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Title: Discuss how the evolution of Human Resources Management (HRM) facilitates the strategic development of an international hotel brand through workforce planning, recruitment and selection.

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Introduction

HRM plays a crucial role in directing the strategic growth of global hotel brands by means of efficient labor planning, recruitment, and selection procedures. This paper explores the complex development of HRM, emphasizing its strategic importance and its vital role in supporting the expansion paths of internationally recognised hotel brands. Using a case study methodology, the essay examines Marriott International, a prominent player in the hotel sector, to highlight the complex ideas covered. The function of HRM in global hotel brands changes along with the hospitality sector. HRM has evolved from its historical emphasis on administrative duties to become a strategic partner, coordinating human capital initiatives with corporate goals. In order to continue growth and preserve a competitive edge, this strategic development calls for proactive personnel planning, talent acquisition, and talent management techniques. Marriott International is a prime example of this shift, emphasizing talent development, retention, and employee engagement as key drivers of organizational success. When it comes to hiring and selection, Marriott places a strong emphasis on finding applicants who share the organization's values and culture. These are examples of strategic HRM practices. Through programmes like talent acquisition collaborations and university hiring, Marriott draws in a varied talent pool that reflects the rich diversity of the hospitality industry. (Brewster, Mayrhofer, & Farndale, 2018)

Evolution of HRM

The way that workforce expectations and organisational needs have changed throughout time is demonstrated by the evolution of human resources management, or HRM. HRM, which was first based on traditional people management, has changed significantly over the years to become a strategic role that is essential to an organization's success, especially in the hospitality sector. When HRM first started out,

its main priorities were administrative duties including record-keeping, payroll administration, and regulatory compliance. HR specialists played a mostly reactive function in the workplace, attending to pressing requirements and problems. But when businesses realized how crucial their human capital was to achieving their goals, HRM started to take a more proactive and strategic stance. The realization that workers are valued assets rather than merely resources to be controlled was a crucial component of this growth. Talent development, acquisition, and retention became top priorities for organizations as essential elements of their overall strategy. HRM specialists collaborated with top management to match HR procedures with more general company goals and objectives, which was a crucial part of this shift. The use of strategic workforce planning was a key advancement in the development of HRM. Rather than only responding to shifts in the labor market, companies began to adopt a proactive strategy to foresee future trends and demands. (Paauwe & Farndale, 2017) (Wright & McMahan, 2011)

