

Module: Personnel Resourcing and Development

Module code: BMIH5005

Lecturer: Helen Lee / Deborah Lloyd

**Assignment Title: Research Project Proposal – Impact of
current challenges on the human resource department
relating to recruitment and retention**

Table of Contents

1.1 Introduction	3
1.2 Background of the Study	3
1.3 Scope of the Study	4
2.0 Discussion	4
2.1 Employee Engagement and its Impact.....	4
2.2 HR department's situation during COVID-19.....	5
2.3 HR department's situation during Brexit	5
2.4 External Factors	6
2.5 SWOT Analysis	7
2.6 Retention Rate of Employees.....	8
3.0 Evaluation and Conclusion	9
Reference.....	11

1.1 Introduction

The global business landscape has undergone a significant transformation, catalyzed by a series of extraordinary events such as the COVID-19 pandemic, Brexit, inflation, economic instability, and the surging global retirement tide. These external factors have particularly impacted a myriad of industries, with the travel, tourism, and hospitality management sectors finding themselves at the epicenter of these challenges. For many businesses within these industries, sustaining their operations has become an arduous endeavor, exacerbated by recurrent lockdowns and stringent safety measures that have necessitated the closure of hotels and motels (Yacoub & ElHajjar, 2021).

According to the World Tourism Organization, 2020 marked one of the most challenging years for the global tourism industry, with a staggering decline of 1 billion worldwide tourist arrivals compared to the previous year. This cataclysmic downturn resulted in an estimated loss of a colossal \$1.3 trillion, placing the livelihoods of 100-120 million individuals working in tourism and hospitality at grave risk (UNWTO.com, 2021). Responding to travel bans and plummeting demand, numerous hotels were compelled to enact layoffs, pushing many of their managerial staff into remote work arrangements. These measures have not only exacerbated job insecurity but also posed considerable challenges to the workplace environment (Wong et. Al., 2021).

1.2 Background of the Study

In light of these unprecedented challenges, this proposal sets out to delve deeper into the specific obstacles faced by the Trinity Hotel, with a particular focus on the critical issue of staff retention. Furthermore, the proposal aims to provide actionable recommendations to assist the hotel in enhancing its retention rates. To achieve this, a comprehensive examination of various factors impacting retention will be undertaken, encompassing aspects such as salary and benefits, work-life balance, and the cultivation of a positive work environment. The proposal will also outline strategies for improving management practices and investing in staff training to bolster the Trinity Hotel's overall workforce.

Ultimately, the primary objective of this proposal is to empower the Trinity Hotel with the tools and insights necessary to bolster staff retention rates and cultivate a more favorable

work environment for its employees. These enhancements will undoubtedly lead to heightened levels of customer service and, consequently, increased profitability for the hotel in an era where adaptability and resilience are paramount.

1.3 Scope of the Study

The study at Trinity House Hotel, London will focus on the challenges faced by the hotel, with a specific focus on staff retention. It will address a range of factors that influence employee turnover and job satisfaction.

The study will:

- Examine historical staff turnover rates to identify trends and patterns.
- Identify the primary challenges affecting staff retention, including economic factors, pandemic-related issues, and other relevant concerns specific to the hotel.
- Investigate the impact of measures taken during the COVID-19 pandemic on job security and the overall work environment.
- Conduct a comprehensive assessment of employee satisfaction to understand the factors contributing to employee morale and engagement.
- Acknowledge any limitations in terms of data availability, resources, and other factors that may affect the depth and breadth of the research.

2.0 Discussion

2.1 Employee Engagement and its Impact

An engaged workforce is one in which workers take pride in their work because they feel valued by their employer (Townsend et al., 2014). The Beheshti 2019 study found that organizations with highly engaged workforces generated four times as much income as those with poor employee engagement. Low levels of employee engagement lead to high rates of employee turnover. Dale Carnegie & Associates, Inc. (2018) found that almost

57% of workers in the United States and Canada were not enthusiastic about their occupations. The widespread layoffs and furloughs of hotel workers caused by the covid-19 outbreak have lowered morale, increased anxiety, and raised concerns about the stability of their employment. Therefore, it is reasonable to assume that all of these variables have some effect on the state of employee engagement in a hotel as a whole.

