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The impact of external challenges on employee recruitment and retention is not inherently "good" or "bad" in an absolute sense. Instead, the effects depend on how an organization, in this case, Marriott Hotel, responds to these challenges. Let's analyze the impacts of external challenges on employee recruitment and retention, considering the factors discussed above:

PESTEL Analysis:

Political: Changes in immigration policies due to Brexit, less people can come to work for Marriott Hotel Exeter

Economic: Economic uncertainty affecting recruitment and retention.

Social: Impact on job security perceptions among EU employees.

Technological: No direct technological impact mentioned.

Environmental: No direct environmental impact mentioned.

Legal: Changes in legal requirements for employment due to Brexit.

The uncertainty stemming from Brexit-related immigration policies can slow down recruitment efforts, making it more challenging to find suitable talent from a global pool.

For existing EU employees, it might create apprehension about their job security and future prospects, potentially leading to higher turnover rates which will influence Marriott Hotel Exeter.

Solution: Marriott Hotel can respond by providing support and guidance to EU employees, creating an inclusive environment, and leveraging the opportunity to diversify its workforce.

COVID-19:

Political: Government-imposed lockdowns affecting recruitment.

Economic: Economic challenges impacting recruitment and retention.

Social: Health concerns and potential impact on employee well-being.

Technological: Potential reliance on technology for remote work.

Environmental: No direct environmental impact mentioned.

The pandemic's initial impact saw a decrease in recruitment due to lockdowns and reduced travel. However, as the situation stabilizes, Marriott might face challenges in rehiring and onboarding.

Impact on Retention: Job insecurity, health concerns, and financial stress during the pandemic may lead to higher turnover rates.

Solution: To enhance employee retention, Marriott Hotel should prioritize employee well-being, implement mental health support, and provide job security through flexible work arrangements and health and safety measures.

Legal: Compliance with health and safety regulations.

Inflation and Economic Situation:

Political: Government economic policies influencing living costs.

Economic: Inflation affecting recruitment and retention.

Social: Financial stress among employees impacting retention.

Technological: No direct technological impact mentioned.

Environmental: No direct environmental impact mentioned.

Legal: Compliance with labor laws related to compensation.

Global Retirement Tide:

Political: No direct political impact mentioned.

Economic: Retirement affecting the talent pool and recruitment.

Social: Employee perceptions about growth prospects affecting retention.

Technological: No direct technological impact mentioned.

Environmental: No direct environmental impact mentioned.

Legal: No direct legal impact mentioned.

SWOT Analysis:

Strengths: Global presence, experience in diverse markets, existing workforce diversity.

Weaknesses: potential challenges in recruitment due to external factors, turnover risks during economic uncertainties, dependence on experienced personnel.

Opportunities: diversification of the workforce due to Brexit, focus on employee well-being amid the pandemic, bridging the skill gap through training programs.

Threats: Brexit-related uncertainty impacting recruitment, economic challenges affecting retention, talent pool gaps due to global retirement trends.

Global Retirement Tide:

The retirement of experienced personnel can create a gap in the talent pool, making it challenging to replace seasoned employees with younger talents.

Employees may leave in search of career advancement opportunities, as they perceive a lack of growth prospects.

To retain experienced employees and bridge the skill gap, Marriott Hotel should implement succession planning, mentorship programs, and comprehensive training to facilitate career growth and knowledge transfer.

In summary, the impact of external challenges on employee recruitment and retention can be both positive and negative, depending on how they are managed. Marriott Hotel, by proactively addressing these challenges with appropriate solutions, can turn these challenges into opportunities to enhance its recruitment and retention efforts. Effective management and strategic responses can help the organization not only navigate external challenges but also build a more resilient and motivated workforce, ultimately benefiting the business.

Introduction

Marriott International, one of the world's largest and most renowned hotel chains, operates a vast portfolio of properties across the globe, catering to a wide range of customer needs. The success of any hotel, including Marriott, hinges significantly on the quality and commitment of its employees. In this research proposal, we will delve into the challenges that Marriott Hotel faces in the current external environment and their impact on employee recruitment and retention. Specifically, we will focus on examining the issues related to employee retention within the context of Marriott Hotel.

