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Analysis of Sheraton Hotel's recruitment plan post-Covid-19 period

¹ Le Mai kim Chi, ² Mai Ngoc Khanh

¹ Ho Chi Minh City University of Technology and Education, Vietnam

² University of Phan Thiet, Vietnam

Corresponding Author: **Le Mai kim Chi**

Abstract

This article presents problems in planning and recruiting personnel for 5-star luxury hotel chains such as Sheraton Hotel in Vietnam. The article will talk about how the giants in the hotel industry recruit new employees again for the

post-Covid-19 period when previously the number of employees in the industry decreased significantly due to the sluggish business situation and the layoffs were almost inevitable.

Keywords: Sheraton, Hotel Management, Recruitment, Covid-19

1. Theoretical basis for hotel recruitment

1.1 Recruitment concept

Recruitment is the process of screening and recruiting qualified people for a job in an organization, company, or voluntary program or community group. In small companies, direct leaders or human resources departments are often directly involved in the recruitment process.

1.2 The role of recruitment

Recruiting quality personnel will bring businesses a skilled, dynamic, creative workforce, supplementing human resources in line with the company's business requirements. Recruitment is of great importance to businesses because it is the first stage of human resource management, a premise for developing the next stages of human resources.

The quality of the human resources team creates a sustainable competitiveness for the company, the good quality of the input personnel will contribute to the decision on the quality, capacity, and responsiveness of the personnel to all changes of the company. business as well as all stages of business development.

Having a team of highly qualified personnel will help increase the ability to complete the plan and strategy of the business. Recruitment of human resources is very important for businesses because it directly affects the effectiveness of management and business activities of the enterprise.

Recruiting good personnel helps businesses reduce the burden of business costs and effectively use and save the budget of the business. Recruiting quality human resources to help businesses achieve their business goals well, finding good personnel means finding people to do the job with the ability and quality to complete the assigned work well. Thereby improving business efficiency, developing the team, meeting the requirements of business operations in the context of globalization.

1.3 The significance of recruitment

1.3.1 For employees:

- Recruiting human resources helps employees in the enterprise better understand the philosophy and views of managers, thereby orienting them according to those views.
- Recruitment of human resources creates an atmosphere of emulation and competitive spirit among the employees of the enterprise, thereby improving business efficiency.

1.3.2 For society:

- The recruitment of human resources of enterprises helps to realize socio-economic goals: employees have jobs and incomes, reduce social burdens such as unemployment and other social evils.
- At the same time, the recruitment of human resources of the enterprise also helps to use the society's resources in the most useful way.

1.4 Business characteristics of the hotel service industry

Any business field has characteristics that are not similar to other forms of business investment. To do business in the hotel industry, we need to learn the characteristics and factors that affect the hotel business. A careful study of the rules and their impact on business processes and results will help hotels take the initiative to come up with more effective business solutions and plans.

a. Firstly, the hotel business depends on tourism resources at tourist destinations.

In our country, the hotel business is almost the supply for the development of the tourism industry. Currently, the target customers of hotels are mainly tourists, not to mention new visitors, so before investing in hotel business, investors must determine one thing that people only travel in areas with tourism potential.

The more potential tourism in the area, the more tourists will be attracted and attracted to that area, which is a favorable condition to ensure that the hotel can operate and develop strongly. Besides, tourism resources have many types of natural resources (turning islands, rivers, mountains, scenic spots) or humanistic tourism resources (craft villages, festivals). Each type of resource brings a different attractive color to visitors, so researching tourism resources also helps investors identify the target audience that businesses want to benefit from.

b. Secondly, investing in the hotel sector requires a high amount of capital.

The desire to travel is an essential human need in today's modern society and travelers require very high satisfaction. Although only the basic needs of food, shelter, sleep, thinking are at a high level compared to daily activities. Therefore, the need for the Hotel to create products that can satisfy these requirements in the highest way is not a simple thing. This problem requires investment, meticulousness, modern equipment and facilities and a broad vision to be able to catch up with modern consumer trends. To achieve all these requirements, the hotel business requires a large initial investment capital.

Due to economic development, people's living standards and desires are increasing. More than half of the pressure on competition in the market is increasingly fierce, requiring the hotel's product quality to always meet high standards. This requires hotel businesses to always campaign to change the infrastructure, facilities, and modern equipment. Therefore, the process of spending on renovation, repair and replacement of materials also proceeds continuously. The process also requires a large amount of capital.

