

Module Title: Personnel Resourcing and Development

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**Research Project Proposal –
Analyse the impacts of socio-economic force on employees’
performance management and monitoring in different work modes
Hospitality HR’s perspective**

**Employee Performance Management and Monitoring in a Changing Hospitality
Landscape: A Research Proposal for Hilton Waikiki Beach Resort**

Introduction

The hospitality industry is undergoing a significant transformation driven by evolving guest expectations, technological advancements, and a dynamic socio-economic landscape. Hilton Waikiki Beach Resort, a renowned beachfront property within the Hilton Worldwide Holdings portfolio, is not immune to these changes. Maintaining consistent service quality and operational efficiency requires addressing a crucial challenge: high employee turnover rates that often exceed the national average (Bureau of Labor Statistics, 2023).

This research proposal investigates how socio-economic forces impact employee performance management and monitoring within various work arrangements in the hospitality industry. Focusing specifically on Hilton Waikiki Beach Resort, it aims to examine how these external forces influence the effectiveness of different work models and proposes a framework for adapting performance management strategies.

Current Challenges and the Rise of Alternative Work Models

Employee turnover in hospitality significantly impacts service quality and operational efficiency. Traditional on-site work models may not adequately address the evolving needs of a modern workforce. The emergence of alternative work models, such as hybrid work and flexible scheduling, offers potential solutions by providing employees with greater work-life balance and autonomy (Smith et al., 2020). However, effectively managing and monitoring employee performance within these diverse work arrangements necessitates a strategic approach.

Socio-Economic Factors and their Impact (PESTLE Analysis)

A comprehensive understanding of the socio-economic landscape is crucial for tailoring performance management strategies. This proposal utilizes the PESTLE framework to analyze how external factors can influence employee performance management and the feasibility of alternative work models at Hilton Waikiki Beach Resort:

Political: Labor regulations and immigration policies in Hawaii can significantly impact staffing availability and work models. Changes in visa programs or work permit requirements could affect the resort's ability to attract and retain talent (Department of Labor and Industrial Relations, State of Hawaii, n.d.).

Economic: Factors like minimum wage increases in Hawaii, inflation, and economic recessions can influence employee compensation and retention at the resort (Board of Labor and Industrial Relations, State of Hawaii, 2022). Failing to adjust compensation packages in line with economic realities can exacerbate turnover.

Social: Evolving demographics of tourists visiting Hawaii, work-life balance preferences of employees living in a popular tourist destination, and the rise of the gig economy all influence employee expectations at Hilton Waikiki Beach Resort (Hawaii Tourism Authority, 2022, State of Hawaii Data Book). These trends necessitate adapting work models and compensation strategies to remain competitive.

Technological: Automation in hospitality services, online booking platforms, and performance management software can impact work processes and employee monitoring at the resort. The adoption of these technologies can allow for more

flexible work arrangements while maintaining performance oversight (Torrington et al., 2020).

Legal: Data privacy regulations and labor laws specific to Hawaii can influence how employee performance is monitored and assessed in various work modes at Hilton Waikiki Beach Resort (Department of Labor and Industrial Relations, State of Hawaii, 2021, Hawaii Revised Statutes). Understanding these legal requirements is crucial for implementing compliant performance management practices across different work models (Marchington & Wilkinson, 2016).

Industry Trends: Exploring Diverse Work Arrangements

The hospitality industry is witnessing a shift towards diverse work models. On-site work arrangements remain essential for guest service delivery at Hilton Waikiki Beach Resort, but hybrid models that combine remote and on-site work might be suitable for some administrative roles. Additionally, flexible scheduling options can cater to individual needs and improve employee satisfaction. Examples include Marriott International's pilot program offering remote work opportunities for select corporate positions (Marriott International, 2021, Press Release) and IHG Hotels & Resorts' focus on flexible work arrangements to attract talent (IHG Hotels & Resorts, 2020, Company News).

Feasibility Assessment: Matching Models to Needs

This proposal will assess the feasibility of implementing various work models at Hilton Waikiki Beach Resort, considering factors like:

Job Roles: Not all positions are conducive to remote work. The analysis will identify roles suitable for on-site, hybrid, or fully remote arrangements.

Technological Infrastructure: The resort's existing technology infrastructure will be evaluated to determine its capacity to support remote work and performance monitoring needs.

Guest Service Requirements: Maintaining seamless guest service delivery remains paramount. The analysis will ensure that alternative work models do not compromise this core function.

Socio-economic Context: The specific socio-economic context of Hawaii, including factors like cost of living and data privacy regulations, will be considered.

Literature Review: Deciphering the Performance Management Landscape in a Transformed Hospitality Industry

This section of the research proposal delves into existing research and industry practices to understand how socio-economic forces impact employee performance management in different work modes within the hospitality industry. A critical lens will be applied to evaluate the effectiveness of various approaches and identify potential limitations.

Socio-Economic Forces: Shaping the Hospitality Workforce

The hospitality industry operates within a dynamic socio-economic landscape that significantly influences employee performance management and work arrangements. A PESTLE analysis framework will be used to explore the impact of key external factors:

Political: Labor regulations and immigration policies can significantly impact staffing availability and work models. Changes in visa programs or work permit requirements could affect the resort's ability to attract and retain talent, particularly for roles requiring specialized skills (Department of Labor and Industrial Relations, State of Hawaii, n.d.).

Economic: Factors like minimum wage increases in Hawaii, inflation, and economic recessions can influence employee compensation and retention at the resort (Board of Labor and Industrial Relations, State of Hawaii, 2022). Failing to adjust compensation packages in line with economic realities can exacerbate turnover. Research by Fletcher (2019) suggests a direct correlation between minimum wage increases and employee turnover in the hospitality industry. In Hawaii, with its high cost of living, this necessitates exploring alternative work models that offer increased flexibility or additional income opportunities, such as profit-sharing or performance-based bonuses.

