

Internship Report
on
Recruitment and Selection Process
of
Green Nature Resort and Suites
Cox's Bazar

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of
Green Nature Resort and Suites

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LETTER OF TRANSMITTAL

Mr. Siddiqur Rahman
Assistant Professor & Head
Department of Tourism and Hospitality Management
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Subject: Submission Internship Report on Recruitment and Selection Process of Green Nature Resort and Suites,

Dear Sir,

It gives me great pleasure to present my internship report on “Recruitment and Selection Process of Green Nature Resort and Suites.” This report is written to fulfil an internship requirement of my Bachelor’s degree in Tourism and Hospitality Management.

To create this report, I have gathered all the necessary information, including secondary data. During my internship at Green Nature Resort and Suites, I observed their recruitment and selection processes. The insights gained have been integrated into this report. I sincerely hope you will be satisfied with the information. I eagerly await your insightful comments.

I am grateful for your constant support and supervision throughout my internship.



Yours sincerely,
Nasim Uddin
ID: 0242220004281024
Department of Tourism & Hospitality Management
Daffodil International University

CERTIFICATE OF APPROVAL

This certifies that Nasim Uddin, ID: 0242220004281024, has successfully finished his internship at Green Nature Resort and Suites and has completed the "Recruitment and Selection Process of Green Nature Resort and Suites" internship report under my supervision.

I certify that this report has been written following the guidelines and is of such a standard that it can be considered as part of the requirement for the internship for the Bachelor's Degree in Tourism & Hospitality Management.

I believe that this report is of a necessary standard and covers the appropriate areas and so I support its submission.



Mr. Siddiqur Rahman

Assistant Professor & Head

Department of Tourism and Hospitality Management

Faculty of Business and Entrepreneurship

Daffodil International University

ACKNOWLEDGMENT

The accomplishment of this report "Recruitment and Selection Process on Green Nature Resort and Suites" has been the result of the guidance, support, and inspiration of many people and I take this opportunity to express my heartfelt gratitude to them.

And above all I wish to thank Almighty Allah who blessed me with strength, perseverance and wisdom to accomplish this writing. I want to express my sincere gratitude to my family for their unwavering motivation, patience, and support for me during the course of this work. That they thought I was worth supporting and that they should believe and have faith in me has been a constant inspiration.

I convey my heartfelt gratitude to Mr. Siddiquir Rahman, Assistant Professor & head of the department of Tourism & Hospitality Management, for his unwavering support and input, invaluable supervision and active involvement, and constructive comments during the entire process of drafting this report. His perceptive advice and unfailing enthusiasm greatly contributed to this work and influenced its final form.

I would also like to extend my gratitude to the management and HR department of Green Nature Resort and Suites, Cox's Bazar, for allowing me to carry out my internship at their prestigious resort. I am particularly thankful to the HR Department for their cooperation, guidance and readiness to share their hands-on knowledge on the recruitment and selection procedure. Their encouragement gave me the opportunity to experience firsthand and to grasp a better idea what HR in hospitality was all about.

Lastly, I want to express my gratitude to all my teachers, colleagues and friends for the guidance, support and help I received throughout this time. Their help made it possible for me to bring this report to a successful conclusion.

I am deeply grateful to all who, in whatever way, were able to contribute to this accomplishment.

DECLARATION

I declare that this written output is a representation of my own ideas in my own words. I have given appropriate credit and have cited and referenced original sources where I have quoted from or taken the words or ideas of others. Additionally, I declare that I have followed all the relevant principles of academic honesty and integrity in the conduct of my research and writing and in the preparation of my submission, and that I have not knowingly misrepresented or made up any ideas, data, facts or sources.

This report on the “Recruitment and Selection Process on Green Nature Resort and Suites” has been prepared for the purpose of the Bachelor's Degree in Tourism and Hospitality Management. It was not prepared for any other purpose, for any other consideration or any other use.

Yours sincerely,

A handwritten signature in black ink, reading 'nasim' in a cursive style, with a flourish extending from the end.

Nasim Uddin

ID: 0242220004281024

Department of Tourism & Hospitality Management
Daffodil International University

EXECUTIVE SUMMARY

This study focuses on the Recruitment and Selection process of Green Nature Resort and Suites, situated at Cox's Bazar. This report is an endeavor to overview and analyze the recruitment & selection techniques of the resort, which is essential to deliver a high standard of service excellence and guest satisfaction in the hospitality industry.

The report is segmented into a few chapters, starting with the introduction which explains the background of the internship project, the source of the study, the background of the study, objectives, scope and methodology followed by the limitations encountered while conducting the research. An introduction to Green Nature Resort and Suites is provided along with the resort's mission, vision, core values, and a diverse assortment of services that give background to the procedures with recruiting.

The fundamental part of the report on the recruitment and selection process at Green Nature Resort. It provides a comprehensive review of the methodologies of recruitment and selection for assessment. The report demonstrates that the resort scouted both internal and external recruitment, the significance of having a job description clear role specification and while on the selection procedures it applies written test, oral test, interview and personality test. It also identifies the barriers to success, including long background checks, restricted reliance on online tools, and manual processing of candidate information.

Secondary data, including the reports of audit and compliance, the official documents of the organization and the department and relevant industry information was obtained from the HR department of the resort. Although there were barriers such as limited time and the inability to access confidential information, the report provides a comprehensive overview of the resort's human resources.

Finally, the Green Nature Resort needs to focus more on its recruitment and selection process according to the report. It makes suggestions for increasing effectiveness such as compatibility with background check procedures, the introduction of Internet recruiting systems, and the addition of recruiting channels. These changes will enable the resort to attract and keep the best of the best, giving the resort a greater chance at long-term success in the hospitality industry.

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Chapter 1

Introduction

1.1 INTRODUCTION

Internships provide a great chance for students to link their classroom learning with real work experience. While studying Tourism and Hospitality Management at DIU, I was fortunate to undertake my internship at Green Nature Resort and Suites, the leading luxury resort in Cox's Bazar, Bangladesh. The place where I did my internship made the place of my dream and I learned so much from my stay there. The internship period was of six months from 15 May 2025 to 15 November 2025.

While working at Green Nature Resort, I had the opportunity to observe many parts of the HR department and especially recruitment and selection procedures which contributed a lot for my learning and development. The dedication to delivering excellent service and guest satisfaction at the resort is reflected in the rigorous recruitment process, which guarantees that only the most suitable and culturally aligned candidates are selected to uphold the high standards.

The main part of my internship was to learn about and get hands on with the recruiting and hiring processes within the resort. I was able to watch and participate in a few different phases of the process, including posting jobs, sourcing candidates, interviewing and selecting. It enabled me to see firsthand how recruitment and selection can be shaped to deliver short and long term success in an organization. Finding the right people is crucial for success and the resorts success depends on having a talented and motivated workforce.

Green Nature Resort and Suites is one of the leading resorts in Cox's Bazar which provides luxury accommodation and the best service. Since it is located close to the world's longest natural sandy sea beach, the resort receives both local and foreign visitors, and is equipped to provide various services to customers of different types. The Resort is very proud and places great importance on keeping a strong service culture, which is why in the recruitment process they only look for candidates skilled and who fit the company values which are teamwork, guest satisfaction and service excellence.

During this work experience placement, I attained experience and knowledge of the hospitality industry and human resource practice, particularly relating to recruitment and selection. I have gained the knowledge and experience to go on to have a successful career in human resources, in the hospitality industry specifically. It also solidified my love for HR management, as I saw what a difference it makes in an organization's success when you recruit people who are not only able to do the work, but also share the vision of the organization.

All things considered, my time at Green Nature Resort and Suites has greatly influenced my professional goals, and I am sure that the abilities I have gained from this internship will be a solid basis for my future work. I think this internship has given me the information and real-world experience I need to succeed in HR positions and help whatever company I work for in the future.

1.2 ORIGIN OF THE STUDY

This Course work is The BTHM program internship is a requisite in the curriculum which helps in bridging the gap between theory and practice I finished my internship at Green Nature Resort and Suites at Cox's Bazar. Supervised by Mr. Siddiquir Rahman, Assistant Professor of Daffodil International University, I took charge of investigating on the recruitment and selection. The subject of my report “Recruitment and Selection Process of Green Nature Resort and Suites” has been selected due to the fact that I have been directly involved in HR activities during my internship.