Besides, the construction of hotels is often done in expensive locations because of the advantages of beautiful locations, as well as convenient transportation and tourist attractions. Capital investment for real estate, only the construction of the hotel's infrastructure is a big deal. Through the above reasons, the budget for the hotel business in the early stages is very large and continuous. The hotel industry must always move in the most appropriate way to the development of tourism needs, in order to keep up with the trends of modern customers and always change to be able to follow the fashion of modern society.

c. Third, the hospitality industry requires a high level of direct personnel

Hospitality is a service industry that requires the staff's dedication, enthusiasm, customer service to be one of the fundamental factors of success. The product of the hotel business is mostly service. service and it accounts for 80-90% of the value of the product. Therefore, this business field uses human resources mainly.

The demand of tourists is increasing for both quality and spiritual satisfaction. This criterion requires businesses to always campaign, improve the products of the business, work spirit and service attitude of employees. To be able to bring the best products and services to customers, the hotel requires a high degree of specialization in the division of duties. This leads to the need for more direct labor. Therefore, it is necessary to regularly open training courses for employees to catch up with trends and become more proficient in their work. Customer service has its own characteristics and the business operation time is 24 hours a day, so the shifts must be filled.

The hotel business is not repetitive, so the business product is not stereotyped, so it cannot be mobile, but must use human labor to best serve customers.

It is because of this feature that hotel managers must always face the problem of costs because indirect labor is quite high, so the balance to reduce this cost and not adversely affect the quality of service. Service quality of the Hotel is very difficult. Hotel business must focus on cooperation in recruiting and training employees and using human resources. It is one of the factors that have a direct impact on the performance of the business.

d. Fourth, this business is regular. The dependence on the repetition of nature and the impact of human psychological factors is enormous.

The ceremony depends on the tourism potential, the biggest being the natural element. With seasonal alternations of weather, climate all year round, which in turn leads to change. according to fixed cycles and the attraction of nature to passengers. Red Cross creates seasonal changes to the travel needs of visitors to tourist destinations. Therefore, creating the peak times of the year of the hotel. The law on the needs of tourists such as eating, sleeping and resting, the socio-economic laws also has a great impact on the efficiency of the business. Embrace these rules. Businessmen must estimate its impact to arrange suitable labor, reduce costs, improve efficiency in business.

1.5 Labor characteristics in the hotel business

Any organization or business is also composed of human members, also known as personnel, so it can be said that the organization's personnel includes all employees working in the red organization. Human resources are understood as the personnel of each person, which includes physical strength and intelligence, physical strength refers to the health of the body, and intellect is the dedication of that individual's brain. The workforce in the hotel is a collection of staff working at the hotel, contributing their efforts and intelligence to create products to achieve the ultimate goals, which are revenue and profit for guests. hotel.

1.5.1 Seasonal features

Labor in the hotel in general and the tourism industry in general are highly volatile during the tourist season. In the time due to the large volume of guests, it requires a large number of employees in the hotel, the staff in shifts must arrange more lines to strengthen them and at the same time have to work with strong intensity and vice versa in the off-season time. then only need less labor of management, protection, maintenance and maintenance. - Employees in the hotel are highly industrialized, working according to a highly disciplined principle. During the labor process, it is necessary to perform technical manipulations accurately, quickly and synchronously to avoid errors in the process of serving customers. – Labor in the hotel cannot be automated but must be flexible because hotel products are mainly services - So it is very difficult to replace the labor force in the hotel, it can affect little impact on business. In addition to the specific characteristics, the labor in the hotel as well as other industries also has the characteristics of social labor and tourism.

1.5.2 Characteristics of age and sex structure:

The workforce in the Hotel requires a young age of about 20-40 years old. This age varies by department of the Hotel so that it can match the quality requirements

- Front desk department: from 20-25 years old
- Tables and Bars from 20 to 30 years old
- Chamber department 25 - 40 years old
- In addition, the department with a high average age is the management department from 30 to 50 years old.

By gender: Mostly female workers, because they are very suitable for skillful jobs such as serving in departments such as Chambers, Tables, Bars, Receptionists, and men are suitable. in management, security, kitchen.

