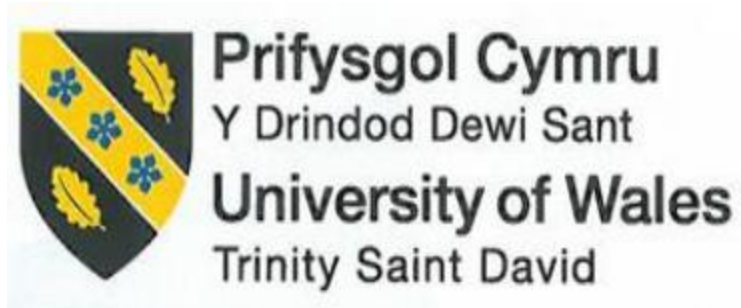




Personnel Resourcing and Development

BMIH5005

Proposal title: Is the external challenge a good or bad? Analyse the impacts of external environment on employee recruitment and retention.

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Introduction and background

Premier Inn, an established and famous hotel chain, takes the stage in this layout. An industry leader, Premier Inn competes with other hotels by offering reasonably priced rooms that put guests' comfort first (Ghandour et al., 2015). The article analyses the pros and cons of companies being confronted by external issues. The Premier Inn Hotel is the subject of this research proposal addressed to the hotel's General Manager. This paper provides a review of the relevant literature about the issues now confronting the hotel industry. Data analysis and recommendations for the hotel make up the final section of the report.

The proposal's goal is to investigate the factors beyond Premier Inn's control that have an impact on its talent acquisition and retention rates. Premier Inn is well known in the highly competitive hotel industry because it focuses on satisfying clients who value price and ease of travel. Premier Inn is a hotel chain that has earned a solid reputation thanks to its consistently high service standards and happy customers (Snyder et al., 2013). However, Premier Inn faces issues that require attention and deliberate intervention, just like any other participant in the business.

Premier Inn needs help with retaining its employees, and this idea seeks to address that problem. Premier Inn is not immune to the broader factors driving turnover rates in the hospitality business, which is characterised by a transitory workforce (Jauhari, 2012). The proposal investigates the external surroundings of the hotel to determine the causes of the retention problem. Premier Inn places a premium on the talents and competencies of its workforce. However, problems with training and advancement may arise, diminishing employees' enthusiasm for their jobs and their dedication to the company over the long term (Fallon, 2016).

Premier Inn can only deliver on its promise of consistently excellent service if it always keeps its staffing levels at or above the recommended levels. The hotel may not be able to live up to guests' expectations or keep operations running smoothly if the industry-wide

problem of personnel shortages continues to worsen. A productive work environment can only exist with strong leadership (López-Andreu et al., 2019). Employee unhappiness at Premier Inn could be fueled by management mistakes, prompting workers to look elsewhere for employment.

Discussion

The external environment has a significant impact on the actions taken by enterprises and the results they achieve. Sharma et al. (2021) presented that the hotel industry as a whole has seen difficulties in the areas of labour markets, supply chains, and client demand as a result of *Brexit and COVID-19*. According to researchers, these changes have made it more difficult to hire and retain talented personnel. For instance, Premier Inn and other hotels in the sector faced uncertainties around the availability of trained labour, prospective regulatory changes, and variations in customer behaviour during the Brexit period, calling for adaptive approaches to personnel management (Spanaki et al., 2021).

Retention rates are immediately and directly affected by economic situations. Companies may lower employee perks, put a stop to new hires, or apply other cost-cutting measures during recessions (Lanzinho, 2022). Employees may become dissatisfied with their jobs as a result, and they may go elsewhere for work that provides them with greater security or higher pay. Conversely, during economic upswings, employees may have more opportunities for better-paying roles, and organisations may need to be proactive in giving competitive perks to keep their personnel (Küçük et al., 2021). *Market competition* is another important factor that can affect employee retention. Employees often have more options in the employment market in industries where competent labour is in great demand. Employees may be tempted to leave for other companies if they are not offered a desirable working environment or competitive pay (Giannoni et al., 2023). When talent is scarce, however, it may be more important than ever for businesses to foster a welcoming work environment and provide distinctive perks in order to hold on to their best employees.

Pestle analysis

Political	Recruitment efforts are impacted by shifts in regulatory frameworks governing employment, immigration, and political stability. The accessibility of foreign workers could be affected by changes in immigration regulations (George, 2021).
Economic	Budgetary changes for recruiting and pay can have an effect on both recruitment and retention if the economy is unstable. In times of economic hardship, it may be necessary to reduce spending on employee benefits.
Social	In the future, the workforce may have different needs and priorities due to shifting demographics and cultural norms (Bispo, 2016). There can be repercussions for retention efforts if more attention is paid to work-life balance.
Technological	Changes in the hiring process and the skills required may result from technological developments. If Premier Inn were to implement modern reservation software, it would necessitate a skilled workforce.
Legal	Strategies for hiring and keeping employees might be influenced by the need to follow applicable employment rules and regulations (Snyder et al., 2013). If the minimum wage were to change, for instance, this could have repercussions for pay structures.
Environmental	The industry's reputation can be impacted by the public's increased attention to environmental issues. Premier Inn's dedication to sustainability can make the company more attractive to eco-conscious job seekers (Lanzinho, 2022).