1.3 BACKGROUND OF THE STUDY

Human resource management is concerned with the policies and procedures of managing an organization's employees or workforce. Recruitment and selection is one of the major areas of HRM. Recruitment is the process to ensure a diverse and qualified pool of candidates, and selection is to decide which candidates best fit the organization. Successful recruiting and selecting procedures are necessary in building a competent and enthusiastic staff and, therefore, have a significant impact on the success of the organization in the long run. Green Nature Resort and Suites situated at Cox’s Bazar is engaged in the hospitality service industry, where recruitment and selection have direct implications on the satisfaction of guests and the services rendered. The promise of quality and culturally suitable staff at the resort has made recruitment key to its HR strategy. This study will help you to get a practical idea on the recruitment and selection process of Green Nature Resort, and find out how the resort manages to lure and select the employees keeping up the standard in service.

1.4 OBJECTIVES OF THE STUDY

The study has the following objectives:

- To explain the recruitment process of Green Nature Resort and Suites;
- To describe the selection procedure of Green Nature Resort and Suites;
- To identify the problems related to the recruitment and selection process of the HR practice of the resort;
- To develop some recommendations based on the problems in the recruitment and selection process of Green Nature Resort and Suites;

1.5 SIGNIFICANCE OF THE STUDY

This research is confined to the recruitment and selection procedure of Green Nature Resort and Suites and that is what makes it very important in making the resort able to hold and get high level talents. Dynamic HR practices, including recruitment and selection, are crucial in creating a motivated and competent employee base. This report provides a summary of the strategies used

by the resort in recruitment, employee growth. Moreover, it emphasizes the positive work environment fostered by HR policies that align with the resort's mission to deliver exceptional guest service. Knowing the recruitment and selection process will help the company to refine HR practices and grow as an organization.

1.6 SCOPE OF THE STUDY

This study's focus is on Green Nature Resort and Suites hiring and selection procedures. This paper explores how the resort's HR procedures support the company's objectives of luring qualified workers and cultivating a customer-focused culture. The resort's HR department, the official website, and industry reports on HR practices provided information for this study. This report covers the following important topics:

- Brief Knowledge about the HR Department of Green Nature Resort and Suites
- Theoretical recruitment and selection- Exploration of key concepts and theory in recruitment and selection processes
- The job descriptions and the selection criteria developed by the resort
- Recruitment and selection processes to fill various positions

1.7 METHODOLOGY OF THE STUDY

The study needs a systematic approach from the selection of the topic to the writing of the final report. This report has been written mainly on the basis of secondary information. This is qualitative and exploratory research. The data that have been collected are from the following sources:

1.8 SOURCES OF DATA

1.8.1 Secondary Sources:

The major information is gathered from the second hand sources like:

- Human resource division file information Including Job descriptions, recruitment and selection procedures and policies of HR department.
- Textbooks for the study: Some appropriate books on Human Resource Management and recruitment theories were accessed to gain an understanding of the best practices and industry standards.
- Green Nature Resort Official Website: Major information about the resorts HR policies and values as an organization and recruitment was obtained from the Green Nature Resort official website.

1.9 LIMITATION OF THE STUDY

Despite the fact that the staff of Green Nature Resort and Suites was genuinely helpful during my internship period, I faced a few but certain constraints, which can be regarded as the hindrances in the process of study. The constraints are as follows:

- **Time Constraints:** An important limiting factor was the brief study period. The placement was only for a matter of months, which did not allow for the collection of detailed information in all stages of the process of recruiting and selecting.
- **Confidential Information Access:** Some sensitive information, specifically on internal policy and salary banding, could not be divulged due to confidentiality and security protocols within the company.
- **Lack of General Reports and Books:** Access to a few secondary sources which would have enriched the research was denied to me in relation to the specific recruitment procedures of the resort, as there were no relevant reports or books.
- **Challenge to get accurate information:** It was challenging to obtain accurate and complete information from individual staff members about internal HR processes, particularly since differing opinions and interpretations concerning procedures existed.

During the inquiry, these constraints were encountered. They may have at times inhibited the progress of the research, but every effort was made to minimize their effects, and the investigation was conducted as far as I was able in these confines.

Chapter 2

Overview of Green Nature Resort and Suites.



2.1 ABOUT GREEN NATURE RESORT AND SUITES

Located in Cox's Bazar, Green Nature Resort and Suites is a modern luxury resort that offers a mix of luxury, natural beauty and top of the line hospitality to its guests. Situated adjacent to the longest natural open sea beach in the world, the resort attracts home and abroad visitors seeking relaxation, stunning views and high class amenities. The resort has something of a clubhouse vibe with spacious rooms, meeting space, dining, a pool, spa, and recreation areas, all designed to make guests feel right at home. The resort promotes professionalism, team spirit on all levels and continuous improvement, with special attention to guest satisfaction and service quality. Green Nature Resort and Suites is a growing hospitality organization whose quality of services relies heavily on efficient HR practices to sustain the quality of its services. The HR department plays a vital role in recruiting, hiring, training, and retaining team members who embody the same principles of warmth, efficiency, and guest-centered hospitality as the resort. The resort aims to enhance its competitiveness in the Cox's Bazar hospitality industry by aligning its HR practices with the business strategies including the delivery of exceptional experiences and ensuring operational excellence. Green Nature Resort & Suites is our leading example of the best hospitality and a place where you want to work, that is appreciated by all because it reflects in our service towards our Guests, a commitment to sustainable practices, high standards of service and staff development.

2.2 BACKGROUND OF THE RESORT

Green Nature Resort & Suites

The Green Nature Resort & Suites, a luxurious eco-friendly resort, is located in Cox's Bazar, Bangladesh and offers an absolutely breathtaking view of nature. It is the perfect combination of modern luxury and the tranquility of nature, which gives the visitors an unparalleled stay. The beautiful Cox's Bazar Beach, which is one of the longest natural sea beaches in the world, is just a stone's throw from the resort. Not only is it near the busy town of Cox's Bazar, but this perfect location allows visitors to relax with peaceful views of the Bay of Bengal.

Quick Specs:

- Number of rooms: 80
- Meeting rooms: 2
- Total meeting size: 150
- Internet access: Complimentary Wireless and Wired Access available in rooms, lobby and public spaces.
- Parking: Free parking for all guests.

Facilities and Services:

There is a large range of high quality services at Green Nature Resort & Suites for both leisure and business travelers. To name a few, these comprise a gym, a big swimming pool, a calm spa and quite a lot of dining options. The resort caters well to both vacation and business parties, with all the requisite services and amenities such as concierge, daycare, transportation, and meeting space. Focused on personalized care, comfortable facilities, and proximity to the natural beauty of Cox's Bazar, the resort's commitment to making the occasion a memorable one transcends the realm of accommodation. Green Nature Resort & Suites guarantees a luxurious and relaxing stay for both business and leisure travelers.

Address:

Holding 157/A, Sugandha Beach Point Road, Cox's Bazar, Bangladesh.

Contact Information:

- Email: info@greennaturecoxsbar.com
- Phone: +880 1889 641111
- Website: [Green Nature Resort & Suites](#)

2.3 VISION

Green Nature Resort and Suites will best green nature resort coxs bazar be one of the best in Cox's Bazar in service and room and cuisine at a reasonable rate and it was our company premier vision. Green Nature Resort and Suites is devoted to providing the highest quality service and to being your home away from home. It also seeks to raise the level of hospitality and sustainability to become the preferred option for travelers seeking luxury and nature.

Green Nature Resort aims for:

- To be recognized globally as the industry leader in hospitality, offering exceptional service and distinctive visitor experiences.
- Create a diverse and inclusive team that embodies the resort's core principles of integrity, guest satisfaction, and ongoing development.
- Providing top-notch customer service while promoting sustainability at every level of the hotel.

2.4 MISSION

Green Nature Resort & Suites: Providing the perfect combination of luxury and natural beauty to create an unforgettable experience for our guests. The resort is designed to predict and pursue the individual needs of its guests, from families looking to relax to business travelers craving practical amenities. The resort combines friendly service, world-class facilities and a relaxing atmosphere to make every stay a memorable one.

The mission of Green Nature Resort is:

- To make our guests comfortable and provide them with lasting memories.
- To be responsible in hospitality in welcoming the local culture and natural environment around us in the upper percentiles.
- To work towards raising the quality of service through training and fostering a high level of service among the staff at all times.

2.5 VALUES OF GREEN NATURE RESORT AND SUITES

The success of Green Nature Resort and Suites is driven by the following core values:

- Ethical Business Practices: Guarantees accountability, justice, and openness in all interactions.
- Integrity: Encourages truthfulness and competence in every encounter.
- Innovation: To improve visitor experiences, it embraces creativity and contemporary solutions.
- Environmental Protection: Adopts sustainable production and packaging practices to reduce environmental impact.
- Sociability with the Society: Positively impact in local community through social responsibility.
- Client Satisfaction: Focuses on surpassing guest expectations through personalized service.
- The Human Spirit Within the Organization: Explicitly creates a respectful, empowering work environment for its staff.

