

Chapter 3

Personnel Selection Criteria in Tourism Business: An Application by the Method of ARAS

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ABSTRACT

Being one of the driving forces of social, economic, and cultural development, the tourism sector is of great importance in terms of developing countries in particular. In that regard, countries that want to get more shares from tourism movements have to follow the rapid developments in the sectorial sense and respond to changing customer expectations. In order to ensure high-quality service and guest satisfaction in tourism and therefore the continuity of the business, the qualifications of the people employed in the sector are extremely significant. There are many criteria and sub-criteria when employing the employees. Some of the main criteria discussed in the literature are communication skills, leadership skills, flexibility, decision making, communication skills, analytical skills, and consistency. The important thing is to evaluate and decide about which skill could be more important in which department. Within the scope of this research, personnel selection criteria in tourism business are evaluated. In the study, firstly the conceptual framework about personnel selection criteria is established and personnel selection criteria in tourism are determined in the light of this framework. Then, multi-criteria decision-making method ARAS is used to evaluate the alternatives in line with personnel selection criteria. As a result of the study, the findings obtained by the ARAS method are interpreted.

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INTRODUCTION

The basic concept of HRM is the human. All efforts to ensure that employees get the most out of their skills constitute the HRM's field of study. The employees might be those working in the business as a technical service person, a sales person or a front office person. However, this situation does not affect the objectives and tasks of the HRM. Thus, the decisions and measures to be taken regarding the functions and the policies to be followed in this regard are called "HRM" (Alpugab, 1998).

Finding, selecting, and recruiting employees consist of a process which covers how they will be employed and what methods will be followed during the recruitment. The process of recruitment can be defined as the whole of the activities consisting of preliminary work, finding and selecting human resource, and job placement. Preliminary work includes activities related to the determination of the quality and quantity of new employees to be recruited. Determination of human resources for replacing the vacant places in the business place, finding human resources and attracting them to the business are included the activities of finding human resource. Selection of employees is composed of a number of actions to be completed to make sure the best employee candidate is recruited for the business place. Helping the recruited employee get accustomed to the job completes the process of recruitment. In short, the recruitment process involves a series of stages starting with the need to employ personnel and ending with the adaptation of the selected employee to the job (Tütüncü, Tarlan, & Mamyrklov, 2003).

Human Resources are indispensable part of the hotel operations, which have labor-intensive activities and where the guest satisfaction depends on the continuous provision of product and service quality (Bilici, 2012: p. 3). For this reason, in the business places in the tourism sector, it is of utmost importance that human resources are selected correctly in order that the employees can satisfy the customers and provide quality and efficient service (Bilgiçli, 2010: p. 50).

For all these reasons, the main point in selecting the recruitment criteria for employees is to determine the criteria of hiring. People differ in terms of age, gender, physical qualities, speed of work, intelligence, reasoning and patience. It is important for the increased productivity of the business that everyone is directed to the right department for their own qualities and talents, character and enthusiasm.

One of the reasons why human resources emphasize the issue of the selection of employees is that it is best for them to recruit an employee who performs at high standards, works with others and motivates them, keeps working for the same place for a long time, and reduces workforce turnover and its costs. The human factor in tourism business gives direction to the success of the organizations with its dynamic structure. Unless appropriate personnel are selected, incompatibilities and conflicts, increases in occupational accidents, increase in personnel circulation will occur.

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