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Introduction

Human resource management is the process of hiring, selecting, managing, training, developing, retaining, and enhancing the performance of employees in the company (Bailey et al., 2018). Traditionally, HRM activities like physical meetings, interviews and other activities were performed, but the emergence of technologies in HRM has changed its framework. Technologies have made the HRM practice easy and efficient by helping HR professionals recruit and select employees according to requirements like skills and qualities (Greer, 2021). AI, machine learning, social media, gamification and applicant tracking system (ATS) technologies contribute towards recruiting and selecting employees. They also fit into employee's voices because they can use social media to comment on what they see and experience in the workplace (Pillai and Srivastava, 2024). Hence, this essay aims to critically evaluate the impact of technologies on the recruitment and selection process in the hotel industry. Further, it will assess how the organisation in the hotel industry uses technologies to improve employee voice.

Discussion

Technologies for Transformation of Recruitment and Selection

Strategic human resource management is the process of creating a coherent framework for recruiting, managing and developing employees to support the organisational goals (Greer, 2021). Hence, the main importance of the SHRM is the connection of the people with organisational goals and strategic direction to enhance the productivity of the organisation and its performance. SHRM helps raise employee satisfaction by managing and handling their issues and improving their skills and qualities (Bailey et al., 2018). However, scarcity of talent, competition in the market, and more demand for flexible working hours challenged the organisation in recruiting and selecting the right and skilled employees (Greer, 2021). Thus, industry 4.0 emerged as a boon for industries to reconfigure their HR practices with advanced technologies like social media, artificial intelligence, machine learning, and others to develop the dynamic capabilities of the company (Pillai and Srivastava, 2024). The technologies in recruitment and selection have evolved over the last few years as shown in the below diagram.



Figure 1 Timeline of Evolution of Technologies in Recruitment and Selection (Transcend, 2024)

Based on the timeline of the technologies in recruitment and selection, there are several technologies emerged over the years. Social media as one of them was introduced two decades ago in the recruitment and selection of employees. However, social media recruitment has increased over the last few years (Rahman et al., 2022, P.1701). Social media provides opportunities for the organisation to attract potential employees, boost the brand name of the employer and save the cost of recruitment (Pillai and Srivastava, 2024, p. 479). Social media promotes interaction with candidates on social or virtual networks, which has influenced the recruitment of enterprises in the last few years. It enables organisations to improve the connectivity globally and attract interested candidates to apply for jobs. Previously, organisations had to advertise the vacancies to audiences through television advertisements, posters, flyers, and public announcements. The applications had to be submitted physically in the office and at job fairs, which required a lot of sorting and selecting candidates (Marcus et al., 2012, p.98). Hence, the transition of digital technologies such as social media has helped organisations in the hotel industry to make the process of recruitment efficient, effective and faster (Rahman et al., 2022, p.1702). Approximately 86% of people rely on social media networks for jobs, while 49% follow companies on LinkedIn. For instance, LinkedIn is the largest social platform for job seekers. It had about 313 million users in 2015, which increased to 930 million in 2023 (Iqbal, 2024). Organisations in the hotel industry like Marriot Hotel, Hilton Hotel, and other hotels use the social media network to reach wider talent across the

world. It improves the possibility of recruiting employees remotely and enhances diversity in the organisation. Beyond LinkedIn, Marriot International used Facebook Game in 2013 to attract applicants because it is featured on the Career and Job page of the company (Eversham, 2021). This strategy is expected to fill approximately 50000 jobs in Marriot International globally (Marriot, 2024).

The online interview, known as electronic testing of the candidates, is used by the organisation to sort out the candidates and select jobs (Stone et al., 2015, p.219). Almost a decade ago, most of the organisations were coherent to physical meetings and face-to-face interviews with candidates that had consumed too much time of the organisation. Thus, video conferencing technology emerged almost two decades ago but has captured the trend in the last decade (Stone et al., 2015, P.217). Hence, the online video interview solved the organisation's issue by improving efficiency in the recruitment and selection process (Transcend, 2024). For example, Marriot Hotel is an international hotel that uses online interview technology to hire employees from across the world. It creates and sends automatic links to candidates for online video interviews. The online interview at Zoom, Google Meet, Face Time and other platforms enhances the efficiency in the HRM process of the company to hire talented employees from anywhere by removing the physical distance barrier in the process of selection (Elsaddik Valdivieso, 2024, P.12). However, the age difference of the candidates affects the usage and effectiveness of online interviews in hiring and selecting employees. Younger individuals can be more efficient in recruiting in the preferred industry online. Still, old people find it challenging to apply and participate in job interviews online due to a lack of skills in using technology (Woods et al., 2020, p.9).