2.6 ORGANIZATION CHART OF THE RESORT

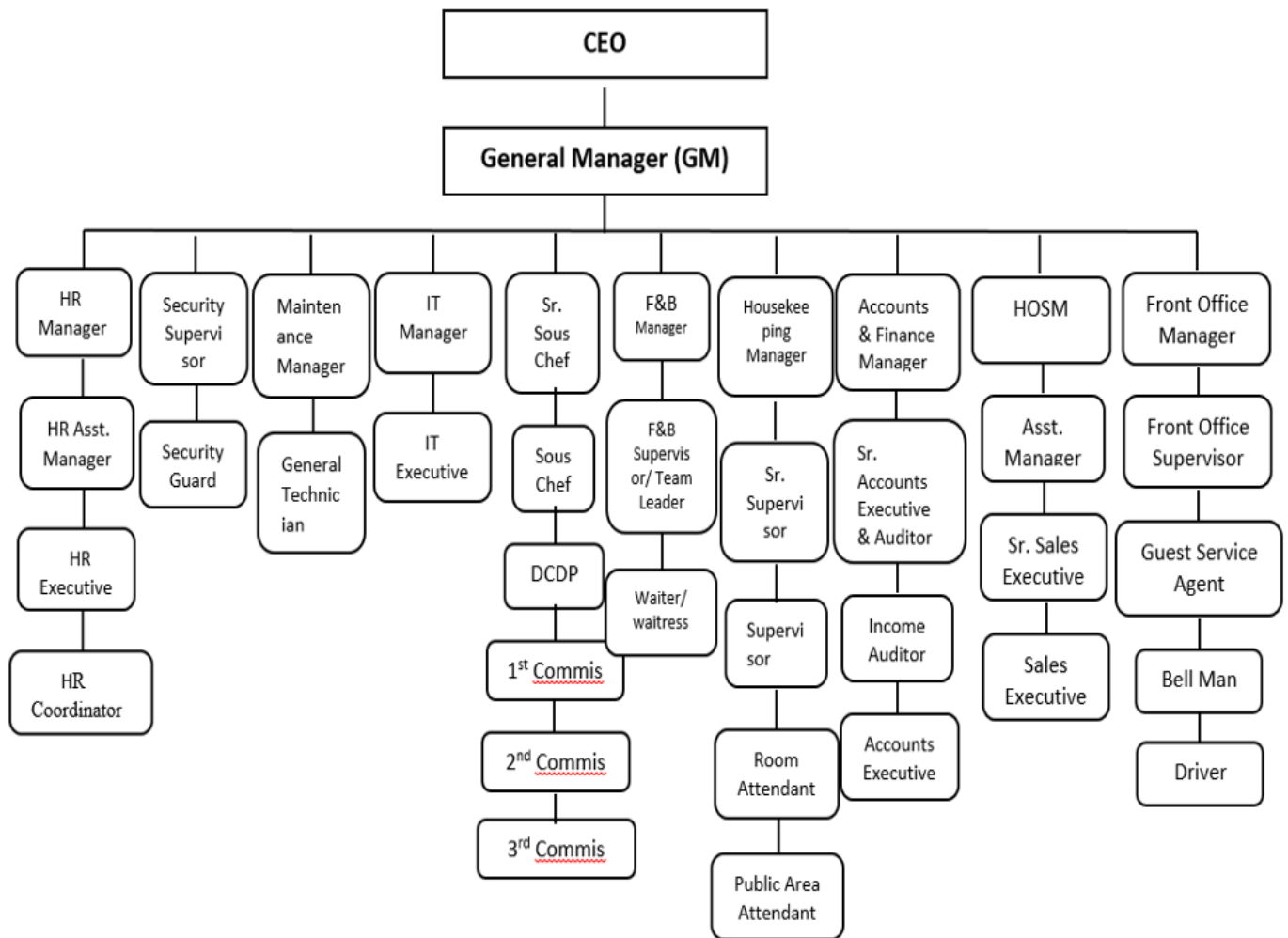


Figure 1: Organizational Hierarchy of Green Nature Resort & Suites

2.7 DESCRIPTION OF THE DEPARTMENT:

2.7.1 Front Office Department

The Green Nature Resort & Suites Front Office caters to all guest services beginning with the check in and ending with the check out. As the hub of all resort communications, this team handles reservations, arrivals, departures, guest queries, concierge services and links to other resort departments. The staff provides a seamless guest experience, from transportation arrangements to request fulfillment, as well as information about the resort's amenities and maintaining guest records. They embody the resort's warm hospitality and high standards for guest satisfaction.

2.7.2 Housekeeping Department

The Housekeeping Department is responsible for maintaining the cleanliness, comfort and safety of all rooms, suites and public areas to meet the resort's high standards. This group cleans guest rooms, changes linens, does laundry and helps with hygiene protocols at the site. As nature-inspired comfort is the resort's core concept, housekeeping is the key for all guests staying here to experience refreshing and enjoyable stay.

2.7.3 Food & Beverage (F&B) Service Department

Accommodation Green Nature Resort & Suites provides fine dining through its signature restaurant Gharana and other dining outlets. F&B Service The service department is responsible for the restaurant service, room service, bar services and special dinners. The department is responsible for supervision of quality service, presentation of the menu, guest satisfaction and coordination with the kitchen. Influenced by both local and international cuisine, the F&B Group aims to provide innovative and appetizing dining experiences.

2.7.4 Food & Beverage Production

Skilled chefs at the Production Department are responsible for the preparation of all the food served at the restaurants and food outlets of the resort. The team is dedicated to freshness, flavor, food safety, and punctuality. With the help of local supplies and international cuisine standards, the kitchen offers a broad range of dishes to accommodate the tastes of all guests. Coordination with the F&B service team ensures that operations run smoothly at breakfast, lunch and dinner and at special events.

2.7.5 Human Resource Department

The Department of Human Resources is responsible for recruitment, training, performance appraisal, compensation, and employee relations. Its primary function is to identify candidates who fit with the culture of service excellence at the resort. HR is also responsible for labor law compliance, the care of its employees, and the conduct of various educational seminars on service.

The department serves the need for a motivated work force, the key to the high standard of hospitality.

2.7.6 Sales & Marketing Department

The Marketing and Sales Department markets the resort via digital media, social media, travel partners and promotional campaigns. They cover branding and market research to package development and customer relationship management and revenue generating. The department also generates online visibility through Facebook, Instagram and others, providing their guests with current information on accommodations, amenities and promotions.

2.7.7 Accounts & Finance Department

The Accounts & Finance Department is responsible for preparation of budget, payroll, billing, cost control, financial reporting and financial stability of the resort. The group is responsible for revenue, expenses, cash flow, auditing and financial compliance. Through accurate financial record keeping, the department facilitates uninterrupted operational decision-making and enables the resort to run in a sustainable manner.

2.7.8 Recreation & Wellness Department

Green Nature Resort & Suites offers recreational amenities like a pool, spa, indoor games, billiards, gym and child care. This department manages the operation of these facilities, guest safety, the delivery of wellness treatments and the general upkeep of all leisure facilities. Their services add to the total guest experience through relaxation, fitness and entertainment.

Chapter – 3

Theoretical Framework

3.1 LITERATURE REVIEW

The processes of recruitment and selection are critical for any organization in ensuring that a suitable person for the right job is hired which ultimately helps in the growth of the organization. These two processes, often described as putting together a jigsaw puzzle, are essential in matching people to jobs in terms of skill, culture and latent potential. Recruitment is the process of looking for prospective candidates and enticing them to apply while selection is the process of evaluating and selecting the most suitable candidate from the applicants. A good recruiting process is essential for recruiting capable and talented people to help an organization move forward. (DeCenzo & Robbins, Human Resource Management, 2007)

(Chan & Coleman, 2004) Recruitment and selection are also the two most significant parts of human resource management that you should emphasize. They are the cornerstone of an organization's staffing strategy and help it bring in the best talent. It begins with a clear definition of the role requirements in terms of job skills, experience and personal qualities and goes through a number of steps to select candidates who match not only the job, but also the organization's culture. A predictable, well-organized process for recruitment and selection is essential to promoting equity in hiring.

(Shofiana, Hasbullah, Farida, & Larasati, 2025) thing to note that the function of recruitment has undergone a transformation to be more strategic. Recruitment was patterned on a dependence upon local advertising, and word of mouth within the community. But today the market is so tight that you have to cast a wider net, tapping online job boards, social media, and professional groups to gather together an assortment of prospects. This type of approach guarantees a growth in potential applicants and that is vital since it helps you in selecting the best match candidate.

