

**The Impact of Covid-19 Pandemic
and Rebuilding the Workforce for The Hotel Trinity at Hull**

Student Name: Limiya Khan

Student ID: 2013078

Module: Personnel Resourcing & Development

Code: BMIH5005

Lecturer Name: Emily Williams

The Impact of Covid-19 Pandemic and Rebuilding the Workforce

The outbreak of the Covid-19 has disrupted people's lives and changed the way businesses were operated around the world. The pandemic has created a big influence on the relation between the management and the workers. It created a workplace crisis by endangering many people's careers worldwide (Steiber, Siegert and Vogtenhuber, 2021). The employees of the hospitality industry are one of the most adversely affected employees in the world by this pandemic in terms of career development. The essay will analyze the ongoing impact of the Covid-19 pandemic on the Hotel Trinity Hotel. The Hotel Trinity is a three-star hotel situated in Hull, UK (Hotels.com, 2021). It provides hotel room services along with bar and restaurant services to its customers. It tries to provide all modern amenities to its guests.

Due to the restrictions imposed by the UK government to prevent the spread of the pandemic, Hotel Trinity had to close its operation for a long time. After starting its operation in recent time as the government is relaxing the restrictions, it is facing a talented employee crisis. As the hospitality industry is going through a tough time due to this pandemic, the industry needs talented employees. The essay will analyze the approaches taken by the Hotel Trinity for rebuilding their workforce based on the employee life cycle. The PESTLE analysis also is conducted to identify the risks and opportunities of the Hotel Trinity in this Covid-19 situation.

The current labor market of the hospitality industry in the UK is not stable. A report reveals that in the third quarter from July to September in 2020, there were 2.38 million jobs in this industry accounted for 6.9% of the total employment in the UK whereas it was 4.27 million jobs in the previous year (Hutton and Foley, 2021). The covid-19 pandemic has made many positions redundant in the hospitality industry as due to national and international restrictions, hotel companies had to be closed or operated on a limited scale (Aharon et al., 2021). So, the uncertain future of the hospitality industry made it

challenging for hoteliers to build a talented workforce. Because of the unstable situation in this industry, employees are switching jobs in search for a more secure workplace.

The employee life cycle analysis can help a company to understand employee touchpoints and the relationship between the management and employees (NetSuite.com, 2021). The data collected from employee life cycle analysis can help the Hotel Trinity in better employment policy development (Arnold, 2005). An employee life cycle may involve several stages such as recruitment, training, separation, and many more.

Recruitment is the process of attracting and selecting the employees for a job position determined by an organization. Recruitment is crucial for building a talented workforce for any organization. The recruitment process can start from defining the job roles and ends at making the appointment. HR managers first need to conduct a job analysis to determine the job role, job's purpose, etc. Recruitment can be done from internal sources and external sources. Internal recruiting means filling any job position from the current employees of an organization whereas external recruiting looks for individuals outside the organization. Recruitment from internal sources can make it less costly for organizations, but it may cause lower-level vacancy, skills gap, demotivates employees, etc. Workplace planning is a process by which an organization analyzes its current workforce can determine new approach needs to be taken for future staffing. The crisis created by this pandemic should be analyzed in the workforce planning process to determine the right skills, the right size, the right cost, etc. In the selection process, application forms are used to finding out and shortlist suitable candidate. A CV or resume may include an applicant's educational qualifications, work experiences, skills and abilities, and contact information.

The Hotel Trinity is a local hotel brand of the UK, recruits local people. It attracts talented employees by providing reasonable remuneration, bonus, space for work and personal life balance, etc. But the employment and workplace situations are totally different now due to the ongoing impact of the Covid-19 pandemic. To attract talented workers, the Hotel Trinity needs to take a different strategy. It may provide job security and increase compensation and benefits to attract new talents. In this pandemic situation, ensuring

worker safety is a big issue in the workplace (Khanchel, 2021). The Hotel Trinity has to take all necessary steps to ensure the health safety of the workers along with the guests. The Hotel Trinity prefers hiring from internal source if job analysis permits and in hiring from external sources it uses a very simple recruitment process where it hires employees by taking a written exam and viva. Because of the pandemic, many companies are conducting recruitment processes online. For conducting a successful online interview needs to take many precautionary such as technical setup, network connection setup, online mode selection, etc. Hotel chain giants such as the Hilton, Marriot International already implemented the online recruitment system.

After hiring, making employees adapt to the company rules, regulations, and culture and teaching employees how to accomplish job responsibilities need onboarding (Soewignyo and Soewignyo, 2015). In onboarding, companies need to inform employees about the business objectives, the job description, and the most important thing is to follow up employees' activities. The Hotel Trinity provides onboarding to employees by their top management to increase employees' work inspiration. To prevent the spread of Coronavirus maintaining physical distance is necessary, and now companies are conducting online onboarding. During onboarding, employers need to focus on increasing employee skills, knowledge, attitude related to fulfilling the job responsibilities. The development stage of the employee life cycle plays a critical role in building a talented workforce by providing employee career development opportunities. In this stage, employers have to give some authority to employees in performing their job which will motivate them to be more engaged with the work and the organization (Yaneva, 2018). The Hotel Trinity supports teamwork, provides opportunities for learning from external sources like sessions, seminars, etc., and reward employees for outstanding performance. Companies like the Hilton, Premier Inn usually arrange training for employees' development and the Hotel Trinity should consider arranging employee training. In this pandemic time, training not only improves employees' skills but also increases employee satisfaction through make employees feeling that how important they are for the organization. Encouraging employee opinion before decision making, and providing appropriate appreciation in the workplace can improve employee performance (John, 2010).