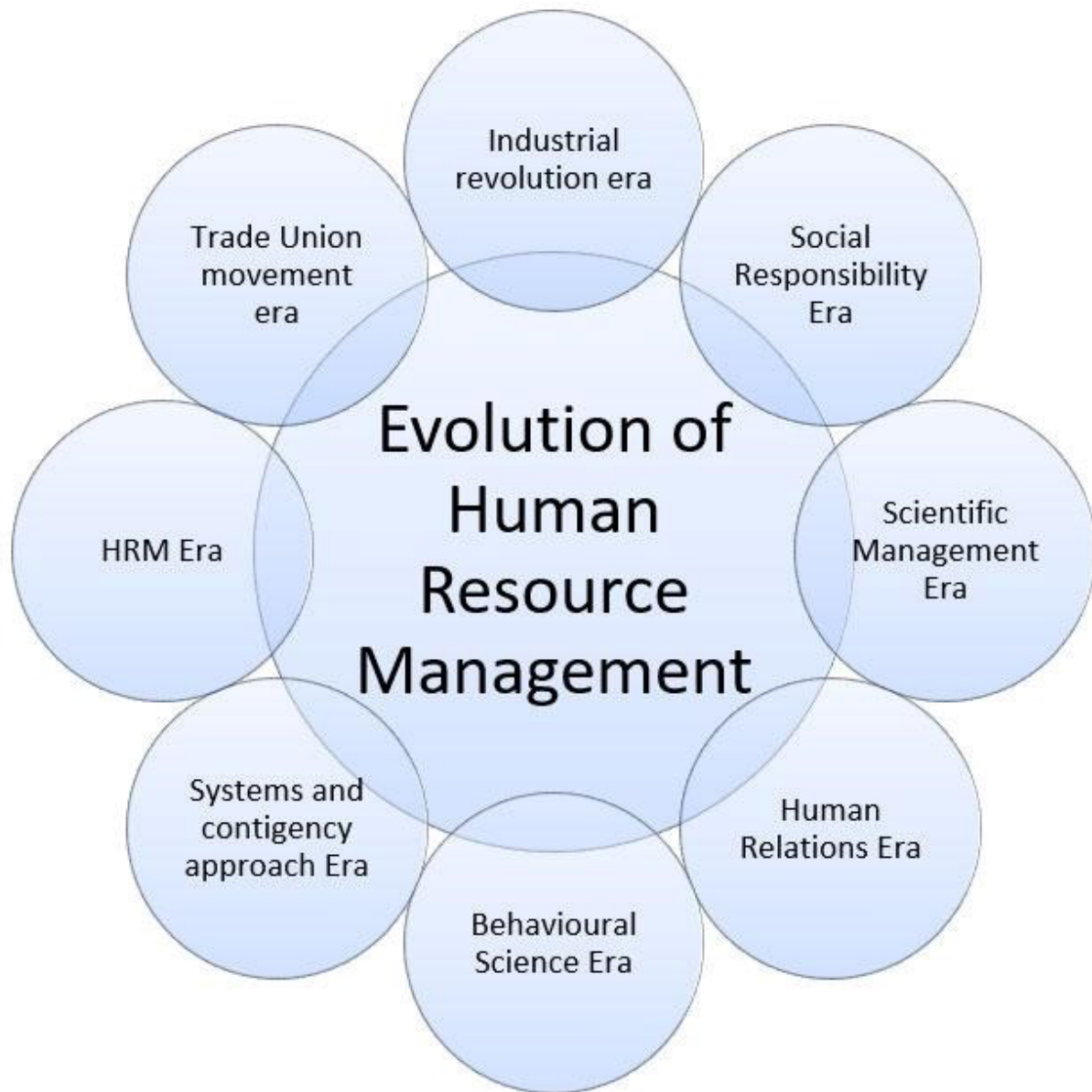


Fig 1: The evolution of Human Resources Management [Source: <https://tinyurl.com/82hh69nh>]

HR experts were able to create focused recruitment and retention strategies by using data analytics and forecasting tools to predict labor supply and demand. Furthermore, HRM changed to meet the demands of a fast changing environment as globalization and technology breakthroughs changed the business landscape. HR professionals have adopted digital platforms and technologies to increase employee experience, better

collaboration, and expedite HR procedures. Furthermore, they were instrumental in promoting diversity and inclusivity in the workforce, realizing the importance of a varied talent pool in stimulating creativity and innovation. The evolution of HRM has been especially noticeable in the context of the hotel sector. International hotel brands encountered particular difficulties with regard to talent management, labour laws, and cultural variations as they extended their operations worldwide. HR specialists working in the hospitality industry have been at the forefront of introducing cutting-edge HR strategies to deal with these issues and guarantee the prosperity of their companies. (Budhwar & Mellahi, 2016)

Strategic Role of HR Functions

In worldwide hotel brands, HR services have a strategic role that goes beyond standard administrative duties and includes a variety of strategic initiatives targeted at optimizing organizational performance and competitiveness. In today's fiercely competitive hospitality sector, human resources (HR) operations are essential to determining the organization's overall strategic direction and fostering long-term economic growth. Aligning the human capital strategy with the overarching organizational goals and objectives is one of the primary strategic duties of HR departments. (Jackson & Seo, 2010)



Fig 2: Strategic Role of Human Resources Management [Source: <https://tinyurl.com/342m735u>]