Selection, according to (DeCenzo, Robbins, & Susan L. Verhulst, Fundamentals of Human Resource Management, 2013) It is a process with multiple stages post recruitment. It includes application processing, interviews, and testing and checking references of candidates. All of these approaches are focused on assessing a candidate's capabilities and suitability, not only in terms of their skills and qualifications but also in relation to the values and culture of the organization. Structured interviews, psychometric tests and skills tests enable employers to take a more informed and objective decision about which candidate to select.

Furthermore, it details the requirements of a transparent selection process stating that such procedures interviews, assessments and checks are required to confirm that the candidates genuinely hold the requisite qualifications. The organization has a purpose to be certain that the people it ultimately hires have not only the technical qualifications necessary but also the interpersonal skills and attitudinal requirements to exist and flourish in its culture.

In hospitality and other service industries, service quality is heavily dependent on the recruitment and selection procedures. For instance the world class service Green Nature Resort couples its

recruitment process with the brand values. By ‘filtering out’ those candidates who do not share its outlook on customer service and quality, Green Nature Resort provides itself with better chances of offering a superior guest experience.

In conclusion, recruitment and selection are two interrelated processes that must be catered to the best talent for the best talent to be attracted and retained. The practices mentioned in the literature highlight the importance of a comprehensive and structured recruitment and selection process to both attract high quality applicants and ensure retention of staff.

3.2 RECRUITMENT PROCESS

Recruitment is the process by which organizations make an attempt to identify and attract potential candidates to fill their vacant positions. It serves as an interface between job seekers and companies. The purpose of attracting is to create a pool of candidates for selection. Organizations need to develop and implement a sound talent acquisition process that enables them to recruit the right people at the right time who fit the criteria of both the job and the organization in terms of their skill sets and values.

In big companies, recruiting is generally done by professional recruiters or recruiting firms. The process usually begins with defining the needs of a job, recruiting candidates through different means, screening their applications, and interviewing. Selection should be narrowed down to a manageable size at the end of the recruitment process, with the best candidates selected for the job. Successful recruitment has a positive effect on the success of an organization as it allows the organization to bring in talent and retain them.

3.3 THE PURPOSE AND IMPORTANCE OF RECRUITMENT

There are many important functions of recruitment in an organization, and the very need for it is essential. The goals and the importance of the recruitment process are as follows:

- **Recruiting Appropriate Candidates:** Recruitment aids in bringing a large number of potential candidates having the required skills and qualifications for a particular job position. A large exposure assures a larger pool of talent which can help you get the best candidates.
- **Creating a Talent Pool:** The entire process of candidate selection is aimed at establishing a talent pool in which the best candidates are found. In this way the enterprise can cover its needs for human resources not only for the present time but also for the future.
- **Fulfillment of Institutional Requirements:** Recruitment is a function of the objectives of an institution. It informs the skills, knowledge, and number of people needed that are consistent with the organization's personnel planning and job analysis activities.

- **Networking Businesses and Job Candidates:** Recruit Placement is a service to both job seekers and companies. This process is guided with a good aim at matching people to jobs where the working relationship is as for both sides in the employment.
- **Decreasing the expenses for recruitment:** Because of multi-channel recruiting and crack selection processes, an organization can minimize recruitment-related expenses and still attract quality candidates.
- **Enhancing selection outcomes:** a structured recruitment process is less likely to result in the selection of underqualified or overqualified candidates and thus, the selection outcomes are felt to be more successful.
- **Employee Retention:** Effective recruitment helps reduce turnover rates by ensuring that newly hired employees are well-suited to their roles and the organizational culture.
- **Recruitment is also the process to comply with legal and social responsibility,** like promoting diversity and inclusion in the organization.

3.4 SOURCES OF RECRUITMENT

An organization has multiple options to select candidates for recruitment. such sources may be broadly grouped into internal and external sources. It is also important to note that internal and external sourcing for recruitment are critical to fetching the best candidates and organizations usually apply for a mix of both to have variety in their pool of applicants.

3.4.1 Internal Sources of Recruitment

Internal sources of recruitment are those that bring about the job vacancy to the notice of people who are already working with the company. These sources have a number of advantages like saving the cost of recruitment and employees are aware of the company's culture and organizational work. The following are the internal sources of recruitment:

1. **Internal Employee Transfers:** Based on skills and experience, employees are eligible for transfer from one department to another or from one position to another. This allows the employee to gain additional experience and the organization to fill a vacancy more efficiently.
2. **Rewarding Excellence:** Staff are promoted from the ranks to more senior positions on their merit, length of service and experience. Promotion acts as a motivation for employees and makes them feel valued by the organization.
3. **Performance Management:** An employee can be promoted or demoted on the basis of their performance reviews. It's a way for the company to keep its standards high by rewarding strong performers and dealing with poor ones.

4. **Rehiring Former Employees:** Organizations can also choose to bring back retirees or former employees, who recently underwent layoffs of who have been retrenched, if their skills are still up to date and they are able to contribute to the achievement of the organization's objectives. So this saves time and resources on training and orientation.
5. **Dependents of the Deceased Employee:** In an effort to support the families of those employees who have passed, some organizations bring on dependents, such as children or relatives of deceased employees.

3.4.2 External Sources of Recruitment

External recruiting means attracting candidates from outside the company. These sources become necessary in the absence of suitable internal candidates, or when the company wants to inject new blood. Some popular external recruitment sources are:

1. **Job Advertisements:** Job ads in newspapers and magazines are a common way of reaching many potential job seekers. This technique brings high-quality applicants from all kinds of backgrounds.
2. **On-Campus Recruitment:** Educational institutions such as universities, colleges and trade schools provide a great pool of young, talented and capable applicants. A lot of companies come on campus for recruitment or partner with colleges to hire freshers.
3. **Placement agencies:** For many organizations, recruitment is outsourced to placement agencies, which find and vet candidates for the company. Such agencies specialize in headhunting senior professionals or candidates for very specific roles. They can help you save time and they come with pre-screened candidates.
4. **Digital Recruitment:** With the increase of digital platform, online job boards like LinkedIn, Indeed, and Bdjob have become a crucial tool for recruitment. Such platforms enable organizations to tap a global pool of candidates with specialized skills.
5. **Social media:** social media, including Facebook, Twitter and Instagram, have established themselves as vital means for recruitment, especially when targeting younger, more technologically oriented job seekers. Organizations also use these sites to advertise positions and connect with potential candidates.
6. **Employee Referrals:** Employee referrals are considered to be the best external source of recruitment. Employees of the company are allowed to refer a candidate for an open position. This also helps in hiring candidates who have a better cultural fit as employees are aware of the organization's values.

3.5 FACTORS AFFECTING EFFECTIVE RECRUITMENT

Recruitment is affected by many external and internal factors. Internal factors refer to those that can be influenced by the organization itself, while external factors are those influenced externally to the organization, but still affecting the process of recruitment. Knowing these factors will help you to enhance your recruitment and draw in the finest contestants for any post.

3.5.1 Internal Factors Influencing Recruitment

The recruitment process is affected by several internal factors. These are under the control of the organization and may be modified to enhance the effectiveness of recruiting. The most important internal influencing factors are:

1. **Creating a Recruitment Policy:** Establishing a Recruitment Policy. The recruitment policy of the organization depicts its intentions and provides direction to the whole process of recruitment. This policy reflects the best practice methodologies in recruitment and selection within Nottinghamshire Healthcare and sets out expectations for meeting the standards. It also defines the method for advertising the posts and for determining the selection criteria.
2. **Workforce Planning:** An active human resource plan identifies gaps in the existing workforce and projects the future requirements for employees in terms of number and type needed to achieve the business goals. It offers the organization a road map for recruitment to ensure that the right quantity of employees with the right skills are recruited at the right time. HR planning reduces the risk of late recruitment and ensures the process of recruitment is in harmony with organizational priorities.
3. **Recruitment at Scale:** Company size can have a significant influence on the recruitment strategies. Recruiting procedures of big corporations with more complex organizational structures tend to be more formal and systematic than those of small organizations. They could also require a larger and more diverse pool of labor, which would translate to additional sourcing from multiple recruiting sites.
4. **The Financial Impact of Recruitment:** It's an expensive process, once you factor in the cost of advertising, agency fees and the time your HR staff devote to sifting through applicants. Companies try to minimize the costs of recruitment by using the least expensive channels, but now they also want to attract good candidates. The expense of recruiting may also be influenced by the volume of recruitment of the company. Large-scale recruitment might require more expenditures.
5. **Growth and Expansion:** With the growth of the organization, the kind of people it recruits also changes. Fast growth or diversification of business activity can call for a mass recruitment. The process of hiring needs to be adaptable and able to scale with the growth.

Organizations can also focus on recruiting for new roles that are created as a result of expansion, which require specialist expertise that they didn't need before.