Background of Marriott Hotel

Marriott Hotel, established in 1927 by J. Willard Marriott, has evolved into a global hospitality giant, known for its mission to provide guests with a home away from home. Marriott boasts a diverse brand portfolio, including luxury, premium, and select-service offerings, ensuring a comprehensive array of hospitality services to meet the varying needs of its clientele. As one of the most respected names in the hospitality industry, Marriott's ongoing success is heavily reliant on the dedication and proficiency of its workforce.

Current Challenges and the Issue of Retention

Marriott Hotel, like many others in the industry, faces a multitude of external challenges that impact its employee recruitment and retention efforts. The proposal will primarily examine the issue of retention, recognizing that it is crucial to maintain a talented and motivated workforce. Several factors within the external environment can significantly affect retention within the Marriott Hotel:

Staff Shortage: The ongoing global labour shortage is a pressing concern for the hospitality industry. Marriott Hotel is not immune to this challenge, and finding and retaining qualified personnel, especially in high-demand positions, has become increasingly difficult.

Lack of Training: Inadequate training or professional development opportunities can discourage employees, as they may feel their skills are not being nurtured or their career advancement is stalling. This issue could lead to higher turnover rates.

Poor Management: Management plays a pivotal role in employee retention. Ineffective or unsupportive management practices can lead to dissatisfaction among the staff and contribute to higher turnover. It is imperative to address this issue for long-term workforce stability.

Understanding the external challenges, such as the labour shortage, inadequate training, and management issues, is essential for the general manager and HR manager at Marriott Hotel. Recognizing their impact on retention rates and addressing these issues proactively will be key to maintaining a motivated and committed workforce. In the subsequent sections of this proposal, we will delve deeper into these challenges and present potential solutions to enhance employee recruitment and retention within the Marriott Hotel.

While I can provide an overview of how external factors like Brexit, COVID-19, inflation, the economic situation, and the global retirement tide impact employee retention, I cannot provide specific in-text citations as I do not have access to an up-to-date database of academic articles. However, I can give you a general summary of how these factors affect retention and potential solutions based on common knowledge and research trends up to my last knowledge update in January 2022.

Brexit has caused uncertainty in the labor market, especially in industries with a significant reliance on EU workers. Uncertainty over immigration policies and work permits can lead to decreased staff retention as employees may feel unwelcome or unstable.

Potential Solution: Marriott Hotel can proactively address this by providing support and guidance to its EU employees, helping them navigate visa and immigration issues. Additionally, it can focus on diversifying its workforce by hiring locally and from non-EU countries.

The pandemic has dramatically impacted the hospitality industry, leading to layoffs, furloughs, and reduced hours for many employees. Job insecurity and health concerns have contributed to increased turnover rates.

Potential Solution: Marriott Hotel can focus on employee well-being by implementing health and safety measures, offering mental health support, and

providing job security through flexible scheduling and remote work options where feasible.

Rising inflation and economic instability can lead to financial stress among employees. High living costs may force employees to seek higher-paying opportunities elsewhere.

Potential Solution: Marriott Hotel can address this by offering competitive salaries, performance-based bonuses, and financial wellness programs to alleviate financial concerns and improve retention.

The retirement of a significant portion of experienced hotel personnel can create a knowledge and skill gap within the industry. This can result in increased competition for experienced talent and higher turnover as employees seek career advancement opportunities.

Potential Solution: Marriott Hotel can implement succession planning, mentorship programs, and comprehensive training to upskill existing employees. By retaining experienced employees through such initiatives, they can minimize the impact of the retirement tide.

Hilton Worldwide, a Marriott competitor, has successfully addressed similar challenges by introducing employee assistance programs that offer mental health support, financial counseling, and resources to cope with life's challenges. These initiatives have helped to boost employee retention and satisfaction.

The Ritz-Carlton, a luxury hotel chain, has a robust training and development program known as "The Ritz-Carlton Leadership Center." This program focuses on providing employees with career growth opportunities and skill development, which enhances their retention rates and engagement.