Another important benefit of the technologies in recruitment and selection is the easier data collection and analysis process (Pillai and Sivathanu, 2021). For instance, using AI technologies enables hotel industry companies to identify the right person for the right jobs (Transcend, 2024). For instance, Olivia (Chatbot) integrated with AI is used in the Marriot Hotel, which has a positive implication on the ability of an organisation to find and hire the right person for the right job to improve consumer experience (Marriot, 2024). AI technologies assist in gathering, analysing and encoding the data into meaningful information because they make the process of sorting out the resumes automatic and purge out the best potential candidates for the jobs (Pillai and Srivastava, 2024, P 478). The candidates can filter the jobs based on location, type, roles, position, etc. AI-powered tools automatically detect resumes, sort out the applicants, and send notification emails regarding vacancies, which is the next step

in the selection process (Pillai and Sivathanu, 2020, P.6-7). In selection, AI-powered tools like Zoom and Google Meet help in recognising the voice and facial expression to ascertain the response, attitude, emotions and tone of the candidates for better assessment of candidates (Elsaddik Valdivieso, 2024, P.18). These benefits were not possible with traditional methods of recruitment and selection like assessment at premises, physical face-to-face interviews, and others (Verma et al., 2020).

Hence, it can be said that technologies contribute towards increased efficiency, wider access of the population in the market, and easy data collection and analysis for effectiveness in recruitment and selection. However, technologies present challenges in recruitment and selection. AI and Analytics present the risk of biased recruitment and privacy of the candidates (Pillai and Sivathanu, 2021). Thus, the organisation must be careful regarding the confidentiality and privacy of the applicants. Further, bias in the AI algorithm may be referred to as an ethical issue in recruitment because it may create discrimination in the recruitment and selection process (Ore and Sposato, 2022, p.1773). For instance, Amazon's AI application in recruitment showed bias against women in the hiring and selection process (Kodiyan, 2019, p.1-2).

Another limitation of technologies with AI and social media recruitment may be a lack of personal touch and human elements. AI, machine learning, and other processes can make recruitment impersonal due to the involvement of the human element, which may have implications for the candidates' experience (Fritts and Cabrera, 2021). For instance, Marriot Hotel found issues in handling the employees while it uses AI and Chatbot because different people have different value systems, cultures and emotional values (Marriot, 2024). It may have adverse implications on the perception of applicants towards the company.

Nevertheless, there is a good future of technology based on recruitment and selection in organisations. About 50% of jobs in organisations in the hotel industry are expected to be automated because AI tends to make the autonomy in the process of screening, assessing and selecting candidates that best match the jobs. In addition to this, virtual reality might be an attractive and useful technology in future, Hence, organizations in hotels may use VR technology for the recruitment and selection of employees (Kambur and Yildirim, 2023). This technology may be framed to assess the candidates' qualities, qualifications, skills and competency, which may revolutionise recruitment. It can assess the candidates based on practical aspects like simulations in real-world scenarios.

Application of Technologies in Improving Employee Voice

Employee voice means listening to employees in the workplace by giving importance to their suggestions and opinions on the problems (Ashiru et al., 2022, p.3). The employee voice acts as an important instrument for optimising the knowledge and capability of employees for creativity and innovation (Basheer et al., 2021, p,1626). The deliberate democracy theory believes that listening to employees may improve their involvement in meetings and decision-making for developing creative solutions (Ashiru et al., 2022, p.4). Organisations in the hospitality sector consider the suggestions and opinions of employees to refine strategies and improve customer satisfaction and organisational performance (Pantha et al., 2024, p53-54). For example, KFC has improved its policies and approaches to management by using collaborative management and leadership. It encourages the employees to discuss what is going well and what is going wrong in the company (KFC, 2024). It can drive innovation in the restaurant and enhance dynamic capabilities to develop solutions that satisfy consumers. It improves the trust between employers and employees, leading to high job satisfaction and opportunities for career development and growth (Basheer et al., 2021, p.1625). It can be evidenced that Toyota Motors has a culture of fostering open communication in the company and encouraging the employees to take the initiative and provide suggestions (Curtin, 2024). It engages the front-line worker in improving the work and developing creative solutions to operational issues (Toyota Motors, 2024).

Organisations use different tools like Survey Monkey, Pulse Survey Microsoft Team, and internal social networks (like Yammer) to raise the voice of employees' voices and increase their engagement (Maldonado Baracaldo, 2023, p2). It has been proven that technologies like online chatting, surveys, online video calls, group chat, and others have improved employee voice and organisation participation, leading to high engagement and commitment to jobs (CIPD, 2024). Companies generally use digital technologies like Pulse Survey, Survey Monkey, and others to discuss with employees and allow them to provide their views on organisational problems and decisions (Maldonado Baracaldo, 2023, p2). CIPD stated that employee can provide their views and opinions on the culture, working environment, and desired culture and environment through the online survey (CIPD, 2024). It helps the organisation understand how motivational forces and factors change over time. It may aid in refining the current programs and strategies of the companies for the motivation of workers, such as rewards and recognition, flexibility, equality, and others. It makes employees feel the organisation listens to the workers and acts on their suggestions or feedback (Caesar, 2021, p.21). It means the plus survey may

help the enterprise to determine employees' issues like work stress, work-life balance, motivation, productivity and satisfaction.

