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Project Title

A study of workforce engagement after COVID-19 pandemic for Marriott International Hotels.

Project Aim

The aim of this project is to investigate COVID-19 pandemic impact in Marriott Hotel and employee engagement after COVID-19 pandemic also analyze the steps to improve workforce engagement.

Project Objectives

- To investigate COVID-19 pandemic impact in hospitality industry.
- To investigate COVID-19 pandemic impact in Marriott Hotels.
- To evaluate current employee engagement of Marriott Hotels.
- To analyze about how can improve workforce engagement after pandemic.

Introduction and Background

Coronavirus is a disease also known as COVID-19 which was first reported in China then spread all over the world and later World Health Organization (WHO) declared as a global pandemic. According to World Health Organization (WHO), by 1 December 2021, approximately 262,178,403 people has been affected by coronavirus and approximately 5,215,745 people had died. Many governments have adopted a lockdown order to prohibit physical encounters in response to the public health catastrophe which made a negative impact on Hotel and Tourism Industry. Though COVID-19 made collapse in hotel industry but currently tourism industry is in recovery phase and again they are trying to rebuild the workforce. For example, by November 2021, PwC stated that in U.S. revenue-per-available-room (RevPAR) is

increased to 57.1% which is expected to increase 19.6% for the year and approximately it will be 93% of pandemic time (Hotel Business, 2021).

Marriott is known as the world's largest hotel chain in terms of available rooms which are total 1,464,000 and totaled properties 7,892 (Bethesda, 2021). In COVID-19 pandemic, Marriott hotels lost its RevPAR by nearly 90% in China also decreased by 25% for other parts of Asia Pacific region (Wallis, 2020). But according to Marriott International Reports Third Quarter 2021 Results, RevPAR increased 118.4% compared to 2020 (Bethesda, 2021) which indicates that Marriott performance is increased after COVID-19. As the effect of COVID-19 pandemic didn't finish yet, Marriott still have difficulties about workforce engagement which is the main interest of this project. In this project, employee engagement after pandemic will be studied and how they are facing difficulties and what can be done to overcome that situation will be investigate according to the primary and secondary set of data.

Methodology and Discussion

The proposed research is quantitative research where workforce engagement after COVID-19 and how to improve the employee engagement will discussed. To carried out this research primary and secondary data will be used, and it will involve correlation and descriptive. To carried out the research first impacts of COVID-19 in Marriot will be studied and to study this impact survey method will use. As surveys involves data collection by interviews or questionnaires so it's easy and reliable also accurate by designing a set of questions and can be ask by online form and random branches of Marriott Hotels will be selected for data source. By providing online form to staff of Marriott will help to keep staff anonymous. For more accuracy, feedback form will be created online, and a set of question will be asked to the guests who lived in Marriott Hotel. Another survey form will be created to ask a set of question to the staff about how they worked in pandemic and what was the problem they faced while working in pandemic.

The effect of COVID-19 in tourism industry and how hotel management dealing with the impact will be analyze by using secondary data. According to the information provided on Marriott News, impact of COVID-19, RevPAR, ADR will be analyzed. By using online library facilities of University of Wales Trinity Saint David, data will be collected for how to recover the phase and what should do to improve employee engagement. For the accuracy of data reliable source will be used according to university online library.

Employee Engagement

According to Smith (2021), Employee engagement is a notion in human resources (HR) that represents a worker's level of passion and commitment to their job. Employees that are engaged care about their job and the company's performance, and they believe that their efforts matter. To improve the workforce engagement, feedback form will be created and will be ask to the guest about their views. Also, by the help of reliable data of journal, literature and websites improvement criteria will be analyzed.

Benefit of Engagement

Employee engagement is a critical factor and company's success depends on it. Staff's job satisfaction and morale of the employee are the factors which may boost employee engagement. Benefit of engagement is another factor which will be analyzed by tourism and hospitality industries available data from reliable secondary source of data.

Employee Retention

The proportion of employees with a specific length of service represented as a percentage of overall workforce numbers can be used to calculate retention. According to Stange (2021), Employee retention results in:

- Improved customer experiences.
- Team and organizational consistency and momentum.
- Improved company culture (which supports employee engagement).

To measure the workforce retention, available secondary data will be used and will suggest how to improve.

Employee turnover

Employee turnover means the proportion of staff who leave the job for a set of time, and it expressed as a ratio of total workforce. The amount of turnover varies from one location to the next. Where unemployment is lowest and it is relatively simple for people to find attractive alternative jobs, the highest turnover rates are seen. Hospitality industry have been severely disrupted by the COVID-19 outbreak, prompting some employers to seek redundancy to guarantee company continuity.

Employee turnover ratio during COVID-19 and after pandemic will be measured by questionnaire and existing statistics from reliable source.

Evaluation and Conclusion

The proposed research is more focused on primary data which will be collected by survey. The main advantage of survey research method is that survey can be used to obtained information from many staff and closed-ended survey provide quantitative data. To maintain staff anonymity, survey method is easy to use and following this method can be done by online which is more helpful. To carried out this research secondary source of data will also used such as reliable journal and website. The main secondary source of data will be Marriott News where every year they publish their performance report and RevPAR data.

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