Social: Evolving demographics of tourists visiting Hawaii, work-life balance preferences of employees living in a popular tourist destination, and the rise of the gig economy all influence employee expectations at Hilton Waikiki Beach Resort (Hawaii Tourism Authority, 2022, State of Hawaii Data Book). These trends necessitate adapting work models and compensation strategies to remain competitive. Research by Jackson (2021) highlights a growing preference for work-life balance among younger generations entering the hospitality workforce. Failing to

adapt to these preferences can lead to higher turnover, as seen in Robinson and Vancouver's (2019) study demonstrating the positive impact of flexible scheduling options on employee satisfaction and retention in the service industry.

Technological: Automation in hospitality services, online booking platforms, and performance management software can impact work processes and employee monitoring at the resort. The adoption of these technologies can allow for more flexible work arrangements while maintaining performance oversight (Torrington et al., 2020). Cloud-based task management software can track progress on assigned duties and facilitate communication between employees and supervisors, even in a hybrid or remote work environment (Walker & Jones, 2022).

Legal: Data privacy regulations and labor laws specific to Hawaii can influence how employee performance is monitored and assessed in various work modes at Hilton Waikiki Beach Resort (Department of Labor and Industrial Relations, State of Hawaii, 2021, Hawaii Revised Statutes). Understanding these legal requirements is crucial for implementing compliant performance management practices across different work models (Marchington & Wilkinson, 2016).

Performance Management Across Work Arrangements:

On-Site Work: Traditional on-site performance management practices often rely on direct observation and supervisor feedback. However, technological advancements offer new possibilities. For instance, cloud-based task management software can enhance traditional methods by tracking progress on assigned duties and facilitating communication between employees and supervisors (Walker & Jones, 2022).

Hybrid and Remote Work: Managing performance in hybrid and remote work arrangements requires adaptations to traditional methods. Research by Johnston et al. (2012) emphasizes the importance of clear goal-setting, regular communication, and establishing clear expectations for remote workers. Performance management software with features like remote goal tracking and online self-assessment tools can be valuable assets (Torrington et al., 2020). Additionally, video conferencing platforms can facilitate virtual check-ins and maintain a sense of connection between geographically dispersed teams.

Critical Considerations and Potential Challenges:

While alternative work models offer potential benefits, a critical evaluation of existing research reveals potential downsides that require careful consideration:

Maintaining Company Culture: The intangible aspects of company culture, such as camaraderie and team spirit, can be difficult to maintain in a geographically dispersed workforce (Walker & Jones, 2022). Building trust and fostering a sense of belonging in a hybrid environment requires deliberate effort. Virtual team-building activities and fostering open communication channels are crucial strategies. However, the effectiveness of these strategies in replicating the organic development of culture within a traditional on-site work environment remains an open question.

Employee Well-being: The blurred lines between work and personal life in remote work arrangements can lead to employee burnout (Robinson & Vancouver, 2019). It is essential to create clear boundaries around work hours and provide.

Conclusion

This research proposal has outlined the critical need for Hilton Waikiki Beach Resort to adapt its employee performance management strategies in the face of a changing hospitality landscape. Socio-economic forces, including minimum wage increases, evolving guest demographics, and technological advancements, significantly impact employee turnover and satisfaction. While on-site work models remain essential for guest service delivery, alternative work arrangements like hybrid and flexible scheduling offer potential benefits for attracting and retaining talent, particularly in the high-cost environment of Hawaii.

This proposal outlines a multi-faceted approach to achieve these objectives. A PESTLE analysis will provide a comprehensive understanding of the socio-economic factors influencing employee performance management at the resort. Next, a feasibility assessment will determine the suitability of various work models for different job roles, considering technology infrastructure, guest service requirements, and the specific context of Hawaii.

By critically examining existing research and industry practices, the proposal will explore effective performance management strategies for on-site, hybrid, and remote work arrangements. The focus will be on leveraging technology for communication, goal setting, and performance monitoring while acknowledging potential challenges like maintaining company culture and employee well-being.

This research, if implemented effectively, can equip Hilton Waikiki Beach Resort with a framework for optimizing employee performance management practices. Through a combination of alternative work models, technology adoption, and a focus on

employee well-being, the resort can attract and retain top talent, ultimately enhancing guest service and operational efficiency.

Furthermore, the limitations of existing research identified in the literature review highlight the need for future studies that go beyond the scope of this proposal. Investigating the long-term effectiveness of virtual team-building activities and communication strategies in fostering a strong company culture within a hybrid work environment would be valuable. Additionally, exploring best practices for preventing employee burnout in remote and hybrid hospitality settings can inform the development of comprehensive well-being programs at Hilton Waikiki Beach Resort.

Beyond the Proposal: A Call for Continuous Improvement

The hospitality industry is a dynamic field, and employee performance management practices require continuous adaptation. This research proposal serves as a springboard for ongoing efforts at Hilton Waikiki Beach Resort. By fostering a culture of data-driven decision making, the resort can leverage the findings of this research to pilot and evaluate various work models and performance management strategies.

Regular employee surveys and focus groups can provide valuable insights into employee preferences and experiences under various work arrangements. Additionally, tracking key metrics such as employee retention rates, guest satisfaction scores, and operational efficiency can help assess the effectiveness of implemented changes. This ongoing process of evaluation and refinement will ensure that Hilton Waikiki Beach Resort stays at the forefront of employee performance management practices in the ever-evolving hospitality landscape.

By addressing these critical areas, the resort can ensure a thriving workforce, maintain its position as a leader in the competitive hospitality industry, and ultimately deliver exceptional guest experiences.

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