1.5.3 Features of the organization process

Labor in the Hotel has many unique characteristics and is influenced by a lot of pressure from customers as well as management arrangements. Therefore, the process of organizing is very complex, and it is necessary to have flexible measures to organize it properly.

Labor in the Hotel depends on seasonality so it is cyclical. Therefore, the labor organization in the hotel depends on the seasonality, age and gender, so it has a rotation in work, when a department has young labor requirements, the current staff of the department are of advanced age, so this mismatch problem must be solved by transferring them to another department appropriately and effectively. That is also one of the issues that the human resource managers of the hotel need to consider and handle.

2. Recruitment situation of Sheraton Saigon Hotel

2.1 Overview of Sheraton Saigon Hotel

Society is constantly developing, the material and spiritual needs of people are also increasing. Especially in the tourism service industry, most tourists want to find places to stay that can both meet the needs of rest and satisfy the needs of entertainment, cuisine and relaxation. Understanding this problem, Seraton hotel chain has formed and developed many services combined with excellent customer and visitor care quality. Seraton Saigon Hotel - a 5-star resort located in the heart of Ho Chi Minh City. Ho Chi Minh City, known as the magnificent palace, will bring visitors a wonderful experience.

Sheraton Saigon Hotel is a special piece in the 5-star hotel chain of the internationally famous Seraton Hotel & Resort brand. Officially put into operation in May 2003, Seraton Saigon has attracted the attention of domestic and international experts and tourists. With a capital of up to 100 million USD, Seraton Saigon is specialized to ensure efficient operation.

Located at 88 Dong Khoi, Ben Nghe Ward, District 1, Ho Chi Minh City and is a prime location with many famous tourist attractions in the city located in this area. In addition, buildings, offices, administrative centers, entertainment centers, and shopping centers are not far away. This helps visitors easily immerse themselves in the vibrant life, quickly access to the city's modern facilities and amenities. With 494 standard rooms and high-class rooms belonging to two towers Grand Tower and Main Tower with beautiful views, it can meet the diverse needs of domestic and foreign tourists.

With the goal of creating an ideal space for guests to relax, work, meet or explore the city, Sheraton Saigon invests heavily right from the outside appearance of the building. The design style at Sheraton is the perfect combination between the traditional culture of the nation and the strong vitality of the modern city. The rooms in the main tower are designed with inspiration from the image of a lotus flower, creating an elegant and intimate space. Modern equipment, luxurious furniture combined with neutral colors create absolute relaxation. In addition, the hotel also focuses on making the most of natural light, creating a lively atmosphere.

2.2 Actual situation of hotel human resources after the post-Covid-19 era

During the Covid period, a large number of workers fell into long-term unemployment. Businesses have drastically cut back on human resources to maintain the company's operations. Before the outbreak of Covid, the travel service industry was on the rise. According to the General Department of Tourism 2016, the tourism industry has served 62 million domestic tourists, of which 30 million stay guests, total revenue is 400,700 billion VND.

However, when the Covid pandemic broke out, businesses were forced to stop operating to moderate, causing heavy losses to workers. During this period, businesses had to cut 70-80% of their human resources, leave or terminate contracts by 30%. Therefore, workers have to change jobs to make a living, leading to a loss of human resources in the field of tourism and hotel. After Covid, human resources in this field were seriously reduced. Accordingly, currently only a part of the human resources of the tourism industry is trained. As for training new human resources, additional young human resources are currently facing difficulties. Because even this training also takes time to implement and foster. For accommodation, most of the staff at hotels are trained, while at motels, homestays... most of the human resources are self-employed, without going to school. Therefore, it is necessary to have policies and solutions to foster skills, professionalism, even hand-holding jobs for these groups of workers.

According to the survey and evaluation of some experts, the work of fostering and training tourism and accommodation human resources is still difficult. Worth mentioning, some curricula as well as lectures by lecturers are not realistic, affecting the quality of output for students. Experts in the

field of accommodation and tourism said that it is advisable to encourage and call for experienced workers to return to work; besides, it is necessary to organize training in combination with fostering practical skills for students to ensure sufficient human resources; suitable for the business field of each region and locality across the country. And also to develop the tourism industry of Vietnam in general and of the Seraton hotel chain in particular.