In order to comprehend the company's strategic aims and create HR strategies that complement and reinforce those priorities, HR professionals collaborate closely with top management. This alignment guarantees that the workforce of the organization possesses the abilities, know-how, and resources required to meet its strategic goals. Furthermore, HR operations are vital in promoting organizational transition and change. Organizations in the dynamic and fast-paced hospitality sector need to be flexible and agile in order to react to shifting consumer tastes, market conditions, and technology breakthroughs. To keep ahead of the competition, HR professionals must spearhead change efforts, encourage an innovative culture, and support organizational agility. Furthermore, HR operations play a critical role in developing a positive workplace culture and encouraging employee engagement. Studies have consistently

demonstrated that workers who are engaged are more innovative, productive, and dedicated to the success of the company. To increase employee engagement and happiness, HR professionals create and carry out programmes including wellness initiatives, career development opportunities, and employee appreciation programmes. Additionally, HR operations are vital to talent management and growth. Success in the hospitality sector depends on luring, keeping, and developing elite personnel in an area where providing high-quality service is crucial. HR specialists are in charge of spotting high-potential workers, giving them chances for development and promotion, and creating a leadership pipeline inside the company. In addition, HR departments are using technology and data analytics more and more to guide choices and achieve strategic goals. Organizations may optimize human capital management strategies by identifying areas for improvement, gaining insights into workforce trends, and making data-driven decisions by utilizing HR analytics. (Armstrong & Taylor, 2014)

Strategic HR Planning Process

Organizational performance is heavily dependent on the strategic HR planning process, particularly in the case of global hotel brands where staff dynamics have a substantial impact on both operational efficiency and guest pleasure. The process comprises multiple crucial phases that are intended to predict the supply and demand of labor, establish strategic objectives, and execute and assess HR initiatives to guarantee congruence with organizational goals. In the process of strategic HR planning, the first stage is to forecast supply and demand for labor. This entails assessing previous trends, current market conditions, and anticipated business growth in the context of global hotel brands in order to forecast future workforce requirements. The demand for hospitality services can be influenced by a variety of factors, including seasonality, travel trends, and economic situations. As such, rigorous analysis and forecasting are necessary to make sure that the organization has the required expertise on hand to

satisfy levels of demand that fluctuate. HR specialists work with senior management to establish strategic goals and objectives that complement the organization's overarching business plan after labor demand and supply have been predicted. These objectives could include growing into new markets, improving the caliber of services, and boosting productivity. HR specialists make sure that human capital management strategies support and aid in the accomplishment of strategic targets by coordinating HR goals with more general organizational objectives. HR professionals set objectives and then develop and implement HR initiatives and programmes designed to satisfy needs and achieve strategic objectives. Initiatives like employee engagement campaigns, performance management systems, training and development plans, and recruitment and retention tactics could all be a part of this. HR specialists keep a careful eye on the success of HR initiatives during the implementation phase and make necessary modifications to guarantee alignment with the aims and objectives of the company. In order to determine how HR programmes affect organisational performance, continuous assessment and measurement are a final component of the strategic HR planning process. (Guest, 2017)

Recruitment Stages and Selection Process

The recruiting and selection phases are essential parts of the strategic HR management of global hotel brands because they have a direct effect on the organization's capacity to draw in, hold on to, and develop elite personnel that will propel business success. The goal of the recruitment process is to find, draw in, and choose competent applicants who share the organization's values, culture, and strategic goals. It consists of multiple steps. Identifying workforce needs and defining job requirements based on the organization's strategic objectives and operational requirements constitute the first stage of the recruitment process. HR specialists collaborate closely with department heads and hiring managers to create thorough job specifications and descriptions that list the education, training, and experience needed for each role. Once job requirements

