

Covid-19 impact on Trinity hotel and rebuilding the workforces

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Employment can be defined as the agreement between an employee and an employer that the employer will receive a specific service from the employee (Ray-Ellis and Litner, 2012). When an employee works under an employer, they go through several stages, known as the employee life cycle (Kwon and Park, 2019). The employee life cycle is a way to visualise how an employee gets engaged with an organisation. The employee life cycle is a journey that an employee will pass on while working (Nagendra, 2014). Six stages can be found in the workforce life cycle. These are- Recruitment stage, Selection stage, Performance stage, Succession stage, Development stage and Transition stage (Ting, 2011). The employee life cycle helps the human resources department understand how to motivate the employees and be engaged and utilised (Shyam and Ramachandra Gowda, 2015). It is helpful in the continuous development of the employee and developing an enjoyable working environment. PESTLE analysis is an analytical tool used to identify the major macroeconomic factors that affect the business in decision-making and developing strategy (Marmol, Feys and Probert, 2015). Trinity hotel has been selected in this essay. According to the company website, the company was founded in March 2020 in the UK. In this essay, Covid-19 impact on the employee life cycle of Trinity hotel, its PESTLE analysis and rebuilding of the workforces will be discussed.

Covid-19 has impacted every sphere of human life. At the very first, it has created an unprecedented negative impact on the employment of the world population, especially in the hotel industry (STABOULIS and LAZARIDOU, 2020). Due to the Covid-19, the government of all the countries imposed lockdown and restrictions of movement of the citizens (Ogden, 2020). As the government imposed a lockdown, the economic activities of the countries were limited. Due to the limited economic activities, the business organisations were almost shut. So, the company is unable to retain all of its current workforces. Retention is motivating the employee to stay in the organisation and play its respective.

As the business organisations were unable to perform their business, they had limited income. So, the organisations were counting losses as they had to bear operating expenses for running their business activities. Most of the operating costs of the organisations were the payroll of the employees. Forbearing these costs, the companies did not have sufficient income. So, the organisations were forced to cut their employees' jobs or furloughed their jobs to minimise the costs and survive the

organisations' loss (P J and Varma, 2021). The income of the companies of hotel industries is dependent on the room booking. Due to the Covid-19 pandemic and lockdown, room booking of the hotels has decreased significantly as the hotel services had less demand during the pandemic, as significant numbers of employees in the hotel sector become redundant. Therefore, employers were forced to cut jobs to minimise the cost. Hence, Covid-19 negatively impacted employment.

Both employment and employee becomes impacted by the pandemic. This pandemic has affected all stages of the workforce life cycle. Due to the covid-19 pandemic, the recruitment stage of the workforce life cycle of the hotel industry is hampered. Recruitment is the activity of attracting candidates for the selection process. In the recruitment process, the organisation identifies workforce requirements, defines roles, sources of recruitment etc. which is called workforce planning. Sources of recruitment can be internal and external. In external recruitment, the company brings people from outside, and in internal recruitment, it's done from within the organisation. Recruitment aims to attract more candidates and bring them to the organisation for hiring a better workforce. In recruitment process Due to the limited demand, the job posting is decreased at a significant level (DEMİR, DEMİR, DALGIÇ and ERGEN, 2021). Trinity hotel already had redundant employees. Therefore, the number of jobs positing was declined because the company was unable to define the roles of the new employees because of the lack of demands of its services. Defining the new employees' roles is the most important recruitment stage (Richards, 1998). Due to the pandemic situation, Trinity hotel is forced to hold and decrease its activities related to recruitment. The company has temporarily stopped human resources planning activities due to the adverse effect of covid-19 and lockdown on their normal activities.

The next stage of the employee life cycle is the selection process, which also got affected during this Covid-19 pandemic. The selection process is a process for shortlisting qualified candidates and choosing the right candidates and hiring them to the organisation. Due to the Covid-19, there has had a tremendous change in the selection process. In a pre-pandemic situation, employees had been shortlisted and chosen by taking in-person assessment tests and interviewing. But, during the pandemic, it has changed. The company has taken an assessment test online for shortlisting the employees in the selection process. Then, they have also taken interviews online for choosing the right employee who may fit in the company for

serving the customer efficiently. The company also checks references and other materials online for choosing the final employee during the pandemic. The covid-19 pandemic affected the company to perform its selection process through virtual means (Cheng, Hong and Zhong, 2021).

3rd stage of the employee life cycle is performance. Performance can be defined as the goals and objectives that the company's management develops while working with the new employee. In this stage, the employee learns about the corporate culture. For example, in a pre-pandemic situation, the company's management discussed in-person performance expectations and motivations with the new workforces of the company. Then, the management had provided the necessary instructions and feedback to the employee. And the evaluation discussion occurred in person. But, during the pandemic, the scenario has changed. Now, the company is following a more flexible approach for managing the performance of the employee. For example, the company considers the mental health states of the employee to manage the performance and providing feedback to the employee. In some cases, back-office teams of the hotel provide coaching to the front office employees online (Chi, Saldamli and Gursay, 2021).

