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In 2020 the covid-19 pandemic had affected the hospitality industry really badly and forced hotels to close their doors following the government's guidelines. This had caused problems the hotel industry, making their business go down and make a huge number of their workers redundant. As the pandemic led to many businesses to struggle, the government brought forward the furlough scheme. Furlough is available across the United Kingdom and pays up to 80% of an employee's wage for the hours they are unable to work (Lawrie, 2021). Covid-19 had also affected many employees. This essay will look at the Marriott hotel and how the covid-19 pandemic affected the hotel and its employees and the implications there will be for rebuilding the workforce.

Marriott International, Inc. is a worldwide corporation that owns, manages, franchises, and licenses hotels, residential properties, and timeshares. Marriott is the world's largest hotel chain in terms of available rooms. It includes 30 brands and 7,642 hotels in 131 countries and territories with 1,423,044 rooms (Inline XBRL Viewer, 2020). As the nature of the way the hospitality and hotel industry function, the covid-19 pandemic had definitely hit the company with a detrimental impact. This was because customers are needed to be present there in order for the Marriott hotel to provide their hospitality and cater their service. This also had a major impact on employees as their jobs were impacted and for some were at stake.

In 2020, the United Nations World Tourism Organization had predicted a 20%-30% drop in foreign tourists compared to the previous year, due to unprecedented travel restrictions (Dogra, 2020). This means there were not enough customers to generate profit or revenue to be able to pay their wages/salaries. This also means that there is not enough work for some employees or some employees are not able to carry out their work. This is because "The World Travel & Tourism Council recently warned that the COVID-19 pandemic might result in the loss of 50 million jobs in the travel and tourism sector throughout the world. Many workers are unable to go to their places of employment or perform their tasks as a result of travel restrictions, border closures, and quarantine procedures, which has an impact on wages, particularly for informal and

casually employed employees” (Dogra, 2020). Therefore this will result in the Marriott hotel facing complications when reopening and rebuilding the workforce.

After the impact covid-19 created for the marriott hotel, rebuilding the workforce may be stressful and difficult, due to the huge change that the pandemic caused. Human resources is a factor to think about as this sector of the Marriott hotel will have a big responsibility to handle with the rebuilding of Marriott’s workforce. The important aspect of employee care is included in the corporate value of multinational hotel brands. Marriott, for example, declares that people come first, and that its value is “Take care of our associates, and they will take care of our customers.” The corporate value of international hotel brands includes the relevant element of employee caring. For example, Marriott states that they put people first and their value is “Take care of our associates and they will take care of our customers.” Besides the written contract, the hotel chains have built psychological contracts with their employees that create unwritten expectations in the employment relationship (Sogno, 2020). Therefore, this would determine how employee-related concerns are addressed. The breach can severely damage the motivation and performance of the staff (Sogno, 2020).

As customers obtain their COVID-19 vaccination and lockdowns easing, Marriott CEO claims demand for his rooms is quickly rebounding. However, hiring new workers to meet the increased demand is proving difficult at the moment (Sozzi, 2021). This means that although demands are starting to go back up, the Marriott hotel has insufficient staff as a result of the pandemic outcome. This is making it hard for the hotelier to provide their service to customers and cope with their increasing demands. This may not be seen as a huge problem as there are millions of people searching for jobs after being laid off; however that isn't to say that the staffing issues have been remedied. This is because companies are receiving so many resumes that finding the top people is becoming increasingly difficult. And, as the economy battles to recover from the coronavirus's slump, many hotels and restaurants simply cannot afford to recruit extra workers (Lytle, 2020). This would make it difficult for the marriott to rebuild the workforce as they will need to make sure they are able to meet the demands in order for

the company to operate again, but at the same time they will need to ensure they recruit appropriately skilled employees. This would be costly for the company since they have kept many employees and staff and paid them through the furlough scheme, while the hotel was closed and not operating as they used to. Therefore payrolls for new employees on top of current employees may be too expensive, considering the losses made due to the pandemic implications. According to a source In the midst of a labor shortage, Marriott is stepping up its efforts to recruit new employees and retain existing ones (Sozzi, 2021).

Another factor that covid-19 will have on employment for the marriott hotel is technology. Technology has been advancing as the years go by, it has been transforming in many ways. These technologies have also been re-shaping the workplace. Technological advancements have led society to be technologically and digitally oriented and impacts the way we work and interact. The fundamental goal of information and communication technology is to make corporate operations easier and to give relevant data to decision-makers (Lau, 2020). This applies to the hospitality industry and the Marriott hotel as hotels require digital technology for their service and business to function and operate. An example would include things like PMS systems and room bookings/reservations. However, due to the situation the covid-19 pandemic brought technology has become more dominant and advanced as well as being more widespread. Although this looks like a good thing for the Marriott hotel, it will have a negative impact on the employees. As it would mean new employees and current employees who were on the furlough scheme would require training to learn and get familiar with the new systems and using the technology. Some staff may find difficulties with this and take time to adapt with the technological change. In order to keep employees and guests protected from the virus, Marriott would need to take measures like switching every aspect of the hospitality experience to be accessed through guests' own mobile devices, for things such as contactless check-in, mobile room keys and in-app ordering (Baratti, 2020). This can only be done if the marriott has adopted the right software to comedate this (Baratti, 2020). Therefore employees will need to get familiar and learn how to use the system.

Other than technology employees will have to adapt to a new working environment circumstance, that follows the government's health and safety guidelines and rules for preventing the spread of the covid-19 virus. The staff will need to maintain social distancing in the workplace. This may cause problems as the demands are going up. It means the Marriott will be busy so it can get difficult to adhere to the social distancing guidelines. Employees may need to work in set teams or partners in order to reduce numbers of contact (GovUK, 2020). This will need to be done to reduce numbers of contact individuals have with others, to reduce the spread of the virus. This also means lowering the number of staff working on site (GovUK, 2020). Although this is necessary for the protection of staff and guests, it can become hectic for some of the employees. This because the hotel will need to have a minimised number of workers working on site for each shift can become overwhelming and too much to handle for the employees especially when the hotel is busy.

To conclude everything mentioned, the covid-19 pandemic really caused problems for the Marriott hotel and the hospitality industry and it definitely had a huge impact on employment. One major change Covid-19 had made was in the use of technology, therefore hotel workers need to be up to date with the technological systems, in addition to applying the government safety guidelines in the workplace.

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