3.5.2 External Factors Influencing Recruitment

External forces are outside the influence of the organization, but they still have a significant impact on the recruitment process. Some factors affect the way an organization recruits and selects candidates. Some of the most important external influences on recruitment are:

1. **Talent Availability:** The supply of talent in the pool of potential candidates is undeniably a key factor in the hiring process. In a field where qualified candidates are scarce, a company may have a harder time filling jobs. On the other hand, if labor is oversupplied, organizations may be swamped with applications and have difficulties in narrowing down the best candidates.
2. **Labor Market Dynamics:** This is because the job availability if there are many jobs or if they are rare has a strong impact on the recruitment process. With increased government spending unemployment so low and the economy is booming, there is strong competition for the best candidates and employers may have to pay more and offer more benefits to attract them. On the other hand, the excess labor during a recession may give employers a wider pool to choose from and potentially an influx of unqualified applicants.
3. **Industry Image and Reputation:** An organization's visibility in the market influences its capacity to lure applicants. Organizations recognized as having a good work culture, where employees have opportunities for career growth, and are likely to have a positive work environment, generally attract good quality candidates. Conversely, even if a company pays well, it may still find it difficult to bring in the best people if its reputation is not a positive one.
4. **Government policies:** The recruitment process is also affected by government rules and regulations. Employment laws and regulations regarding the rights of its workers fair equal opportunity employer non-discriminatory employer and affirmative employer may influence how a company conducts its recruiting. The purpose of these rules is to ensure fairness in recruitment and to prevent discriminatory recruitment practices on grounds of gender, race or disability.
5. **Economic and Political Environment:** Recruitment may be influenced by the overall economic and political environment. For example, political instability or changes in the labor laws can cause unrest in the company. Similarly, changes in the economic environment such as inflation and recession may have an impact on the availability of money for recruitment or the salary pool for potential employees.

6. **Social and Cultural Dynamics:** The recruitment could be affected by cultural and socio-economic standards. For instance, some regions and cultures may have distinct preferences when it comes to types of jobs, roles of men and women, or necessary education levels and the like. Society's priorities and what they expect from their workforce, such as more focus on work-life balance, the ability to work remotely and flexible schedule, can all play a part in determining what makes an organization appealing to those looking for work.

3.6 SELECTION

Selection is the process through which organisations screen and appraise individuals to occupy their positions, on the basis of some predetermined norms. This procedure can be very basic, or extremely involved, as a result of the job or the company. Normally it begins when you receive the applications after the recruitment, by excluding those who do not meet the work requirements. The purpose of the selection process is to choose the most suitable applicants from the pool of applications who have the necessary qualifications, skills and potential to perform the job successfully. This system allows companies to hire candidates who are qualified and within corporate guidelines.

3.7 PURPOSE OF SELECTION

The purpose of the selection is to select the best applicant who satisfies job and organizational needs. To that end, organizations gather and assess detailed information about candidates, including their qualifications, skills, experience, and other relevant job-related attributes. This makes sure the person you hire not only fits the needs of the position, but of the company culture and long-term goals.

3.8 THE SELECTION PROCEDURE

The process of selection involves several key steps that are designed to evaluate the candidates' suitability for the job and qualifications. These stages must be routed through sequentially for a complete and effective hiring. Testing is also one of the most valuable tools in the selection process, since it reveals abilities and attributes that may have been overlooked. Tests have also been used, among other things, to foresee a candidate's job performance potential, behavioral trends, personal characteristics and even the impact of certain situational variables on an employee's productivity. Moreover, the results obtained with this method are trustworthy and usable for scientific investigations and statistical evaluation.

Step 1: Applicants' Adherence

The first step in the selection process is to attract appropriate candidates, who possess the necessary skills, qualifications, and experience for the job. This phase begins with the company ensuring that it looks good to the potential candidates. A company has to look good on paper to

attract talented individuals. This phase guarantees that the institution is able to bring to bear qualified candidates, educationally, professionally and personally. It is also important to be clear about the job expectations and the organizational values so that you attract candidates that fit with the mission of the company and can actually do the job.

Step 2: Initial Interview

The first interview is a critical point in the hiring process, aimed at weeding out applicants who don't meet the minimum criteria for the job. In general, this interview is also a screening tool to reduce the number of candidates based on their job qualification, appearance, attitude and organizational feasibility. In this conversation, the candidate is often judged on his physical appearance, educational qualifications, hobbies and suitability for the job by the recruiter. It's an important step that separates the real contenders from the dreamers so that they only take the best candidates forward to the next stage of selection.

Step 3: Filling out an application

The application form or questionnaire is a frequently employed instrument to gather information about the personal, educational, professional, demographic, social, and work history of an applicant. The following are the reasons that make the application form an excellent recruitment tool:

- It welcomes the candidate to the firm: The application is the introduction and gives the candidate a brief look at how the company recruits and what they expect from applicants.
- The firm can use it to screen out unqualified applicants: The details on the application enable the company to quickly determine if the candidate meets the minimum qualifications for the position. Those that fail to meet the required criteria are usually discarded at this point.
- This can be used to create a first question in the interview: Information provided in the application form acts as a good base while interviewing which also helps the interviewer to ask more specific questions pertaining to candidate's past experience or educational qualifications.

Step 04: Recruitment Tests

The agency needs to determine that an applicant is qualified to perform the essential functions of the position. To evaluate this, employers apply different selection methods. Most companies use a recruitment test to maintain the accuracy and validity of the assessment. These tests allow you to evaluate the candidate's appropriateness for the role and capture meaningful information during the selection process. Here are some of the most common test formats:

- **Cognitive Evaluation:** This test measures your thinking, reasoning and verbal abilities. It serves as a filter to weed out applicants who are not sufficiently intelligent to do well at the job.
- **Testing Learning Potential:** Ability tests are designed to calculate an individual's ability to learn a particular job with adequate training. It also determines if the individual is able to work successfully, following training.
- **Achievement Testing:** Those tests are designed to see if the job seeker is really as knowledgeable or skilled as they say they are. It is especially helpful to confirm the assertion of expertise in a particular trade or area.
- **Assessment of Personality Traits:** Personality assessments evaluate aspects such as emotional stability, acceptance, degree of maturity, communication and cooperation. These tests are especially useful in hiring for senior-level positions or assessing cultural fit within the organization.

Step 05: Selection Interview

Interview is the oral examination of job applicants and is the most important step of the selection procedure. The interview gives the recruiter an opportunity to evaluate the candidate's suitability for the role. The Interview has the following important features:

- The interview enables the recruiter to see the candidate's expression, attitude, and body posture, which could tell them about their emotions, and how confident they are.
- **Develop an Opinion on the Passion and Intelligence of the Candidate:** The interview aids in evaluating the candidate's passion for the position and mind.
- **Assess the Candidate's Personality:** That's an excellent way to get a sense of a candidate's people skills, maturity, and whether or not they would be a good fit in the company culture.
- **Ask questions about areas the tests didn't cover:** The interview can delve into topics that were not addressed in the previous rounds, maybe specific work-related situations or personal values.
- **The Candidate on the Firm:** This is also the firm's opportunity to describe to the candidate its culture and policies, and what it expects – all of which builds goodwill and transparency with the candidate.

Interview Styles Include:

- **Unstructured Interview:** Thus the answers are directly guided by the candidate while the interviewer does not influence the answers in any way. Interviewers are basically trying to get the candidate to talk as much as possible.

- II. **Standardized Interviews:** As a result of EEO requirements and a need for uniformity, the structured interview has become more popular. They are structured with a series of standardized questions and acceptable answers so that the process of evaluation is more uniform.
- III. **Scenario-Based Interview:** The interviewee is given a fictional scenario and asked what they would do in that situation. Their answers are then compared to a set standard.
- IV. **Experience-Based Interview:** This interview is based on prior experience. The applicant is questioned on what they have done in specific scenarios in the past, to determine how well their experiences meet the needs of the role.
- V. **Panel Interview:** A panel interview consists of several interviewers who are questioning one candidate at a time. This approach offers a well-rounded view, as it brings in diverse opinions from several people within the company.
- VI. **Virtual Interview:** In light of technological advances, certain organizations conduct interviews now through the computer or on the internet. Although not as prevalent in some areas, this practice is growing in popularity from an efficiency standpoint.

Steps in the Interviewing Process:

- I. **Planning:** The interview should be planned with care. The procedures are as follows:
 - Setting the interview objectives.
 - Reading through the candidate's application and CV for areas to question.
 - Have the evaluation forms and testing results handy.
 - Determining the interview style and the interviewing team.
 - Secure a room for the interview that is quiet and free from interruptions.
- II. **Interview Welcoming Process:** When the candidate arrives, they must be politely received and led to the interview room. It is important that the candidates are treated with respect, no matter what their background or situation. The interview shall commence at the scheduled time.
- III. **Exchange of Information:** The interview should start casually to establish trust. The following strategies ought to be applied:
 - Clearly state the goal of the interview and give information about the position.
 - Use open-ended questions to elicit intelligent answers from the candidate.
 - Refrain from being extremely critical or combative throughout the interview.
 - Make sure the applicant has enough time to speak and express themselves.

