

Impact of Selection Methods of Recruitment Channels on Organizational Excellence within the Hospitality Industry in UAE

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Abstract: *In the ever-intensifying competition, organizations' attention has been shifted to organizational excellence to remain competitive through creativity and innovation. It must be emphasized that the dire need for excellence has led to several quality frameworks in various global regions. Dubai's hospitality sector is the focus of this paper, where an innovative approach is applied to assess the impact of selection methods on organizational excellence. This study employs structural equations modelling via SmartPLS to analyse the 364 valid questionnaires in order to assess the proposed model. The results shows that selection methods significantly influence organizational excellence. The proposed model explained 38.9% of the variance in organizational excellence. Theoretical and practical implications are also provided.*

Index Terms: *Methods; Recruitment; Organizational Excellence; UAE.*

I. INTRODUCTION

According to Khandwalla & Mehta(2004) organizations need to put together adaptable individuals who can easily familiarize and synchronize efforts in line with the fast-changing needs of customers and organizational operations. Wadho & Chaudhry(2018) emphasize that to the greatest extent, the way employees work determines the success or failure of organizations. According to Calcantone, Cavusgil, & Zhao(2002), as technology remains on the rise, and the life cycles of products are on the decline, individual workers will remain the main source of competitive advantage and excellence for future organizations.

According to Antony & Bhattacharyya (2010), organizational excellence refers to "outstanding" management practices which are adopted by managers in an attempt to manage, direct and control managerial and administrative processes and resources in their organizations towards provision of value offerings to various stakeholders. Morley & Heraty(1998) mention that as the current business climate keeps changing, organizations are increasingly realizing the need for restructuring operations towards cost reduction, higher efficiency and effectiveness.

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Ultimately, excellence is concerned with end results, customer focus, management by processes and facts, continuous learning and other key constituents of defining performance (Grünberg, 2004).

The need for improved employee performance has directed massive attention towards employee performance planning, management and performance evaluation (Ahmed, Sultana, Paul, & Azeem, 2013; Saleem & Amin, 2013). Further, In the quest to improve performance, attention has been directed at organizational excellence to remain competitive through creativity and innovation (Khandwalla & Mehta, 2004). There has therefore been an abundance of research in recent decades that investigate the implementation of organizational excellence frameworks and how they influence or are influenced by organizational performance (Ringrose, 2013). Ringrose (2013) add that thorough investigations in the area has led to results that support the assertion that organizations that implement an organizational excellence framework enjoy better performance than those companies that do not implement any framework in the area of excellence. Lee (2014) supports this assertion that organizations that strive to achieve excellence observe better returns on their investments and productivity.

According to Siddique (2012), the UAE is among the Middle Eastern nations experiencing a rapid economic development. With the nation undergoing massive growth in numerous sectors, for instance, tourism, trade, and agriculture, most of UAE's organizations have extended in business activities across the world (Siddique, 2012). The country employs the expertise and skills of many individuals, including natives as well as foreigners (Moullin, 2007). The accessibility of diverse knowledge and skills has generated competent management and, ultimately, remarkable employee performance in most organizations within the UAE.

II. LITERATURE REVIEW

A. Organizational Excellence (OE)

Ring rose (2013) conceptualize organizational excellence based on the five-main global regional excellence models of EFQM, Baldrige National Quality Program, Australian Business Excellence Award Program and the Canada Awards of Excellence models of excellence, and



proposed the Organizational Excellence Framework (OEF). Antony & Bhattacharyya (2010a) made an exploratory attempt by investigating both variables on the same performance indicators but with different forms of analysis. Based on the definitions of excellence and performance, Antony & Bhattacharyya (2010) measured organizational performance using summation and averaging of performance variables, they also measured organizational excellence using the total correlation of performance indicators. Studies assessing the impact of recruitment and selection on organizational excellence is not new (Abou-Moghli, 2015). Mainly, the argument lies in the assertion that the human element of the organization is unavoidable and remains an intrinsic component in all organizational performances and achievements. Even though humans form a part of nearly all organizational structures, this assertion is particularly true in organizations where human resources play a fundamental position in the organizational structure. These include predominantly service industries and sectors.