have been established, HR professionals utilize various recruitment channels to attract a diverse pool of qualified candidates. Online job boards, social networking sites, professional networks, trade groups, and recruiting firms are a few examples of this. International hotel brands frequently emphasise their dedication to employee development, career progression possibilities, and a friendly work environment in an effort to attract top talent. This is done by leveraging their employer brand and reputation. The selection process starts with screening and shortlisting individuals based on their credentials, experience, and skills after drawing in a pool of candidates. HR specialists find applicants who fit the job requirements and show promise for success in the company by combining resume screening, application reviews, and pre-employment exams. Following their shortlisting, candidates may be subjected to assessments, reference checks, and interviews among other selection procedures. Selection procedures for international hotel brands frequently centre on evaluating applicants' interpersonal skills, customer service orientation, cultural fit, and language proficiency because these attributes are critical to providing outstanding guest experiences in a dynamic and diverse hospitality setting. HR specialists work closely with hiring managers and department heads during the selection process to impartially assess applicants and choose the best candidates for each position. (Huselid & Becker, 2011)

Training and Development Initiatives

The strategic development of a worldwide hotel brand is significantly influenced by training and development efforts that improve the skills, knowledge, and competences of the workforce in response to changing industry trends and business needs. The purpose of these projects is to equip staff members with the necessary tools and resources to perform exceptionally well in their roles, provide outstanding guest experiences, and propel the success of the organisation.

Global hotel chains make large investments in training and development initiatives to guarantee that staff members have the knowledge and abilities needed to fulfil the expectations of the hospitality sector. These programmes cover a wide range of activities, such as manager and supervisor leadership development programmes, job-specific training for frontline personnel, orientation programmes for new recruits, and opportunities for continuous learning for all staff members.

The training and development process usually begins with orientation programmes, which provide new personnel an overview of the company and its rules, procedures, culture, and values. These initiatives lay the groundwork for staff members' success and team integration by assisting them in adjusting to their new positions and comprehending their obligations within the company.

Programmes for job-specific training are designed to meet the particular demands of various positions within the company, giving staff members the information and abilities they need to carry out their jobs well. For instance, managers may receive training in performance management, leadership, and strategic planning, while frontline employees may receive training in communication techniques, operational processes, and excellence in guest service. (Paauwe & Boselie, 2017)



Fig 3: Training and Development Initiatives [Source: <https://tinyurl.com/4r3ye7nm>]

In the quick-paced hospitality sector, options for ongoing learning are crucial to retaining a knowledgeable and motivated workforce. International hotel brands provide employees with a range of learning resources and development opportunities, such as online courses, workshops, seminars, and cross-functional training programmes. These enable employees to grow professionally within the company, explore new interests, and improve their skill sets. (Boxall & Macky, 2014) (Huselid & Becker, 2011)

Employee Engagement and Retention Strategies

Strategies for staff engagement and retention are essential parts of an international hotel brand's strategic development since they lower turnover rates, promote employee happiness, and create a great work environment. These tactics center on strengthening the bond between workers and the company, fostering a positive work environment, and

coordinating individual goals with organizational aims. Setting a high priority on internal communication and transparency within the company is one way to increase employee engagement and retention. Through regular communication regarding corporate news, updates, and objectives, as well as offering avenues for employee feedback and input, hotel brands may foster an environment of trust and transparency that empowers staff members to feel appreciated and invested in the organization's prosperity. The execution of recognition and incentive programmes is a crucial component of staff engagement and retention. Employee morale, motivation, and job satisfaction can all be increased by praising them for their efforts, accomplishments, and contributions. This also reinforces expected behaviors and performance standards. Employee loyalty and peak performance can be further encouraged by rewards programmes like employee of the month awards, incentive bonuses, and career progression chances. (Schuler & Jackson, 2014)

Conclusion

In summary, HRM is essential to the strategic growth of global hotel brands such as Marriott International. HR professionals contribute to the growth and success of businesses by taking a strategic approach to workforce planning, recruitment, selection, training, and employee engagement. Marriott stands itself as a leader in the international hospitality sector because of its dedication to coordinating HR procedures with corporate objectives and developing an excellent culture. Marriott International is positioned for future growth and success via ongoing innovation and human capital investments. (Dries & Pepermans, 2012) (Cascio & Aguinis, 2011)

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