- Make sure all pertinent questions are answered by preventing the candidate from controlling the discussion.
- IV. **Termination of the interview:** End the interview positively and the candidate should feel respected no matter what the result. Do not comment on the likelihood of success of the candidate at this stage.
- V. **Assessment:** Upon completion of the interview, assess the candidate's answers and conduct. Take notes about your observations right away as the interview is still fresh in your mind. The use of a standardized score sheet is recommended to help ensure the assessment is fair and consistent.

Step 6: Conduct a Background and Reference Check

Background checks can be done before or after the interview. Although this process is time-consuming and demanding, it offers great benefits in aiding the decision making process for selection. There are two main reasons why you should perform background checks before hiring:

- **To Verify the Applicant's Details:** To verify the candidate has not lied on the resume regarding employment history, qualifications and other personal information.
- **To Find For Hidden Damaging Facts:** To uncover any hidden damaging facts such as a criminal record or a suspended driver's license that may impact the applicant's relationship with your company.

Sources for Background Research:

- **Verify References:** Ref at candidate's request, normally from incumbent employer, peer or manager to confirm professional history and work ethic.
- **Diplomas** such as those presented in education certificates: Confirming the educational background of a candidate (a diploma, degree or certification obtained by the candidate in the application).
- **Professional Qualifications:** Confirm any relevant professional qualifications.
- **Background Check:** You want to make sure the candidate is not disqualified due to any criminal background.

Background checks fall into a few categories:

- **Verification of Employment and Salary:** Confirming the candidate's position and salary with their current employer.
- **Interviewing Current and Past Managers:** to understand what drives the candidate, what their technical and team play capabilities are.

Step 7: Preliminary Selection at the Human Resources Department

Choosing the wrong path can be costly to the company in terms of money, social ramifications, and business operations. A bad hire damages not only a company's financials but also its productivity and morale. So While deciding on an applicant to be hired or rejected, the HR team has to take note of it. The HR staff must be diligent to this point by making sure that only the best candidates are allowed to move forward. When the HR has a firm decision, the selection committee will inform the successful candidates that they have been found suitable for the position.

Step 8: The Concerned Department Makes the Final Decision

Once a candidate is chosen by HR on the basis of their qualifications and performance in the selection process, the line manager of the relevant department may still have the final word. This is typically the case when the skills required for a job are not an exact match with those of the candidate, and they have otherwise performed well. The final selection of the candidate to be recommended to the Dean must be approved by the line manager who knows the intricacies of the role and department needs, so as to ensure it is aligned with what the department requires.

Step 9: Final Decision & Placement

Following the evaluation by a doctor, a final determination is made regarding the candidate's suitability. This is the final step in the selection process. Placement is the process of making the individual a holder of the position, and the business organization realizes its goal of having "the right man on the right place at the right time." This stage in the placement procedure serves as assurance of the final commitment but also provides the employer with the opportunity to verify that the new employee is suitable and able to perform the task as anticipated.

Chapter – 4

Recruitment and Selection Process of Green Nature Resort and Suites

Part-A: Recruitment

4.1 THE PROCESS OF RECRUITMENT AT GREEN NATURE RESORT & SUITES



Figure-1: Recruitment Process Flow Chart

1. Recruitment Planning

Recruiting Planning is a must at (Green Nature Resort & Suites, 2023) and Suites in order to bring in the right people to keep our Service excellence. The Process To begin, notice the job vacancies and identify whether the position is permanent, temporary, or seasonal through the Human Resources office after considering the operational requirements. Workforce planning is a priority, prioritizing the resort's growth and seasonal requirements in the staff needed next year. HR works with the line management to predict staffing needs and to develop a recruitment strategy. The resort takes advantage of a variety of media for recruitment including job boards, social media, and employee referrals to attract a well rounded candidate pool. HR liaises with the heads of departments to ensure job descriptions and profiles of potential candidates meet the operational and cultural needs. The recruitment strategy is continuously reviewed and refined to ensure that it still meets the organization's goals and takes into account any changes in the sector. There are comprehensive plans with clear deadlines and assigned resources, along with strategies for candidate engagement, in order to facilitate a smooth process.

2. Strategy Development

Phase two of the recruitment method is Strategy Development, (Empxtrack, n.d.) a plan to hire resources will be developed during this phase to make the recruitment process efficient and effective. Strategy development involves the following major steps:

- **Creation of a Recruitment Team:** A group of HR professionals and other key stakeholders is assigned to manage the recruitment process. It brings focus and clarity to roles.
- **Reviewing HR Strategy:** The HR strategy is examined to confirm that it supports the company's business strategy. Recruitment strategy should be aligned with business strategy to attract the right talent to help the company grow.
- **Gathering Easy-To-Get Information:** Useful information such as existing headcounts, vacancies and required skill sets for new jobs is collected. These features are used in making quality hiring decisions.
- **Assess Data:** The data are assessed to identify patterns, gaps and trends in recruitment within the findings. This analysis has far-reaching implications for understanding the current workforce and for concepts that might be employed to recruit more effectively in the future.
- **Develop a Recruitment Plan:** A comprehensive recruitment plan is created from the information given. The plan defines the strategies, schedule, sourcing method, and allocation of the resources to be used for bringing the candidates.

3. Job Analysis & Job Descriptions

Job Analysis: The investigation of the details of a job, such as the activities involved, the necessary skills, and the environment in which the work is carried out. These are the essential standards

against which we can measure the capabilities required to do the job. Green Nature Resort has well defined job standards and job descriptions to ensure that we hire the Best for the Job.

Job Description: The role description details the role's job functions, duties and where the role fits within the organization. This knowledge allows employers and job seekers to gain an idea as to what is involved in successfully performing a given job.

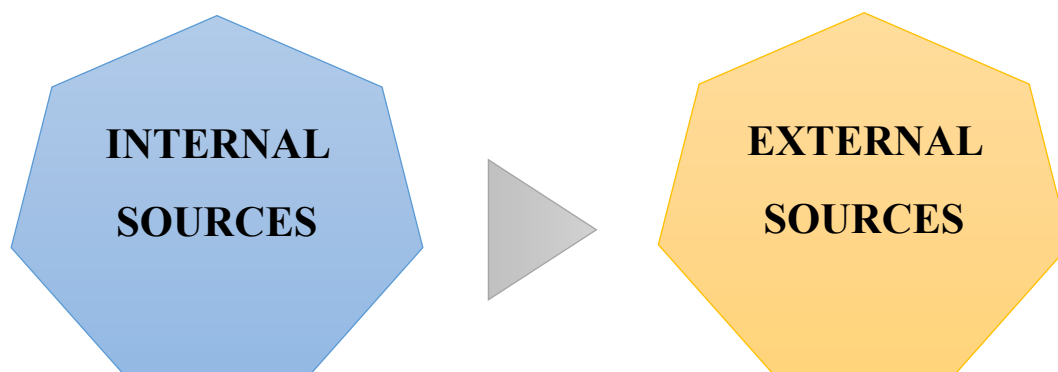
4. Job Specification & Evaluation

Job Specification: Job specification defines the rules and standards for the job, on the basis of which HR can choose the most appropriate candidate. The first stage in writing a job specification is to gather a list of all the roles within the company and where they are based. The second phase is to create specific job information for the necessary qualifications, experience, skills and attributes you need the job holder to have for you to consider them able to do the job.

Job Evaluation: Job evaluation means evaluating the worth of a job in comparison to other jobs in an organization. The objective of job evaluation is to determine jobs' relative worth and good pay levels. Job evaluation may be in the form of grading, classifying or point rating, which forms the basis for salary and emoluments negotiation in the organization.

5. Searching

Searching is the act of looking for or seeking on the basis of the job requirements potential candidates. We bring the job seekers to the job providers and their need job application to the organization. An organization can use one or more of the following sourcing strategies internally and or externally, in response to its recruitment needs, market conditions, or competitiveness of the industry. Organizations in a fast change environment may give priority to external recruitment in order to acquire new skills, expanding internal resources to develop their workforce.