B. Selection Methods (SM)

Selection has been defined as a rational expansion of the recruitment function and implies key measures instituted to distinguish between recruited candidates (Abou-Moghli, 2015). According to Jiarakorn, Suchiva, & Pasipol (2015) argued that selection helps distinguish between employee readiness, abilities and tendencies. Brindusoiu,)2013) define selection as the process job applications go through in order to enable the selection of the right candidate that meet the job specifications and requirements. Abou-Moghli)2015) adds that the selection process naturally widens the recruitment process in order to attract the appropriate workforce. He proceeds to add that the selection process picks out the preferred candidates out of the bunch who are suitable for the job and have been attracted by the recruitment process. The significance of the selection process lies in the differences among people with regards to how ready and able they are.

Jiarakorn et al. (2015) makes a key assertion that the method of selection adopted by an organization can enable them to achieve competitive advantage. Another key assertion is that the selection of the most suitable candidates for a job, goes a long way to secure success and organizational excellence. Consequently, the following hypotheses are proposed.

H2: selection methods of recruitment has a positive effect on organizational excellence.

III. RESEARCH METHOD

If you are using *Word*, use either the Microsoft Equation Editor or the *MathType* add-on (<http://www.mathtype.com>) for equations in your paper (Insert | Object | Create New | Microsoft Equation or MathType Equation). “Float over text” should *not* be selected.

A. Overview of the Proposed Conceptual Framework

Considering the recruitment and selection process marks one of the initial processes in the area of human resource strategy,

which help establish the human resources required to drive organizational excellence. In this study’s model, selection methods predicts organizational excellence which includes leadership, people, strategy, partnerships and resources, process, products and services. These relationships are derived from Antony & Bhattacharyya (2010).

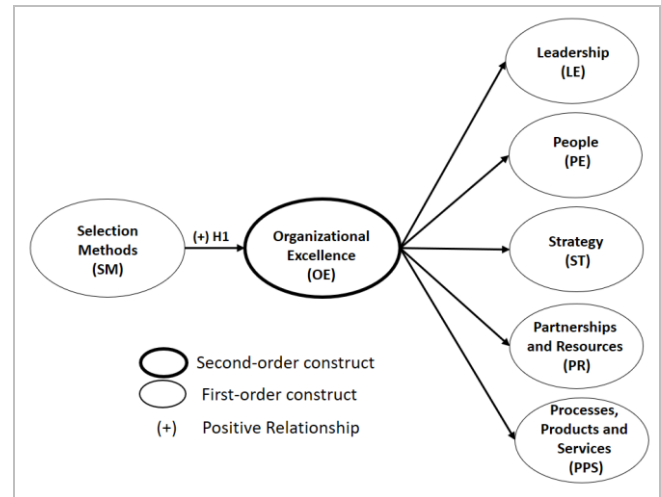


Figure 1: The proposed conceptual framework

B. Development of Instrument and Data collection

The creation of a tool for this research involved a questionnaire of 25 questions, and on the basis of the literature on human resource management, the research employed a multi-item Likert scale (B. C. Lee, Yoon, & Lee, 2009). The parameters were evaluated using a Likert scale recommended in the earlier studies (Isaac, Abdullah, Ramayah, & Mutahar, 2017; Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2017; Isaac, Abdullah, Ramayah, & Mutahar Ahmed, 2017). The information was gathered by delivering a self-managed questionnaire ‘in-person’ between September 2018 and October 2018 to organizations in the hospitality sector in Dubai in UAE. The number of the distributed questionnaires was 500, which 364 responses were considered suitable for the analysis. According to Tabachnick & Fidell (2012) and Krejcie & Morgan (1970), the sample size was seen as sufficient.

IV. DATA ANALYSIS AND RESULTS

PLS (Partial Least Squares) SEM-VB (Structural Equation Modelling - Variance Based) was employed to assess the research model by utilising the software SmartPLS 3.0 (Ringle, Wende, & Becker, 2015). A two-phase analytical technique (Anderson & Gerbing, 1988; Hair, Hult, Ringle, & Sarstedt, 2017) consisting of (i) measurement model analysis (reliability and validity) and (ii) structural model analysis (examining the conceptualised relationships) was employed after performing the descriptive assessment.