2.2 HR department's situation during COVID-19

As a consequence of the widespread disruptions caused by the Coronavirus pandemic outbreak, human resources managers in many companies have had to reevaluate their roles in light of the need to impose social isolation policies and the subsequent radical changes to the workplace. These unanticipated complications have proven to be far more difficult to deal with than was originally thought before the epidemic. To slow the spread of the coronavirus, businesses have adopted a remote work paradigm on a scale never seen before. Human resource managers face new obstacles in carrying out their duties as a result of the proliferation of electronic communication tools like email and videoconferencing (Batinic, 2021). Human resource managers are juggling the needs of employees affected by the ongoing pandemic with the logistical and psychological concerns of the large number of employees who have been laid off or placed on temporary leave (furlough) as a result of the pandemic. The present paradigm change has made it more challenging for human resources managers to guarantee employee productivity, motivation, engagement, and connectedness. Human resource managers are making an effort to adjust to these variables.

2.3 HR department's situation during Brexit

Since Brexit, human resources at the Trinity House Hotel have had a tough time keeping up. Immigration policy shifts, EU employee status, talent acquisition, skills gaps, employment laws and regulations, data protection and GDPR compliance, managing change and communicating it to staff, supply chain and staff mobility, training and development, and international work all figure into this category. Human resources will need to adapt in order to meet these issues front on. This has required monitoring the evolving regulatory landscape, adapting hiring and personnel policies, and maintaining

open lines of communication with staff (Wickman, 2020). Challenges in supply chain management, employee mobility, and international recruitment have also been addressed by HR.

The HR department of the Trinity House Hotel might have been impacted by Brexit. Changes in immigration policy, the status of EU personnel, recruitment and retention, employment laws and regulations, data security and GDPR compliance, change management and employee communication, employee mobility in the supply chain, and opportunities for training and improvement have all necessitated adjustments to the department's strategies and operations. Department heads have to address shifting regulations, recruit and retain qualified staff, and keep employees informed (Reynald et al., 2019). The organisation has faced challenges due to interruptions in the supply chain, the mobility of employees, and the employment of foreign workers.

2.4 External Factors

PESTLE Analysis

Political Factors: The prosperity of the hotel sector is largely dependent on the laws and regulations put in place by governments across the globe. As a result, the hospitality industry is crucial to a country's tax revenue, and its performance is inversely related to the extent to which the government promotes tourism. Because of the unpredictability that reigns in regions plagued by political turmoil, the hotel business tends to suffer. On the plus side, this means that the hotel sector may look forward to business in most parts of the globe (Burbridge, 2021).

Environmental Factors: In areas where climate-related calamities are common, hotel profits are low (Delgado, 2020). To prevent a decline in revenue, hotels in such places should invest in technologies that might lessen the negative impacts of the surrounding atmosphere (Deol, 2020). The weather problem is becoming worse, making things even more difficult in certain areas.

Social Factors: Youth nowadays clearly prefer taking trips away from home. With the rise of social media, where people may share stories about their travels, the temptation to see the world has only increased among peers (Guerri & Pedrini, 2021). This will make

it possible for individuals of a wider range of incomes to enjoy the hotel industry's offerings. The demand for hotels is expected to rise as this pattern becomes more widespread in the years ahead.

Technological Factors: The hospitality industry has made considerable strides in recent years towards being more user- and tech-friendly. Along with the other amenities, most of them have CCTV systems installed for the visitors' peace of mind and security. Wireless internet connection, lifts and intercoms are some of the most often encountered hotel amenities nowadays (Iqbal, 2020).