Thus, organisations in the hospitality industry, like hotels (Marriot) and restaurants (KFC), rely on the engagement of the employees and their efficacy in improving customer satisfaction and experience. Marriot Hotel surveyed its employees annually, and 90% of the employees completed the survey, where 57% of employees said that it is a great place to work (GPTW, 2024). The core value of the company "putting people first" sends a clear message to the employees regarding their involvement in decisions. It also allows employees to provide their views and ideas to solve internal issues. It supports the culture of open communication in the workplace and the opportunity for continuous development of employees. This means that Marriot identified that strategies like workplace culture, working environment, compensation policy, equality, and open communication system need to be improved to increase the satisfaction of employees (Marriot, 2024). The company identifies the issues in HR management like compensation, work flexibility policies, diversity and inclusion, and employee involvement. However, giving a chance to voice on critical matters alone cannot lead to higher performance of workers because a lack of support from personalities at high positions in the hierarchy can make them feel like a lack of supportive environment in the workplace (Mowbray et al., 2021, p.1531)

Another technology used to involve employees in decision-making and discussion is video conferencing, such as Microsoft Teams (Bleakley et al., 2022, p.5). It provides workspace chatting and video conferencing facilities that may help the managers in hospitality organisations improve collaboration with employees and engage them in jobs to achieve the team goals (Neill and Bowen, 2021, p.285). It means Microsoft Team contribute to raise the communication and collaboration between people working in international teams in large multinational hotels. For instance, Marriott International, Accor, and MGM Resorts International use the Microsoft Team for handling and coordinating teams at multiple lines of business, enhancing employee experience by availing the latest information and taking reports on their performance and projects (Marriot, 2024; SCPM, 2023). Hotels like Marriot International get ideas on the progress of projects or tasks of employees or teams for finding gaps and refining the plan to improve the operation and encourage the employees (Marriot, 2024). It helped companies increase workers' productivity, but it confined flexibility in the working hours because employees are expected to reply and attend meetings whenever they are held online (Simon, 2021).

Undoubtedly, employee voice improves the productivity and performance of workers, leading to creativity in the workplace, reduction in employee absenteeism, and growth in productivity (Simon, 2021). However, employee voice can have some unfavourable implications for organisations. Employee voice is given importance in the organisation, creating the possibility of conflict between the workers in the workplace (Nechanska et al., 2020, p.113). Further, the lack of infrastructure and connectivity in remote areas may also influence the collaboration with employees living in remote areas. Network issues can hinder employee communication and collaboration, especially when using online video conferencing technologies like Microsoft Teams (Archibald et al., 2019). This software and video conferencing application provide frequent notifications that may make the member and attendee irritated. It might affect the interest and excitement of the people to attend the meeting. Eventually, the risk of data privacy and integration due to the requirement of the personal information of people for signing the software to generate ID (Archibald et al., 2019). It might have implications on the interest of people to use video conferencing technologies for meetings.

Overall, employee voice in the organisation is being improved through advanced technologies. The voice of employees is essential for raising the employee retention rate, engagement, productivity and performance. The organisation's employee voices to achieve competitiveness and success. In the words of Shin et al. (2022, p.394), employees feel voiceless in the workplace if their employer does not listen to them, encourage them, and act on the feedback and opinions of the employees. It has negative implications on the attitude and perception of employees in the organisation (Jung and Suh, 2019). For instance, the hospitality sector always faces the issue of high staff turnover due to high work pressure and lack of care and voice of employees (Holston-Okae and Mushi, 2018, p.219). For instance, McDonald's (fast food), Walmart (Retail industry), H&M (fashion) and other industries face the issue of less employee satisfaction due to ineffectiveness in management of employees, less voice of employees and encouragement to them (Van Oort, 2023). Thus, the involvement of the employees improves the employee retention rate and their productivity.

Conclusion

Overall, it can be concluded that technologies have transformed the recruitment and selection process and methods in different industries over the years. The emergence of advanced technologies like AI, social media, online interviews, and others improves efficiency and effectiveness in employee recruitment and selection. Further, this essay has explored and

evaluated the importance of employee voice in companies for highly engaged workers and improvement in their performance to achieve organisational goals like customer satisfaction.

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