I. Internal Sources

Internal recruitment involves hiring from within the organization. This method is often cost-effective and motivates existing employees by offering growth opportunities. The following are common internal recruitment methods:

- **Transfers:** Salaried employees are transferred in their domain from one team or function to another, considering their performance and experience. It helps in keeping the organization running smoothly and giving the employees new challenges.
- **Promotion:** employees are promoted for good work to better posts with more responsibility and perks. Promotions are at times performance-based along with seniority, so that the best talent gets rewarded.
- **Upgrading and Demotion:** Employees can be upgraded or downgraded depending on their work performance. Performance appraisals are employed by organizations to evaluate the skills and output of an employee to facilitate decisions related to an employee's career.
- **Retired and Retrenched Workers:** Staff who have been retired or retrenched can be employed again if their services are required. This is a significant saving in time and resources, as these workers have already been trained in their specific job within the operations and organization culture.
- **Dependents and Relatives of Deceased Workers:** A few organizations employ the dependents or relatives of deceased employees, allowing the family to be taken care of in trying times.

II. External Sources

External recruitment is that which takes place outside the company. The approach is said to widen the talent pool and infuse new ideas. Key sources of external recruitment are: The Labor market, educational institutes

- **Direct Recruitment:** This technique consists of posting the job offer on the company's website or bulletin board. Direct recruitment tends to be employed more for blue collar or technical positions and allows for targeting local applicants.
- **Advertisement:** Advertisement in a newspaper, job board or company site can be used to communicate to a large number of people. A job advertisement typically describes the job, the minimum qualifications, the benefits, and the application process.
- **Job Fairs and Work-Related Activities:** If you are an employer who is interested in meeting with potential employees in person, consider attending or sponsoring a job fair or hiring event. These are great events for networking and from the candidate's perspective, they provide a better understanding of a company's culture and what positions are open.
- **Campus Recruitment:** Many organizations go to colleges or universities to hire fresh graduates. Campus recruitment enables firms to acquire a young and qualified workforce that can work with the organization for a longer duration.

- **Employment Agencies:** Recruitment agencies can assist with recruitment, particularly for specialist or senior positions. Agencies help companies to narrow down on potential candidates thus saving time in the hiring process.
- **Professional Associations:** These groups assist with recruiting professionals with specialized skills. They generally aim at producing mid-level to senior level candidates, and that could mean access to a deep pool of talented professionals.

6. Shortlisting

Screening is the process of reviewing applications to ensure candidates meet the job requirements before moving to the next stage. It helps eliminate unqualified candidates, saving time and resources. The process includes:

- **Reviewing Resumes and Cover Letters:** Assessing qualifications, experience, and relevant skills against the job description.
- **Conducting Telephone or Video Interviews:** Evaluating communication skills, enthusiasm, and clarifying details from the application.
- **Identifying the Best Candidates:** Shortlisting candidates who align with the job requirements and company culture.

7. Evaluation

Evaluation is the last stage in the recruiting process, and is concerned with evaluating the success and efficiency of the process. Since recruitment is expensive, it is important to:

- **Monitor effectiveness:** Determine if the process attracts the right type of candidates, matching company needs.
- **Monitor Cost Efficiency:** Monitor use of the risk resources to confirm that time and budget are effectively used, as intended.
- **Continuously Improve:** Solicit feedback on how to improve and streamline recruitment in the future.

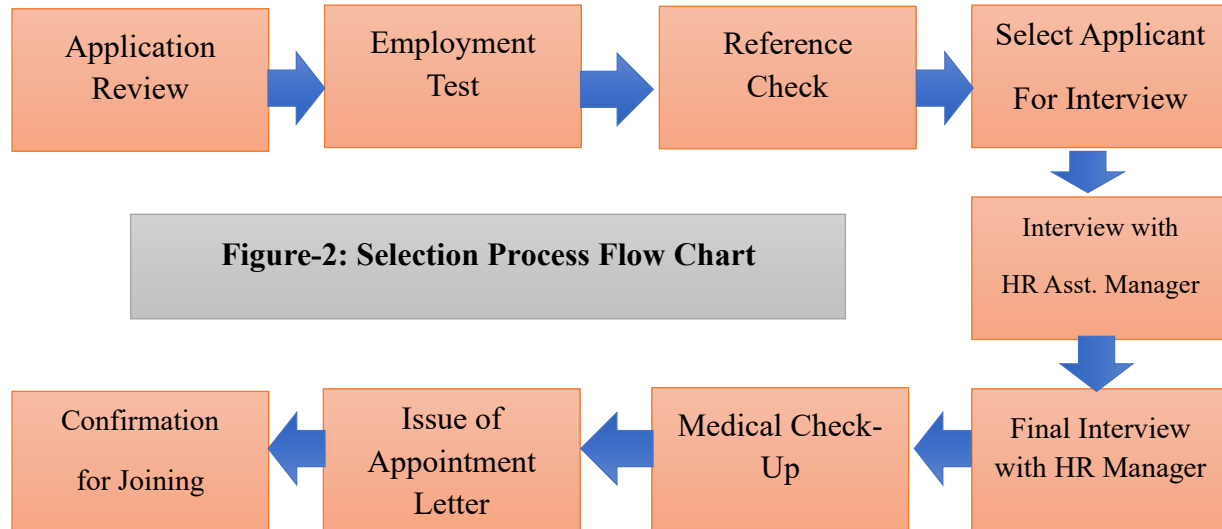
4.2 RECRUITMENT POLICY OF GREEN NATURE RESORT AND SUITES

The management of (Green Nature Resort, 2023) and Suites has developed a holistic Recruitment Policy to ensure that the recruitment process is in line with the vision and values of the organization. This policy describes end-to-end procedures for efficient recruitment, selection and onboarding of high quality candidates. The policy contains the following general principles:

- **Right People:** The purpose is to get the best possible applicants for our positions to allow us to perform with the greatest success. This results in a team dynamic and synergy that best serves the organization.
- **Equal Employment Opportunity (EEO):** In keeping with its policy of fairness and equal treatment, it is the company's policy that all applicants for employment shall have an equal opportunity to be considered for employment without regard to race. It ensures the playing field is level on both sides of the recruitment process.
- **Non-Discrimination:** The Green Nature Resort is committed to its policy of open recruitment and will not discriminate against any candidate on the grounds of sex, racial origin, age, nationality or any other category of discrimination as defined by the law. They are considering skills, experience and cultural fit.
- **Age Requirement:** For legal and ethical reasons, the agency is dedicated to not hiring any individual under 18 years of age and offering a safe, accommodating atmosphere.
- **No Two Employment:** Applicants who are currently employed full-time or part-time by an organization are not eligible to apply to us. This is to prevent conflicts of interest and to allow employees to focus solely on their work at Green Nature Resort.

Part-B: Selection

4.3 SELECTION PROCESS AT GREEN NATURE RESORT AND SUITES



Step 1: Application Review

At Green Nature Resort and Suites, the recruitment begins with a strict Application Review. Applicants are recruited from local job boards and social media platforms, employees, and hospitality schools.

HR skims through the CV and cover letters to check if the candidates possess the qualifications required and fit the culture. Concentrated on candidates with hospitality management and guest service background. Candidates are shortlisted, who share the resort's values and principles of teamwork and service excellence, to go further along the process.

Step 2: Employment Test

After the Application Screening, candidates who are shortlisted will be invited to take the Employment Test. This phase assesses the skills, abilities and suitability of the candidate for the job.

- i. Written tests among others: The candidates have to attend department-specific written tests. These exams evaluate the technical knowledge and problem-solving skills necessary for the position and also determine if the candidate has the basic skills required for the job.

- ii. **Aptitude Tests:** The hotel uses aptitude tests to determine how quickly the candidate is capable of acquiring new skills and meeting the hospitality requirements
- iii. **Personality Tests:** Personality tests are also given to assess emotional maturity, flexibility and socialization. These are essential in equating the candidate will be the right fit to the team, and to deliver at the highest level of guest service.

Step 3: Reference Check

Once candidates pass the Employment Test, the next step is the Reference Check. This stage is important to verify a candidate's previous employment history, reliability and honesty.

- i. **Verification:** The HR contacts the references supplied by the candidate like ex-employer, co-worker etc., to verify the veracity of the information provided in application.
- ii. **Assessment of Past Work:** References are queried about the candidate's work ethic, personality, and details of their job performance so the resort can continue its high standard of professionalism and service.
- iii. **Cultural Fit:** A good portion of reference checks are designed to establish whether the candidate upholds the resort's core values of guest satisfaction, teamwork and commitment to service excellence.

Step 4: Select Applicant for Interview

Choosing the interview candidates is very important in the procedure of recruitment at Green Nature Resort and Suites. Once the reference checks are complete, qualified candidates that align with the core values of the resort are invited in for an interview.