A. Descriptive analysis

Table 1 presents the mean and standard deviation of



each variable in the current study. The respondents were asked to indicate their opinion in relation to internal recruitment, external recruitment, and selection methods based on a 7-point scale ranging from 1 (strongly disagree) to 7 (strongly agree). Peoplescore the highest with mean 4.76 out of 7.0, with a standard deviation of 1.62

B. Measurement Model Assessment

Construct reliability as well as validity (comprising discriminant and convergent validity) were used to examine the measurement model. The particular alpha coefficients of Cronbach were tested to determine the reliability of every core parameter in the measurement model (construct reliability). The quantities of all the unique alpha coefficients of Cronbach in this research ranged from 0.896 to 0.978, which went beyond the proposed value of 0.7 (Kannana & Tan, 2005; Nunnally & Bernstein, 1994). Moreover, for inspecting construct reliability, all the CR (composite reality) values ranged from 0.935 to 0.982, which went beyond 0.7 (Werts, Linn, & Jöreskog, 1974; Kline, 2010; Gefen, Straub, & Boudreau, 2000). Thus, as Table 1 shows, construct reliability has been fulfilled as Cronbach’s CR and alpha were rather error-free for all the parameters.

Analysis of indicator reliability was conducted by utilising factor loadings. When the related indicators are very similar, this is reflected in the construct and signified by the construct’s high loadings (Hair et al., 2017). As per Hair et al. (2010), the exceeding of values beyond 0.70 suggests substantial factor loadings. Table 1 displays that all items in

this research had factor loadings greater than the suggested value except for items SM4 and SM8 which were eliminated from the scale due to low loadings.

AVE (average variance extracted) was employed in this study to analyse convergent validity, which represents the degree to which a measure is correlated positively with the same construct’s other measures. All the AVE values ranged from 0.829 and 0.906, which went beyond the proposed value of 0.50 (Hair, Black, Babin, & Anderson, 2010). Thus, all constructs have complied with the convergent validity acceptably, as shown in Table 1.

The degree to which the articles distinguish among concepts or measure different constructs is demonstrated by discriminant validity. Fornell-Larcker was employed to analyse the measurement model’s discriminant validity. Table 2 shows the outcomes for discriminant validity by employing the Fornell-Larcker condition. It was discovered that the AVEs’ square root on the diagonals (displayed in bold) is bigger than the correlations among constructs (corresponding row as well as column values), suggesting a strong association between the concepts and their respective markers in comparison to the other concepts in the model (Fornell & Larcker, 1981; Chin, 1998). According to Hair et al. (2017), this indicates good discriminant validity. Furthermore, the exogenous constructs have a correlation of less than 0.85 (Awang, 2014). Therefore, all constructs had their discriminant validity fulfilled satisfactorily.

Table 1: Measurement model assessments

Constructs	Item	Loading (> 0.7)	M	SD	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Selection Methods (SM)	SM1	0.906	4.38	1.84	0.978	0.982	0.869
	SM2	0.907					
	SM3	0.948					
	SM4	Deleted					
	SM5	0.939					
	SM6	0.938					
	SM7	0.939					
	SM8	0.946					
	SM9	0.934					
	SM10	Deleted					
Leadership (LE)	LE1	0.959	4.35	1.87	0.948	0.967	0.906
	LE2	0.942					
	LE3	0.955					
People (PE)	PE1	0.948	4.76	1.62	0.938	0.961	0.890
	PE2	0.927					
	PE3	0.955					
Strategy (ST)	ST1	0.928	4.60	1.62	0.924	0.952	0.868
	ST2	0.937					
	ST3	0.930					
Partnerships and Resources (PR)	PR1	0.959	4.65	1.72	0.947	0.966	0.904
	PR2	0.936					
	PR3	0.958					



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Processes, Products, and Services (PPS)	PPS1	0.946	4.59	1.82	0.896	0.935	0.829
	PPS2	0.928					
	PPS3	0.854					

Note: M=Mean; SD=Standard Deviation, α = Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted.

Key: SM: selection methods, LE: leadership, PE: people, ST: strategy, PR: partnerships and resources, PPS: processes, products, and services.