Brexit:

Research suggests that companies can address the impact of Brexit on retention by providing support to their EU employees, such as guidance on visa and immigration issues. Creating a diverse and inclusive work environment, along with fostering a sense of belonging, can help mitigate the uncertainty caused by Brexit.

COVID-19:

Research findings emphasize the importance of employee well-being programs, mental health support, and flexible work arrangements. Proactive measures to ensure job security during uncertain times, such as the pandemic, are recommended to boost employee retention.

Inflation and Economic Situation:

Studies indicate that employers can alleviate financial stress by offering competitive salaries and benefits. Financial wellness programs, budgeting assistance, and financial education can help employees navigate economic challenges.

Global Retirement Tide:

Research points to the effectiveness of succession planning, mentorship programs, and comprehensive training for retaining experienced employees. These initiatives help to ensure the transfer of knowledge and skills to the next generation of employees and encourage career growth within the organization.

In conclusion, external factors like Brexit, COVID-19, inflation, the economic situation, and the global retirement tide significantly affect employee retention in the hospitality industry. Marriott Hotel can address these challenges by providing support and guidance to employees, focusing on their well-being, offering competitive salaries, and implementing programs that promote career growth and skill development. Looking to successful industry examples, such as Hilton Worldwide and The Ritz-Carlton, can provide insights into effective retention strategies in the face of external challenges.

In this research proposal, we have examined the impact of external challenges on employee recruitment and retention, with a specific focus on Marriott Hotel. We've discussed the challenges faced by the hotel in the current external environment and emphasized the issue of employee retention, which is crucial to maintaining a skilled and motivated workforce. The external challenges we've explored include Brexit, COVID-19, inflation, the economic situation, and the global retirement tide.

Findings:

Brexit: The uncertainties surrounding immigration policies and work permits have the potential to reduce job satisfaction and impact employee retention. To address this, Marriott Hotel should offer support and guidance to its EU employees and work on fostering a diverse and inclusive workplace.

COVID-19: The pandemic has significantly affected the hospitality industry, leading to increased job insecurity and health concerns among employees. This has contributed to higher turnover rates. Implementing well-being programs, mental health support, and job security measures can help improve retention.

Inflation and Economic Situation: Rising inflation and economic instability can lead to financial stress among employees, potentially pushing them to seek higher-paying opportunities elsewhere. Marriott Hotel can mitigate this by offering competitive salaries, benefits, and financial wellness programs.

Global Retirement Tide: The retirement of experienced personnel in the hospitality industry can create a knowledge and skill gap, increasing competition for experienced talent and contributing to higher turnover. Marriott Hotel can address this by implementing succession planning, mentorship programs, and comprehensive training to retain experienced employees and promote career growth.

Implications:

The implications of our findings are significant for Marriott Hotel and the broader hospitality industry. It is crucial for the hotel to proactively address these external challenges to ensure the long-term retention of a talented and motivated workforce. Focusing on employee well-being, offering competitive compensation and benefits, and implementing programs that encourage career growth and skill development are key strategies to mitigate the impact of these challenges.

Recommendations:

Brexit: Marriott Hotel should provide guidance and support to its EU employees to navigate visa and immigration issues. Creating a diverse and inclusive workplace will help employees feel valued and secure in their roles.

COVID-19: The hotel should implement well-being programs, mental health support, and flexible work arrangements to address the impact of the pandemic on employee retention. Job security measures, such as flexible scheduling and remote work options, should be introduced where feasible.

Inflation and Economic Situation: Marriott Hotel should offer competitive salaries and benefits, along with financial wellness programs to alleviate financial stress among employees. Budgeting assistance and financial education can help employees manage economic challenges effectively.

Global Retirement Tide: Implementing succession planning, mentorship programs, and comprehensive training can help retain experienced employees and bridge the knowledge and skill gap created by the retirement tide. These initiatives will also encourage career growth within the organization.

In conclusion, Marriott Hotel should consider these recommendations to address the external challenges impacting employee retention. By proactively implementing these strategies, the hotel can ensure a dedicated and skilled workforce, ultimately contributing to its success in the competitive hospitality industry.

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