Economic Factors: The hotel sector is very sensitive to economic fluctuations. The luxury hotel business is one of this sector's primary clients. People's capacity to purchase luxury hotels is greatly impacted if the economy experiences a downturn, inflation, or any other negative consequence. However, they increase the need for inexpensive hotels, which helps the budget hotel business expand (Iqbal, 2021).

Legal Factors: The growth of the hotel sector is highly dependent on a country's economic environment and, in particular, its regulatory structure. The hotel industry has profited from the almost universal enactment of anti-discrimination legislation over the last several decades (Yapp, 2020). In an effort to stimulate their own economies, several governments are eliminating hotel-specific levies. In certain parts of the United Kingdom, hotel owners have access to favored government policies that are unavailable elsewhere.

2.5 SWOT Analysis

Strengths	Weaknesses
The first step is to take stock of what the hotel business in India does well. More than 97 rooms in over a hundred hotels meet the standards for classification. All the major brands from across the world are here. These businesses cater to foreign visitors to India. There are a number of tourist hotspots in the area, and the low	The next stage is the vulnerability analysis. In the UK, the price of land may account for as much as half of the entire project price, whereas in other countries it may account for as little as 15%. The hotel cost is much greater than it would be in a nation with a more standard tax regime. Also, some hotels' services are

cost of labor is another major incentive. This increases revenue for hotels and helps the industry grow (J. Turner, 2021).	inadequate and not up to par with those offered by competitors internationally.
Opportunities	Threats
Opportunities are part of India's hotel industry's SWOT analysis. The nation is rich in sights to see and offers a wide range of landscapes to explore. The number of visitors to the region is projected to rise as a result, leading to higher demand for lodging and therefore higher hotel rates. Demand, both local and foreign, may be fulfilled even during peak periods. While locals wait till summer, many international travelers choose to go between September and March.	When there are opportunities, there are also risks. The hotel business is suffering as a result of some hotels being converted into guesthouses. The hotel industry has suffered as a result of the decline in guests, which in turn has been blamed on the country's political upheaval. Hotel profits are highly correlated with the health of the national economy. This might imply that employees aren't provided the training they need to comply with international standards.

2.6 Retention Rate of Employees

Prior to the onset of the pandemic, this particular industry was recognized for its notable prevalence of employee turnover. Based on data provided by the Bureau of Labor Statistics (BLS), it has been determined that the yearly average rotation rate in the United Kingdom falls within the range of 12 to 15 percent. According to Monks (2020), some sectors within the hospitality sector, such as quick-service restaurants, exhibit staff turnover rates that consistently surpass the national average by 150%. According to research findings, the hotel and lodging business has a concerning turnover rate of 73.8%. The hospitality industry, including various establishments such as restaurants, pubs, and hotels, is a significant pillar of the British economy. Retaining staff in the hotel business has always been a challenge, despite its status as one of the most sought-after professions of employment. It is well acknowledged that the corporate sector experiences a significant amount of employee turnover. Based on a recent poll conducted by YouGov,

it has been observed that the annual worker retention rate within the hotel industry in the United Kingdom is over 70% (Mayo, 2020).

3.0 Evaluation and Conclusion

The Hotel Trinity is now facing substantial difficulties that need the attention of competent management in order to restore its previous levels of strong commercial performance seen in 2019. In addition to the ramifications of the COVID-19 pandemic, the implementation of new immigration regulations and the manpower shortage in the hospitality industry resulting from Brexit have adversely affected the recruitment procedures of hotels. In response to the prevailing social, economic, and commercial landscape, it is essential for the Human Resources (HR) department to thoroughly examine these issues and revise the employee life cycle plan accordingly. This may be achieved by a reassessment of the existing benefits and compensation framework, along with the implementation of novel strategies to accommodate flexible working schedules (Nolan, 2021b). In order to prevent the transmission of Covid-19, it is essential for management to establish effective coordination with local health authorities, as well as entities such as hotels, cafes, catering services, tourist administrations, and industry organizations. This collaboration is necessary to develop a tailored action plan that addresses the particular occurrence at hand. Furthermore, the implementation of this plan should be carried out in strict adherence to government requirements. The support of the team would be advantageous for the health authority's case management, contact tracing, and impact mitigation measures. When faced with the impracticability of physically partitioning the area, one viable alternative is to decrease the occupancy of individuals residing in that place. When an employee has illness or health-related issues, it is important to have a well-defined strategy in place. According to Rezaee (2020), it is recommended to maintain a distance of one metre between personnel and clients during interactions. In order to consistently engage in appropriate hand hygiene and regularly disinfect commonly touched surfaces, it is imperative that workers in public places be provided with easily accessible water, soap, and paper towels. The strategy need to have a systematic approach for the cleaning and disinfection of rooms that have been used by individuals who are unwell. The approach may include guidelines pertaining to