Table 2: Fornell-Larcker criterion

	LE	PE	PPS	PR	SM	ST
LE	0.952					
PE	0.429	0.944				
PPS	0.395	0.384	0.910			
PR	0.656	0.412	0.520	0.951		
SM	0.528	0.330	0.497	0.634	0.932	
ST	0.437	0.586	0.418	0.487	0.358	0.932

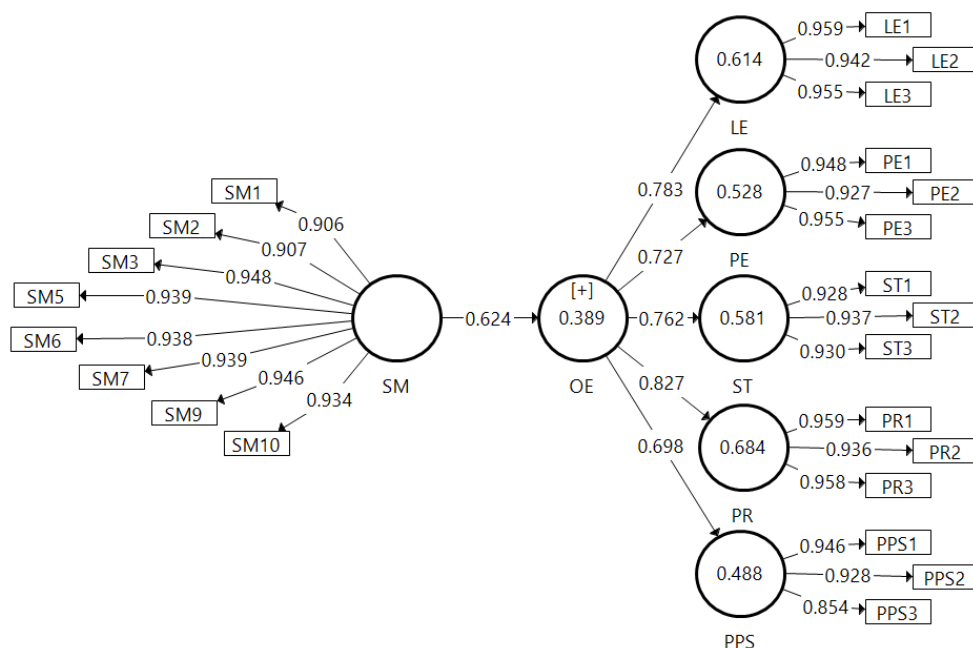
Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations. Key: SM: selection methods, LE: leadership, PE: people, ST: strategy, PR: partnerships and resources, PPS: processes, products, and services.

C .Structural Model Assessment

The structural model can be tested by computing beta (β), R², and the corresponding t-values via a bootstrapping procedure with a resample of 5,000 (Hair, Hult, Ringle, & Sarstedt, 2017).

Figure 2 and Table 3 depict the structural model assessment, showing the results of the hypothesis tests.

Selection methods positively influence organizational excellence. Hence, H1 is accepted with ($\beta = 0.624, t= 18.276, p < 0.001$). Thirty-nine percent of the variance in organizational excellence is explained by Selection methods. The values of R² have an acceptable level of explanatory power, indicating a substantial model (Cohen, 1988; Chin, 1998).



Key: SM: selection methods, OE: organizational excellence, LE: leadership, PE: people, ST: strategy, PR: partnerships and resources, PPS: processes, products, and services

Figure 2: PLS algorithm results



Table 3: Structural path analysis result

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision	R ²
H1	SM→OE	0.624	0.034	18.276	0.000	Supported	0.39

Key: SM: selection methods, OE: organizational excellence

V. DISCUSSION

The main objective of the current study is to address the impact of selection methods on organizational excellence in Dubai hospitality sector in UAE. Based on the proposed model, this study improves the understanding of the role played by the method that organizations use to select potential employees in Dubai's hospitality sector, and highlights relevant implications. The discussions are further detailed in the following.

The study found that selection methods positively affect organizational excellence method among businesses in Dubai hospitality sector in UAE, this is supported by previous studies (Antony & Bhattacharyya, 2010; Katou & Budhwar, 2015; Ringrose, 2013). It is explained by the fact that the more the organization utilize methods such as CVs, online screening and shortlisting, interviews, psychometric, ability and aptitude, personality profiling, presentations, group exercise, assessment centres, and references for recruitment purposes, the more the management is committed to help in achieving organizational excellence, provide directions towards excellence, nurturing cooperation, building teamwork, offering employees the opportunity to realize their potential, understanding the interrelated nature of the organization, aligning activities with established actions, create a value adding relationships with partners, suppliers and customers, and eventually utilize data based decision making to achieve organizational excellence.