Employees' expectations and loyalty to an organisation might be influenced by broader cultural and socioeconomic shifts. Employees' priorities may shift over time, with new values being placed on things like diversity and inclusion, work-life balance, and corporate social responsibility (Msengei and Obwogi, 2015). Businesses that do not adapt to the values of the modern workforce will likely witness a rise in employee turnover as workers look for places of employment that share their own and society's values. Retention rates

may also be affected by technological developments. Highly skilled workers in fields that rely heavily on technology may be more likely to go elsewhere for work if they believe their current employer is lagging in the adoption of cutting-edge tools (Wang et al., 2012). On the other hand, organisations that value innovation and offer employees the chance to grow their skills may keep their tech-savvy staff members for longer.

SWOT Analysis

A brief swot analysis is conducted to analyse the impact and examples of the hotel chain impacted by external challenges.

- Strength analysis can help direct hiring practices. For instance, Premier Inn's renowned reputation as a company can help it acquire top people (Buttle et al., 2016).
- Employee retention can be greatly improved by focusing on fixing internal issues. For example, if Premier Inn faces internal communication challenges, it might decrease employee satisfaction.
- Capitalising on external opportunities can strengthen recruitment efforts. Premier Inn, for one, can grow and employ more people as a result of the uptick in the tourism business (Evans, 2015).
- The retention of talent depends on the elimination of external dangers. Increased competition in the hospitality industry, for instance, could hurt Premier Inn's ability to keep its employees.

Employee retention in the hospitality industry has become more difficult due to the *global retirement tide*. Hotels like Premier Inn need to adjust their recruitment and retention strategies to attract younger talent better and manage knowledge transfer as a growing percentage of their personnel near retirement age (Ghani et al., 2022). To achieve this goal, businesses need to invest in employee education and development, create a clear path for leadership transitions, and foster a welcoming environment for people from all walks of life (Baharin et al., 2018). Conventional methods of hiring and keeping hotel staff have also been altered in response to external pressures, such as the development of *artificial intelligence* in the hospitality sector. Automated check-ins and chatbots for customer service are only two examples of how artificial intelligence technologies have

changed the nature of work and prompted the need for retraining of current personnel (Frye et al., 2020). At the same time, AI has introduced new roles in data analysis and technology management, affecting recruitment methods to attract people with digital abilities.

Solutions to external challenges

Premier Inn and other hotel chains have responded to these pressures by reinvesting in employee training programmes, placing an emphasis on flexible employment models to deal with economic uncertainty, and using technology-driven solutions to enhance guests' stays. López-Andreu et al. (2019) presented that retention methods have developed to focus on employee well-being, career growth opportunities, and building a workplace culture that encourages diversity and creativity. Hotels, such as Premier Inn, can engage in workforce planning initiatives to lessen the impact of Brexit on employee retention. This includes things like keeping up with changes in immigration regulations, giving cross-cultural training to current employees, and forming connections with local educational institutions to ensure a steady stream of talented workers (Vasquez, 2014). To keep a diverse workforce stable in the face of geopolitical unpredictability, it's important to cultivate a welcoming and accepting office culture. Given the ongoing impact of the COVID-19 pandemic, hotels must prioritise flexibility in their employment policies. Employees are more likely to be happy and stay with a company that offers remote work opportunities, flexible scheduling, and open communication on health and safety measures (Frye et al., 2020). A healthy work environment can be fostered by investments in employee well-being programmes, mental health assistance, and an appreciation of the difficulties brought on by the pandemic. Premier Inn can execute thorough succession planning to meet the problems posed by the global retirement trend. (Ohunakin et al. 2018) presented that this involves identifying critical roles at risk of being vacated due to retirement, designing training programmes to transmit expertise to younger staff, and setting clear career advancement pathways. Experienced employees might be incentivised to stay on the job longer if they are given alternatives like flexible retirement plans and part-time work schedules.

Evaluation and conclusion

To conclude, the purpose of this proposal was to examine the impact of external challenges on employee selection and recruitment in the hotel industry. Premier Inn is a good example of how external challenges like Brexit, COVID-19, global retirement trends, and the introduction of AI have a multidimensional effect on staff retention in the hotel business. Successfully navigating the constantly shifting hospitality industry will depend on an organisation's capacity to alter its recruitment and retention methods in response to these difficulties. PESTLE and SWOT studies have shaped Premier Inn's proactive reaction to external challenges. Premier Inn has been able to keep its customer retention rates high, adapt to the ever-changing hotel business, and establish itself as a steadfast player in the face of political, economic, sociocultural, technological, legal, and environmental challenges. It has been evaluated that the external forces that shape the overall job landscape have a significant impact on retention rates. Even while the external environment is constantly shifting, businesses must remain watchful, altering their strategy to address these impacts and fostering an atmosphere that attracts and maintains great personnel.

Recommendations

The following are some recommendations provided for mitigating the external challenges:

- Adaptive compensation strategies that take into account market conditions and assure competitive pay can help cushion the blow of economic volatility. To show that the hotel values its employees' efforts and is committed to fairly compensating them, it should conduct regular reviews of salary, benefits, and performance-based incentives to ensure they are competitive with the market (Giannoni et al., 2023).
- The hotels must encourage an environment at work that reflects the values of today's society. Promote equality of opportunity, respect for all employees, and corporate accountability. They should conduct surveys and other forms of feedback to gauge employee happiness on a regular basis and fix any issues as soon as possible (Frye et al., 2020). Having a culture where everyone is accepted and respected goes a long way towards keeping employees happy and committed to the company.

- Premier Inn must create a benefits program for the staff that is both strategic and adaptable so that it may change as the law and regulations do (Ghani et al., 2022). It is necessary to keep up with any changes in legislation pertaining to employee benefits, healthcare, and other similar areas.

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