teleworking and personnel screening, along with advice for a secure reintegration into the workplace after exposure to and recovery from COVID-19. According to Robinson (2021), it is important to review and modify the plan as required in order to include any recent directives, rules, or regulations issued by the relevant authorities.

Reference

- Batinic, I. (2021). Hotel management and quality of hotel services. *Journal of Process Management. New Technologies*, 4(1), pp.25–29.
- Burbridge, M. (2021). HR professionals share talent management views. *Strategic HR Review*, 8(4).
- Chebet, W. V., Makomere, J., & Karei, R. (2019). Effect of Employee Engagement on Employee Turnover Intention in Hotels within Eldoret Town, Kenya.
- Delgado, L. (2020). Luisa Delgado, regional general manager. *Strategic HR Review*, 8(5).
- Deol, S. (2020). Suki Deol, HR Manager. *Strategic HR Review*, 7(2).
- Guerci, M. and Pedrini, M. (2021). The consensus between Italian HR and sustainability managers on HR management for sustainability-driven change – towards a ‘strong’ HR management system. *The International Journal of Human Resource Management*, 25(13), pp.1787–1814.
- Iqbal, U. (2020). Financial Performance in Daily Hotel and Business Management. *Journal of Hotel & Business Management*, 05(02).
- Iqbal, U. (2021). Book Review ‘Sales Management Principles and Practices’ (Malay Version). *Journal of Hotel & Business Management*, 5(1).
- J. Turner, M. (2021). Hotel Management Contracts: a Particularly Rich Research Context. *Journal of Hotel & Business Management*, 03(01).
- Mansour Ghazi, K. (2020). Hotel Maintenance Management Practices. *Journal of Hotel & Business Management*, 5(1).
- Mayo, A. (2020). Applying HR analytics to talent management. *Strategic HR Review*, 17(5), pp.247–254.
- Monks, K. (2020). Understanding how HR systems work: the role of HR philosophy and HR processes. *Human Resource Management Journal*, 23(4), pp.379–395.
- N. McCool, B. (2021). The Need to be Prepared: Disaster Management in the Hospitality Industry. *Journal of Business & Hotel Management*, 01(02).

Nishii, L.H. and Paluch, R.M. (2021). Leaders in the HR sense give HR implementation behaviors that create strong HR systems. *Human ResourceManagement Review*, 28(3), pp.319–323.

Nolan, S. (2021a). Change management. *Strategic HR Review*, 10(5).

Nolan, S. (2021b). Inspirational Manager: How to Build Relationships that Deliver Results. *Strategic HR Review*, 7(1).

Rezaee, Z. (2020). Relevance of Business Sustainability Education for Hospitality Management. *Journal of Business and Hotel Management*, 02(01).

Robinson, V. (2021). Is contemporary HR management strategic? *Strategic HR Review*, 7(1).

Shen, H. (2021). Social Network and Job Satisfaction of Female Migrant Workers in Hotel Industry. *Journal of Hotel & Business Management*, 5(1).

Walters, L. (2021). Lee Walters, learning and development manager. *Strategic HR Review*, 11(1).

Yapp, M. (2020). Measuring the ROI of talent management. *Strategic HR Review*, 8(4), pp.5–10.