the year 2011 - 40%; in the year 2012 - 80%;
• note 5: in the year 2009 - 30%; in the year 2010 - 20%; in the year 2011 - 10%; in the year 2012 - 10%;
• note 9: in the year 2009 - 60%; in the year 2010 - 50%; in the year 2011 - 50%; in the year 2012 - 10%.

After the interview and from the answers of the questionnaire, each of the candidates receive a qualifying from 1 to 9, 1 meaning that he failed to meet the requirement and 9 meaning that he met the requirement 100%.

In the PARDISE LTD. governs a relaxed state, both for formal and informal relations. Slowly, but sure, there are welded friendship relationships between colleagues and of respect for superiors, and the binder is just the safety and affiliation environment, that emerges in time, under the form of an affective integration program.

CONCLUSIONS

In this paper, we wanted on the one hand to synthesize the theoretical aspects necessary for human resources management. Another goal was to present an objective analysis of the staff recruitment at a company in the field of tourism.

As a result of the study were identified a number of deficiencies in specialist staff, due to training and little experience gained in the recruitment process in tourism.

From the immediate view the role of human resources and its management is in a permanent growth because of the high degree of implication and capitalization of people’s capacity, permanent concerned about improvement of the quality of life, in general and especially of the professional life, quality that reflects as best as possible their expectation or aspiration.

The human resources activities are the main concerns of the organization management, meant to find and guide human relation.

Just the quality of the activity, most often, makes the “difference” between two competing companies. No organization can do without these types of activities.

Each company combines in different proportions the material, financial, information and human resources to produce goods and services.

Of all these, the human resources are vital in order to ensure the success of each business.

It can be said that the human resources management represents the strategic and operational management of activities that is focused on assuring and maintaining the company’s personnel according to its needs and to the conditions of the economic and social environment in which it operates.

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