

Golf industry of Kota Seriemas Golf & Country Club in Nilai, Negeri Sembilan

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Abstract: *Recruitment, selection, induction and performance appraisal has been highlighted as an important process in order to choose the most suitable employee to KSGCC and also to improvise employees job performances. The aims of this study is to ensure each employee understand and performing best service to golfers were the most important task in order to ensure KSGCC becoming a favorite golf course for local and international golfers. The results of this research are KSGCC hire the right employee and employee performing well as firm's business strategy.*

Keywords: *Recruitment, selection and induction, performance appraisal, KSGCC, golf, services*

1.0 Introduction (Background of Organization)

In recent year, Kota Seriemas Golf and Country Club (KSGCC) is growing greatly in the areas and this phenomenon consists in Negeri Sembilan, Malaysia. KSGCC is providing services to customers and golfers who come to play after arriving at the airport or before catching departure flight. it's also providing employment opportunities to people. The following shows KSGCC background; was designed by Nigel Douglas. It is designed according to the "Colors of The Forest" theme. The 18-holes course adorned by more than 20 types of flowers and trees, where each hole is specifically given a distinct and unique look. KSGCC conveniently located just around 15 to 20 minutes from Kuala Lumpur International Airport 2 (KLIA 2) and Kuala Lumpur International Airport (KLIA).

This three years old golf club has hosted few times international professional tournaments. In the month of October 2018, KSGCC successfully hosted 2 weeks back to back professional tournaments which first weeks was PGM ADT CCM Championship and PGM Ladies Championship followed by the following week PGM ADT MIFD Championship and Ladies PGM championship. In year 2019, KSGCC hosted the same both event in the different month end of November and early December.

KSGCC's objective is to become a favorites golf course for local and international golfers, where guests continuously revisit KSGCC and going beyond that. In order to achieve the objective and to serve the golfers. Human Resources Management (HRM) seems like to become an important issue in this industry. The effort taken to make sure that the system of recruitment, selections and induction, and retaining the best employees are consistence with the firm's business strategies.

HRM in hospitality industry is different with the human resources (HR) practices that practices by the other industry. HRM in hospitality and tourism industry stresses more on "The Diamond Services Model" (Tesone 2005, 14).

The Diamond Services Model states that four aspect need to be taken into consideration in the management of human resources which include the fiscal responsibilities of the organization, the services excellent offered to all the stakeholders, the social responsibilities of the stakeholders particularly to the customers and employees and finally the employee relations in the organization (Shariff, 2007).

2.0 Recruitment

The definition of recruitment, usually known as company is offering a job vacancy and hiring people for job vacancy or a process of generating a pool of qualified candidates for a position. It is also a process of inducing people to apply a job and decide move people who have interest in position offered to organization.

According to Maimunah Aminuddin in HRM Principles and practices fourth Edition, Recruitment is the process of

attracting suitable people to apply for job vacancies. There will be numbers of potential costs of bad recruitment decision such as cost of mistakes, accidents and loss of customers caused by employees who cannot cope with the job.

There are three type of recruitment, those are internal, external recruitment and outsources search required before hiring suitable employee.

Simplified internal known as 'in house' recruitment when organization believes that the best employees for upper-level positions such as seeking for the best Manager for Golf Operations department will be found among those currently Assistant Manager in KSGCC.

Whereas external is an approach to seek the best applicants for the job or defines as taking from outside of organization. It can be relying on various strategies such advertisements, public and private employment assistance agencies, institutions (college or university), and unsolicited applications and so on. For golf industry, external may create new ideas, knowledge and experience from candidates. For example, KSGCC hired their Assistant Manager, golf operations through public, the candidate has experienced working at TPC Kuala Lumpur (TPCKL) former Kuala Lumpur Golf & Country Club (KLGCC). TPCKL is a 5-star golfclub and currently holding rank number one best golf course in Malaysia, also well-known branding worldwide in golf industry. The idea and knowledge of the employee can be useful for KSGCC in order to improve their level of service.

Outsource search is when company seeking job candidates that are performed by a professional company. The organization can find the qualification that they are looking by listing and advise their client about best candidates that they are looking for. KSGCC do have number of outsource company such as Golf Course maintenance which is run by TPCKL, caddies were supplied by Caddy Hub Sdn. Bhd, Golfers daily Insurance run by Asia Golfing Network Sdn. Bhd. and Digital & Media Service provider by Icon Kinetics Sdn. Bhd also few more companies that supply foods, goods services. Those company is a professional team to serve as required by KSGCC. However, those are all contract basis, meaning the contract shall be renew based on their performance year by year.