Succession is the 4th stage of the workforce life cycle. Succession occurs when the employee meets the goals and objectives, and recognition is provided from other company employees. In this stage, the company develops talents for the future based on the employee's current performance and future potential (Garrett, 2013). The company works on the development of talent as a potential replacement for a current employee. For instance, a company may plan to make a succession plan for its CEO or other executives. For this, the company may select employees who can become executives if the current executive leaves the organisation or gets fired by the management (Macdonald, 2007). During the pandemic, succession planning has become one of the most important tasks for the Trinity hotel (Santora, 2020). Because during the unexpected pandemic, the death chance of people has increased. Besides, the payroll has also become a reason for the Trinity hotel. So, the company is more concerned make succession planning to avoid uncertainty as job cutting is more frequent to reduce the payroll cost during the pandemic. Besides, According to the company website, the company has experienced human resources, which has experience of 20 years in the hotel industry. So, if any unexpected situation like the

resignation of an employee happens, the company may have challenges to get a proper replacement if they do not have any succession plan. Besides, external succession is time-consuming and costlier during the covid-19 pandemic as it is uncertain whether the external successor will fit the company. So, the company is more concerned about succession during the pandemic. Hence, Covid-19 impacted the succession stage in the employee life cycle.

5th stage of the workforce life cycle is development. In the development stage, the company encourage the employees to learn or acquire new knowledge or skills for professional development (Shunk, 1992). This can be done by the employee or by the organisation through the training program. Covid-19 pandemic has impacted this stage also. Due to the Covid-19 pandemic, the government issued guidelines for hotel companies to main health protocols to ensure customers' safety. For these, Trinity hotel has to launch new technology to ensure customer quality service and maintain the health protocols. As the situation is new for the employees, they need a training and development program to adjust to the new situation. Training and development are the most important in this pandemic as it is important for the employees to learn how to protect themselves and the customers in this situation (Jain, 2020). Covid-19 has forced the organisation to launch new types of development programs than before.

Transition is the final stage of the employee life cycle. The employee in this stage leaves the organisation. The employee can leave the organisation by resigning, retiring or getting fired (Bach and Edwards, 2013). During the Covid-19 pandemic, the transition occurred more than in the earlier days in the hotel industry. As the government proposed a lockdown, the hotels remained almost closed. So, they were not in a position to generate revenue. So, they started to fire their employees to reduce their payroll costs (Deepak Kumar and Nitin Girdharwal, 2020). So, as Trinity hotel started along with the pandemic, there had minor job cuts in the hotel.

PESTLE analysis for Trinity hotel is as follows:

	Important external factors	Factors that impacted my industry	Importance to my organisation
POLITICAL	Political stability, Government policy, Tax rate, Global trade, Industry regulations, agreements or restrictions	Travel bans during the covid-19. The government introduced a lockdown to prevent the covid-19 infections rate. Government-issued guidelines and roadmap for reopening For the reopening of the organisations, the government has provided supportive funds. Consumer protection rights. The government has decided to leave the European Union where UK hotel businesses mostly depend on the European Migrants	High High High Medium Low Medium

ECONOMIC	Globalisation, Exchange rates, Inflation, Economic growth/ decline, cost of living, Interest rates, Labour costs	Economic activities were decreased	High
		Inflation of the UK is increased	Medium
		Interest rate is increasing during the covid-19 pandemic	Medium
		The labour cost has been increased during the pandemic	High
		Consumers of the United Kingdom like to spend more	High
		Appreciation of Pound Sterling	Medium
SOCIAL	Consumer trends/ tastes, buying habits of consumers, Lifestyle factors, Work-life balance, Career attitudes, demographics	Responsible tourism and hospitality is growing in the United Kingdom's Market	High
		The growth rate of the UK population is positive	High
		People are trying to balance their work and life	Medium
		The hospitality services job is attractive in the UK.	High

TECHNOLOGICAL	Innovation, Automation, Disruptive technologies, Robotics, Social networking, Security, Artificial Intelligence	Customers are booking rooms using the internet and digital media.	High
		Development of a convenient website.	High
		Customer's data safety requirement.	Medium
		Launching new technology for providing contactless services during the pandemic	High
LEGAL	Local labour law, Common law, Employment law, Health and safety regulations	New rules of the government regarding immigrant worker	High ; it will help the company to attract skilled workers in the post-Brexit period.
		Gas safety regulations	High
		Personal data safety regulations	High ; the company might be fined for violation

ENVIRONMENTAL	Environmental restrictions,	Environmentally-conscious customers are increasing	Low
	Transportation CSR of Sustainable resources,	Ethical Sourcing	Medium ; need to focus on customers
	Transportation, Ethical sourcing Future pandemics, Procurement, Supply chain management	The government and NGOs have increased criticism regarding the high consumption of resources like gas, water, and electricity.	Medium ; need to be conscious

In conclusion, It can be said that Covid-19 has significantly impacted the employee life cycle and macroeconomic environment of Trinity hotel. For rebuilding the workforce, the company has to adopt a different approach for hiring perfect employees and growing them with the company through different stages. Retention will help the company avoid repeated tasks in the employee life cycle. Retention is keeping the existing employees with the company. If the company retains its employees, the company may enjoy some benefits. Retaining the current employees helps increase productivity. As the employees are familiar with the company, the recruiting and selection cost will be lower. The employees are familiar with the company's performance management system, and it will be helpful to reduce the mistake regarding performance. The need for coaching and feedback will be reduced. The company can develop talented employees as a backup for the succession planning of their experienced workforce. Training and development costs will be low. Besides, it will help the company understand the macroeconomic forces efficiently as the employees are familiar with its strengths and weaknesses.

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