2.3 The process of recruiting seraton Saigon hotel in the post-Covid era

❖ It includes the following steps:

▪ **Step 1: The hotel will determine the needs that it wants to recruit.**

- After Covid, the hotel lacked many personnel in many areas such as rooms, service, kitchen, reception,...
- The number of staff is still lacking in the service departments, rooms are very much
- The recruitment time at the hotel can be said to be long-term, because after covid, the population has decreased a lot, and in Saigon, a high proportion of human resources are in the western provinces, which may not be immediate because afraid to translate.
- Basic requirements for recruitment: in some departments will need experience, and qualifications, English. Or some parts don't need experience.

▪ **Step 2: Post a job advertisement**

- After clearly identifying the recruitment needs, the next step is to prepare the company to publish the recruitment notice. The hotel side will prepare a recruitment notice detailing the positions to be filled, specific job descriptions, job requirements and necessary information for candidates to contact.
- Posting job vacancies online, on school websites, especially we are easiest to understand that is through Marriott's job congress held online on May 12, 2022, connected to many universities and recognized by many universities. Many students participated.

▪ **Step 3: Receive and conduct the selection of records**

- After the recruitment announcement, many candidate documents will be sent to both hard and soft copies depending on the requirements of the hotel. At this time, HR staff or employees of departments with recruitment needs will gather and select candidates who have information close to the requirements of the position to be recruited to invite to an interview.
- The hotel side can carry out the selection of records by gradually eliminating according to the initial criteria to get the required number of records, but it will be more because there will be more types at the interview step.

▪ **Step 4: Interview the candidate**

- During the interview process, the hotel recruiter needs to ask questions to be able to assess the candidate's capacity, qualifications and suitability for the job position. Employers can also pose real situations of that job position to consider whether the candidate's ability to handle situations in the job is accurate, skillful and reasonable.
- In addition to asking questions to find out hotel candidates also need to inform candidates about working regimes, company regulations as well as

specific job requirements. At the end of the interview, the hotel needs to inform the candidates of the time when the candidate can get an answer from the employer about whether the interview is successful or not?

▪ **Step 5: Try it out**

- Candidates who have passed the interview will begin a probationary period at the hotel from 1 to 3 months. At this time, the candidate will receive a job offer letter from the employer. The hotel also needs to note that it is possible to select more suitable candidates than they need to avoid the case that after the trial many candidates are no longer interested in the job and will give up. This will save the hotel from having to spend time and money on re-hiring from scratch.
- During the probationary period, candidates will have practical exposure to the job, will have the opportunity to demonstrate their competence and professional qualifications. The hotel needs to closely follow the candidate's probationary process to be able to assess the candidate's suitability for the job position so that the final decision can be made.
- If the selected candidate is not really suitable for the job, the hotel will not be retained. However, in order to avoid having to do the recruitment again from the beginning, the hotel can choose from among the interviewed resumes those that have not been selected to conduct the second interview and second trial.

▪ **Step 6: The hotel employer's decision**

- After the end of the probationary period, the hotel will make the final decision to select the most suitable candidates for the job and make a recruitment decision. After the recruitment decision is made, the candidates will become official employees of the hotel and the final job is to sign the contract.
- The hotel side will answer the questions of new employees about the most basic information related to employees, benefits and welfare regimes that new employees will enjoy when working at the company.

3. The solution to optimize the human resource recruitment process at the hotel

- Keep in regular contact with good candidates: Regularly keeping in touch with good candidates will help us create sympathy and help the hotel create trust and treatment for them. Thereby helping the hotel find talented people to improve the development of the hotel, saving time and details.
- Write detailed recruitment notice: Will help candidates read and know the requirements, remuneration policies, and specific salary. At the same time also avoid unnecessary questions for employers to return many times.
- Attract talented people with the hotel website: hotel website is very important, 4.0 technology develops, most people find information through websites. It is also a way to help promote the hotel's image, the hotel creates a friendly interface that will help the candidates be more attracted. Creating a self-assessment function and an online application function will make it easier for candidates to apply during the covid season.
- Encourage helping new employees during the

probationary period: the old grandparents have a saying "learning from a teacher does not make a friend", so in work, it will quickly save time when an old employee teaches a new employee. rather than let the old staff self-scratch, lose time but also affect the hotel.

- Using HR tests in recruitment: helping employers and candidates save time quickly, but also help recruiters judge IQ, so that they can easily accept or eliminate candidates.

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