3.0 Selection and Induction

Selection and induction practice in hiring new employees is the most crucial decision. It is a chosen of crucial after selectors have assembled a pool of qualifies candidates and they must make a decision to select the best candidates as required by company. KSGCC major activities to select suitable employees is through applications, interview, background checks and reference.

3.1 Application

Usually KSGCC used it as a guide for the applicant to know what are needed by the club. It consists of name, address, work experience, and related information about candidates. Generally, it is to get information about the questions asked on them should focus exclusively on job qualifications and clarity and introduces of the candidates. It is also a method to provide the opportunity as "ice-breaking" with candidates.

3.2 Interview

After the application or resume submitted, the process of selection with interaction between KSGCC's HR manager or employers with the applicant possibility. Only selected candidates were called for interview section. KSGCC practices interview usually involves interviewers and one candidates at the time. During the interview, HR manager of KSGCC will be able to get or clarify the information of the applicants which has not listed in the application or resume.

Other than that, the common information could get those past experience, education background, qualifications, current position and employment, expectation in the future and reason of seeking new job.

3.3 Background Checks

Checking background is important to KSGCC as screening method specifically to check individual background

to obtain information that relates directly to individual for employment. This is to check criminal history, credit reports, driving records, academic credentials, licenses and health records. KSGCC took it very serious due to possibility that the person could create significant safety or security risks for each one, financial information such as amount owed and payment history, traffic violations, academic credentials such degree awarded, transcript and level of education for higher position and the healthiness of the candidate either he/she is healthy enough to be selected.

3.4 Reference

Reference is one of the useful method for KSGCC to absorb an employee. The reference is sought information from their past employers about the employee's previous performance. As we know the benefits to know about previous employees is widely thought to be heavily outweighed by potential liability associated with such honesty and sincerity.

According to Hunter and Schmidt 1982 in journal "Selecting Hotel Staff: Why best practice does not always work" the selection literature recommends the development of job and person specifications and the use of reliable and valid methods based on job analysis. Therefore, it is important procedure to be practice.

In KSGCC, General induction will be handle by HR manager. Induction means introduction of a new employee to the organization and to its policies, rules and existing employees because mostly new employee is a stranger to the work. It is also to enhance the impression of the company in the minds of newcomers. Therefore, it is necessary practice to introduce the new employee to organization. After the basic introduction is done, HR manager will let the HOD to take over to explain specifically what is their job description, such as facilities available, safety measures, operations and working hours or shift.

4.0 Performance Appraisal

Performance appraisals are also important to help employees improve their performance and as an avenue by which they can be rewarded or recognized for a job well done. Performance appraisal process in KSGCC is where the Head of Department (HOD) often combining both written and oral elements where HOD need to evaluates and provides feedback on employee work performance, including steps to improve or redirect actions as needed. The purposed KSGCC is doing performance appraisal is to develop experience for the employee and insult the employee for manager by naming specific areas for improvement, developing a plan aimed at improving their performance.

Other than that, in order to clearing the company's goals, the HOD in KSGCC are encourage to establish the performance appraisal process as a dialogue in which the ultimate purpose. To maintain the framework, HOD need to inform workers of their value, praise them for their accomplishments, establish a track records of fair and honest response, be consistent in employee's treatment and canvas workers for their own insights into the company's operations. There are few types of performance appraisal terms, such as traditional, self-appraisal, employee-initiated review and 360-degree feedback. However, in KSGCC, traditional and self-appraisal were the process that applied for appraisal period.

Traditional appraisal is where HOD will be sit down with an employee and discuss their performance for the previous performance period for a year. The meeting between both is based on the HOD's observation of the employee's abilities and performance of task as stated in their job description.

Whereas self-appraisal is somewhat self-explanatory, it is used in the performance appraisal process to encourage staff members to take responsibility for their own performance by viewing their own achievements or failures and promoting self-goals. At this point, the staff get to prepares what need to improve and discuss with their employer. Usually self-appraisal will be done among HODs or employees with higher position in KSGCC.

5.0 Conclusion

Human resource played an importance role in each organization and focused on all departments in all companies including KSGCC. Human resource also responsible to hire the right employee in order to develop from good service

to excellence service especially in hospitality industry. Eventually recruitment, selection and induction is the process that KSGCC implement in order to choose new employee. Three type of recruitment including internal, external and source search. Whereas the process of selection that applied to KSGCC is application, interview, background checks and reference. Induction is done by HR manager to ensure the rules and policies of KSGCC is recognized by the new comer. Performance appraisal is start and end within two to three weeks in the month of September or October to measure the employee's performance. The whole process is very importance to ensure KSGCC always provide excellent service to golfers and improvise number of golfers each day.

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