Failing to retain employees in the hospitality industry during this pandemic time can decrease an organization's performance as they lose their competent employees. Because of the pandemic, many workers went furlough and many of them are not interested in returning to their workplace in the hospitality industry by realizing the job insecurity in the industry (Barnes and Sax, 2020). To get back their talented workforce, Hotel Trinity is providing job security by making an agreement with the employees believing that rather than recruiting new employees retaining existing employees can make their workforce more competent. Separation is the last stage of the employee life cycle where an employee may leave the organization or the employer may lay off the employee. The reasons for employee separation should have to clearly identify because it may bring a negative impact on the existing employee because they may feel the same luck for them. In this stage, the employer's duty is to get genuine feedback from the employees who left for taking the right decision regarding the existing employees and new recruitment. The Hotel Trinity has a compensation plan based on employment time, performance, and position for the employees at the time of separation to maintain a positive employer image. Hilton developed an employee severance plan in 2019 where it divides employee termination into qualifying termination and non-qualifying termination. Under this severance plan, the qualifying employees will get severance benefits whereas the non-qualifying employees will not enjoy the benefits and the company is not legally liable to provide the benefits (Lublin, 2021). During the pandemic, Hilton laid off about 2k employees and ensured all of the employees got the severance benefits which created a positive brand impression in the market (Maake, 2021). To improve the experience of the employee life cycle stages in this pandemic time, employers need to bring change in organizational employment policy. In this pandemic time employees may prefer to work from home and the employer should consider the employee's demand. A safe work environment rather than high remuneration can be a motivation in this pandemic time to increase productivity.

An organization usually conducts PESTLE analysis for understanding and evaluating the impacts of macro-environmental factors on the organization. PESTLE analysis helps an organization to realize the associated risks and opportunities that bring the environment in which it operates. The Covid-19 pandemic has brought an unprecedented change in

human life. It has disturbed the normal follow of business operation where many employees and employers are going through certain depression. The PESTLE analysis of the Hotel Trinity will provide some insights about the organization and its employment which will help it in rebuilding a competent workforce.

Political factors: Government decision, Global trade agreements or restrictions, Political stability, etc. are the political factors. The UK government has introduced a job retention scheme to support employers and employees which has ended on 30 September 2021. The scheme provided support to those employees who wouldn't able to join the work and whose employer couldn't afford them. The scheme helped the Hotel Trinity in retaining its employees during this pandemic. The government imposed Covid-19 restrictions and relaxing of the restrictions has directly affected the operation of the hospitality industry. It had to close for a certain time to follow the restrictions.

Economic factors: GDP, Disposable income, Economic downturn, Labor cost, Operation cost, Inflation are the economic factors. In the third quarter of 2021, the GDP of the UK was below 2.2% than in February 2020 due to the impact of the Covid-19 pandemic (Beckett, 2021). Lower GDP growth means lower economic growth, which negatively affects the progress of the business sector. Lower GDP growth brings lower profit for Hotel Trinity. Ensuring a safe work environment for the workers increases the labor cost in this industry.

Social Factors: Many employees are going through severe depression because of the crisis created by this pandemic and employers need to take proper measures to keep the employees delighted and engaged in the workplace (Nisar et al., 2021). The pandemic has raised the issue of guest health safety measures in hotel services. Depression decreases employee performance and taking measures for guest safety increases operation costs.

Technological Factors: Today's advanced technologies can help employers to conduct business operations with the minimum number of employees who are experts in technology (Zhou, Zhang and Zhang, 2019). Now, Hotels are implementing technologies to manage the employees and help them in performing their duties, which helps it in reducing work effort and increasing employee performance.

Legal factors: The government applied employment-related laws that need to be followed in the development and practices of employment policy otherwise organizations may face legal issues (Walter, 1981). Government-provided guidelines for the tourism sector during this pandemic has changed the workplace culture. High. Employees have to provide customer service impersonally to avoid physical contact.

Environmental factors: People are now becoming more conscious about the environment and raising their voice against the business whose operations are deteriorating the natural environment and leaving no alternative to sustainable business operation to protect the future of the industry (Jankalová and Jankal, 2020). Government-imposed environmental regulations increase operation costs. For creating a good brand image sustainable operation is needed. Using renewable energy is costly for the organization.