VI. IMPLICATIONS, LIMITATIONS AND FUTURE DIRECTIONS

The research prescribed here has implications for the improved understanding of the links between the various significant dimensions related to organizational excellence in UAE. The results should be of interest not only for hospitality sector in Dubai but also to the authorities as well as researchers. The present research is of significant for practitioners as it illustrates the importance of selection methods. The study contributes to the body of literature specifically by employing organizational excellence as a second order construct. Although a link of causality between

the variables of this study cannot be clearly recognized because of the cross-sectional design, the results indicate that creativity and innovation are important to facilitate and enhance the organizations' excellence.

This study emphasizes the importance of selection methods and links it with excellence and performance, but it does not address the issue of how recruitment could be nurtured. More research may determine the antecedents of selection methods in the same context and develop a comprehensive framework of both antecedents and consequences. It is expected that key findings, especially the proposed model, will help in supporting the UAE government policy initiatives, especially to increase organizational excellence as part of the job at all levels of organizations.

We live in a world that is driven by technology and innovation, where change is continuous and overwhelming. There is a persuasive call for a constant research effort in the area of excellence. This study has a limitation of being conducted in only one sector that is the hospitality sector in one city which is Dubai in the UAE, thus the result should be taken with caution.

VII. CONCLUSION

While the United Arab Emirates government institutions are leading in terms of excellence compared to regional counterparts, it is in a constant pursuit to enhance its public organizations' excellence (Global Innovation Index, 2016), the main intention of this research is to determine the impact of selection methods on organizational excellence in organizations in the hospitality sector in Dubai. The proposed model provides a better understanding of the general practices of recruitment in this vital sector of the economy. The results from the descriptive analysis showed that there is a positive direct impact of selection methods on organizational excellence. The results revealed that selection methods significantly explain 38.9% of organizational excellence. The implications of this study have been deliberated, some directions for future research have been suggested.

APPENDIX

Appendix A

Instrument for variables

<i>Variable</i>	<i>Measure</i>	<i>Source</i>
Selection Methods (SM)	SM1: CVs are used by my organization as a method of recruitment.	(MSG, 2018)
	SM2: Online screening and shortlisting are used by my organization as a method of recruitment.	
	SM3: Interviews are used by my organization as a method of recruitment.	
	SM4: Psychometric testing is used by my organization as a method of recruitment.	
	SM5: Ability and aptitude tests are used by my organization as a method of recruitment.	
	SM6: Personality profiling is used by my organization as a method of recruitment.	
	SM7: Presentations are used by my organization as a method of recruitment.	
	SM8: Group exercises are used by my organization as a method of recruitment.	
	SM9: Assessment centres are used by my organization as a method of recruitment.	
	SM10: References are used by my organization as a method of recruitment.	
Leadership (LE)	LE1: Senior management commitment helps my organization achieve organizational excellence.	(Ringrose, 2013)
	LE2: Management involvement helps my organization achieve organizational excellence.	
	LE3: Management communication of direction helps my organization achieve organizational excellence.	
People (PE)	PE1: Nurturing of Co-operation helps my organization achieve organizational excellence.	(Ringrose, 2013)
	PE2: Building teamwork helps my organization achieve organizational excellence.	
	PE3: Offering employees the opportunity to build potential helps my organization achieve organizational excellence.	
Strategy (ST)	ST1: Understanding the interrelated nature of the firm helps my organization achieve organizational excellence.	(Ringrose, 2013)
	ST2: Understanding interconnected work processes help my organization achieve organizational excellence.	
	ST3: Aligning activities with established actions helps my organization achieve organizational excellence.	
Partnerships and Resources (PR)	PR1: Value-adding relationship with suppliers helps my organization achieve organizational excellence.	(Ringrose, 2013)
	PR2: Value-adding relationship with partners helps my organization achieve organizational excellence.	
	PR3: Focus on customers helps my organization achieve organizational excellence.	



Processes, Products, Services (PPS)	PPS1: Preventive based process management helps my organization achieve organizational excellence. PPS2: Data-base decision making helps my organization achieve organizational excellence. (Ringrose, 2013) PPS3: Continuous Improvement helps my organization achieve organizational excellence.
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