This stage includes:

- i. **Shortlisting:** Based on the preliminary application, written tests, aptitude assessments and results of reference verification the HR department shortlists the best candidates.
- ii. **Interview Invitation:** A formal interview with the HR Assistant Manager will be held for those candidates who were pre-selected. The interview is not to assess the technical skills of the candidate, but to see if he or she fits into the resort's service culture, which is team-based and focused on providing excellent guest service.
- iii. **Cultural and Skill Fit:** Candidates are evaluated in terms of their skills and the cultural fit with the resort during the interview. The HR team also makes sure the candidates have the right mindset, personality traits and passion to give excellent guest service!

Step 5: Interview with HR Assistant Manager

The Green Nature Resort and Suites HR Assistant Manager Interview is a Very Important part of the Green Nature Resort and Suites recruitment process. This interview is also a chance to check out the candidate's sense of humor, personality, and whether they will fit in with the culture of the resort.

- i. **Evaluation on Technical Skills** The candidate's technical skills are evaluated by the HR Assistant Manager for the post; Well the HR Assistant Manager should ensure that the candidate has at least some technical knowledge to go through the technical round and also to have a basic idea about the job profile.
- ii. **Communication of the Expectations of the Role:** The HR Manager communicates what is expected with the position, the duties, the working hours, the challenges, and so on, and makes certain that both the candidate and the resort have a matching vision of the role.

Step 6: Final Interview with HR Manager

In this interview, the HR Manager assesses the candidate's qualifications, work experience, and suitability with the values of the resort. The focus is to find not only a qualified technical candidate but one who will fit into the culture of guest satisfaction and team work at the resort. In addition, the HR Manager discusses possible career growth at the resort to ensure that candidates are energized about what lies ahead.

Step 7: Medical Check-up

The Medical Check-up is the last step prior to the candidate being hired in Green Nature Resort and Suites. This is to make certain that the candidate is physically fit for the position and is able to perform its duties. The hotel carries out the medical examination at the hotel or at one of its medical partners. The examination is a general health check-up to ensure the candidate can cope with the physical exertion required for the job.

Step 8: Issue of Appointment Letter

After all the prior steps are done successfully, the Human Resource Officer at Green Nature Resort and Suites will send out the Appointment Letter to the successful applicant as a formal offer of employment.

In his Appointment Letter contains key information like:

- i. **Job Title & the Role Overview:** Role and responsibilities overview e.g. "The employee shall perform duties assigned by the management and endeavor to render superior service to the guests."
- ii. **The Employment Start Date:** The letter also identifies the "active day of service" employment starts and days will be counted.
- iii. **Salary Details:** Job offers add information on salary, benefits, pay for overtime, allowances, and how to get paid, so the prospect knows what they are worth.
- iv. **Work hours:** Clearly stated working hours and lunch break and shifts if applicable with some flexibility to work during peak period and special guest requirements.
- v. **Holiday and Leave Policy:** You will find your holiday and leave requests explained here and a link to the forms office space setup.

- vi. Sick Leave: The Sick Leave Policy and Procedure – Sick leave is also part of the Company HR Policy under human resource management-AS018.
- vii. Notice Period: The notice period to be served on resignation/termination by either party.
- viii. Grievance and Disciplinary Procedures: Provide details of the procedure for raising concerns, for working days to be made available to the employee to discuss the matter and for disciplinary action against the employee if there is a breach of company policy.
- ix. Termination of employment: Sets forth the grounds for termination of the employment, for both voluntary and involuntary.
- x. Union Membership If appropriate, information about the possibility of becoming a member of the employee union - and the advantages of being a member.

Step 9: Confirmation for Joining

On receipt of the Appointment Letter, the candidate needs to confirm his/her acceptance of the offer. This acknowledgement shall be made by signing the appointment letter & submitting the same to the HR department along with the required documents, if any.

The following are the required documents for the candidate:

- i. Signed Appointment Letter: The candidate accepts the offer of employment and confirms the same with a signed letter.
- ii. Personal documents These could be copies of the candidate's academic certificates, and employment records or any other documents required by the company policy.
- iii. Identity Proof The candidate provides identification and other documentation required by law for record-keeping and compliance.

Chapter – 5

Findings, Recommendations & Conclusion

5.1 Major Findings:

The following are the major findings on the analysis of the Recruitment and Selection Process of Green Nature Resort and Suites:

- Green Nature Resort and Suite has a well organized and systematic recruitment process from the preparation to the selection of candidates.
- Internal recruitment as well as external recruitment sources are used, to support career development for employees and to bring in diverse skills and competence from outside the organization.
- Clear job profiles and specifications are prepared to assess applicants for their suitability for the position.
- The resort uses a variety of methods to recruit traditional job boards, social media, and employee referrals which help cast a wide net to find the right candidates.
- The shortlisting process is rigorous as the candidates are vetted for resumes and fit the values of teamwork, service excellence, and guest satisfaction at the resort.
- The selection process involves a written examination, interview and personality test to make sure candidates are tested for the technical aspect as well as cultural fit with the service oriented atmosphere of the resort.
- The emphasis is on equal opportunity recruitment and the process is transparent and fair to all without discrimination on the grounds of gender, ethnic origin or background.
- To corroborate information provided by candidates, background investigations are carried out to confirm they are appropriate and reliable for the job.

5.2 Problems Identified:

The following challenges were identified at Green Nature Resort and Suites: Despite an organized recruitment and selection procedure:

- **Background Checks Taking Long Time:** Considering the lapse duration the background checking takes, it may result in losing out on quality candidates due to the delay and that might impact on overall hiring timeline.
- **Online Recruitment is Very Limited:** The resort isn't making full use of online recruitment and as a result misses out on a much wider candidate pool, especially from outside the region and younger more tech savvy professionals.
- **Manual Process:** Without a recruitment management software system, the process is cumbersome and it's difficult to keep track of applicants and decisions are delayed, which has the potential to slow down hiring.
- **Days of Traditional Communications:** Even though they advertise on several recruitment channels, the resort still advertises largely in newspapers & on their own website, not engaging younger applicants or those that are really active on digital channels such as LinkedIn, job boards etc. Focus on academic qualifications: The existing process of hiring is skewed towards academic qualifications and may exclude those with valuable practical experience and skill-set and, as a result, the applicant pool for this crucial teaching position may not be as diverse as strong.
- **Fewer Job-Specific Tests:** Rather than more and more narrowly tailored job testing to get a better understanding of the candidate's fitness for the job.

5.3 Recommendations:

The following recommendations are suggested to enhance the Recruitment and Selection Process of Green Nature Resort and Suites:

- **Streamline Background Checks:** Instead of losing applicants due to wait times, the resort can now start running background checks more efficiently with pre-screening questionnaires and by prioritizing the most crucial background checks. This would expedite the process and still permit sufficient screening of prospective employees.
- **Adopt an Internet Recruitment Tool:** The management need to introduce the appropriate web application for the recruitment process. That would enable us to tap into a far broader pool of candidates, especially younger and more tech-savvy professionals, and so recruitment would no longer be restricted to the local region.
- **Develop a Recruiting Software:** Building a recruiting software would make for a much smoother hiring process. That would allow HR personnel to track applications, schedule interviews and eliminate the delays associated with the paper processing of candidate information.
- **Broaden Recruitment:** The resort may leverage digital platforms like LinkedIn, job portals, and other social media for greater visibility to attract a diverse set of candidates. That would provide the chance to draw in higher quality applicants.
- **Evaluate Role-Specific Skills:** Along with the overall evaluation, the resort could significantly improve its assessment through role-specific exercises, scenarios or simulations to assess particular competencies and whether applicants are ready to fulfill the job needs.
- **Expand Criteria for Selection:** The focus in the selection process should be taken away from the educational background towards the experience, skills and culture fit. In this way, the resort would be able to employ people who are more suited for the particular position and company culture.

5.4 Conclusion:

The process of recruiting and selecting a new employee at Green Nature Resort and Suites is considered a very important aspect to decide the potential employees engagement with the resort's vision and mission to provide quality service and guest satisfaction. The scale and type of casino resort go through a prescribed process, but there are areas where it can be improved. Streamlining background checks, using online recruiting tools and focusing on job-related tests can all help improve recruiting organization and speed, and prevent lag times that could cause the agency to lose good applicants.

Also, it would help to recruit a more diverse group of candidates, including younger and more tech-savvy candidates, if recruitment could be done on other platforms like social media websites and job portals. Once the recruitment process has been enhanced, Green Nature Resort will have a more efficient means of selecting and keeping the best applicants. Ultimately, this will cultivate a motivated team that aligns with the values and goals of the resort, allowing them to deliver outstanding guest experiences.

This intern opportunity provided me with some great hands on experience in Human Resources in the hospitality industry. It has deepened my understanding of the importance of recruitment and selection for an organization's success. The knowledge I have obtained from this should be a reagent for the whole of my HR management career and I'm sure I helped someone but what if I needed help in future functions of HR.

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