The hospitality industry needs to reform its operation to save the future of the industry as the Covid-19 pandemic created a big crisis in this sector (Hemmington and Neill, 2021). The Hotel Trinity is facing a crisis as a local hotel brand with minimal capital to revive its business. It has to change its organizational structure along with the change in employment policy. Creating a strong brand image can help it in attracting new talents needed to rebuild the workforce. An effective employee severance plan giving most priority to employee health issues can create a good image of the Hotel Trinity. The PESTLE analysis reveals that macro-environmental factors such as the UK government's restrictions to prevent the spread of the pandemic have restrained the Hotel Trinity to be closed for a long time. Other factors such as the economic downturn also affected the profitability of the business. The pandemic affects the mental health of the employees by creating the risk of workplace Coronavirus infection and job uncertainty (Giorgi et al., 2020). By providing online training, onboarding, remote work facilities, and ensuring workplace safety measures the Hotel Trinity can reduce their employee depression.

References:

Aharon, D.Y., Jacobi, A., Cohen, E., Tzur, J. and Qadan, M. (2021). COVID-19, government measures and hospitality industry performance. *PLOS ONE*, 16(8), p.e0255819.

Arnold, E. (2005). Managing Human Resources to Improve Employee Retention. *The Health Care Manager*, 24(2), pp.132–140.

Barnes, M. and Sax, P.E. (2020). Challenges of “Return to Work” in an Ongoing Pandemic. *New England Journal of Medicine*, 383(8), pp.779–786.

Beckett, D. (2021). *Coronavirus and the impact on output in the UK economy* - Office for National Statistics. [online] www.ons.gov.uk. Available at: <https://www.ons.gov.uk/economy/grossdomesticproductgdp/articles/coronavirusandtheimpactonoutputintheukeconomy/june2021>.

Giorgi, G., Lecca, L.I., Alessio, F., Finstad, G.L., Bondanini, G., Lulli, L.G., Arcangeli, G. and Mucci, N. (2020). COVID-19-Related Mental Health Effects in the Workplace: A Narrative Review. *International Journal of Environmental Research and Public Health*, [online] 17(21). Available at: <https://pubmed.ncbi.nlm.nih.gov/33120930/>.

Hemmington, N. and Neill, L. (2021). Hospitality business longevity under COVID-19: The impact of COVID-19 on New Zealand’s hospitality industry. *Tourism and Hospitality Research*, p.146735842199387.

Hotels.com. (2021). *Hotel Trinity*. [online] Available at: <https://in.hotels.com/ho1574595648/hotel-trinity-hull-united-kingdom/>.

Hutton, G. and Foley, N. (2021). *Hospitality industry and Covid-19*. HOUSE OF COMMONS LIBRARY.

Jankalová, M. and Jankal, R. (2020). How to Characterize Business Excellence and Determine the Relation between Business Excellence and Sustainability. *Sustainability*, 12(15), p.6198.

John, J. (2010). Relevance of Employee Development Plans in Employee Performance Management. *SSRN Electronic Journal*.

Khanchel, H. (2021). Measuring innovative practices for workplace safety, health and well-being in Tunisia during the COVID-19 pandemic. *Human Systems Management*, pp.1–10.

Lublin, D. (2021). Unfair severance offers can be risky business for employers. *The Globe and Mail*. [online] 31 Mar. Available at: <https://www.theglobeandmail.com/business/careers/career-advice/article-unfair-severance-offers-can-be-risky-business-for-employers/> [Accessed 12 Oct. 2021].

Maake, K. (2021). *Hilton laying off 2,100 corporate employees, extending furloughs*. [online] Bizjournals.com. Available at: <https://www.bizjournals.com/washington/news/2020/06/16/coronavirus-forces-more-hilton-layoffs.html> [Accessed 12 Oct. 2021].

NetSuite.com (2021). *11 Stages in the Employee Life Cycle: How to Measure & Optimize*. [online] Oracle NetSuite. Available at: <https://www.netsuite.com/portal/resource/articles/human-resources/employee-life-cycle.shtml>.

Nisar, Q.A., Haider, S., Ali, F., Naz, S. and Ryu, K. (2021). Depletion of psychological, financial, and social resources in the hospitality sector during the pandemic. *International Journal of Hospitality Management*, 93, p.102794.

Soewignyo, F. and Soewignyo, T.I. (2015). The Influence of Talent Factors on Business Performance. *Issues In Social And Environmental Accounting*, 9(1), p.76.

Steiber, N., Siegert, C. and Vogtenhuber, S. (2021). The The impact of the COVID-19 pandemic on the employment situation and financial well-being of families with children in Austria: Evidence from the first ten months of the crisis. *Journal of Family Research*.

Walter, J.J. (1981). The Ethics in Government Act, Conflict of Interest Laws and Presidential Recruiting. *Public Administration Review*, 41(6), p.659.

Yaneva, M. (2018). Employee Satisfaction vs. Employee Engagement vs. Employee NPS. *European Journal of Economics and Business Studies*, 4(1), pp.221–227.

Zhou, G., Zhang, L. and Zhang, L. (2019). Corporate Social Responsibility, the Atmospheric Environment, and Technological Innovation Investment. *Sustainability*, 11(2), p.481.