

Essay on
The Impact of COVID19 and Rebuilding the Workforce of
Hilton Hotels and Resorts

Name: Mohammed Nurul Islam Chowdhury

Student ID: 2012831

Module Name and Code: Personal Resourcing & Development(BMIH5005)

Tutor Name: Emily Williams

Trinity Hotel is chosen for the discussion of the impact of Covid-19 and rebuilding the workforce. Company's website states, the company was founded in 2020, and its services are available around the UK. The company offers services to leisure and business-oriented travellers. The employee life cycle can be defined as the framework of several stages that an employee has to go through while working within a particular organisation (Hawker, 2018). Steps that are found in the employee life cycle are recruiting, the process of selection, performance, succession planning, development of the employee and separation. Understanding the employee life cycle is essential for the organisation as it assists the organisation to identify how the employee becomes motivated and how they get engaged with the organisation (Ting, 2011). PESTLE analysis is a framework that is used to assess the macro-environmental factors of any market that affects business planning and decisions (Marmol, Feys and Probert, 2015). There are six factors in the PESTLE analysis. Factors of PESTEL analysis includes- **P**olitical, **E**conomic, **S**ocial, **T**echnological, **L**egal and **E**nvironmental. PESTLE analysis helps an organisation to understand its major external business environment. In this essay, the impact of Covid-19 on Trinity Hotel's employee life cycle, PESTLE analysis and rebuilding of the workforces will be discussed.

Covid-19 has had a negative impact on the labour market in the hotel industry. Due to the Covid-19, employee life cycle hampered at a serious level. The government issued various directives and various guidelines for the hotel and other tourism-related industries (Akimishvili, 2021). For this reason, the hotels were almost shut during the pandemic. So, the employee life cycle has shortened. Usually, the employee life cycle begins with recruiting and ends with termination (Shyam and Ramachandra Gowda, 2015). Between these two, employees develop themselves, creates identity, and organisations retain them as skilled human resources. But, the government's Covid-19 related restrictions harmed the employee life cycle as hotels remained shut. The organisations were counting losses as they had insignificant revenue. So, a significant number of employees became redundant for the organisation (Bas and Sivaprasad, 2020). Industries like technology have a flexible work environment. So, they retained their skilled employees by providing work from home facilities. But, it is not visible in the hotel industry as the hotel industry is mostly structured, and employee presence is a necessity for offering quality services to the customer. This is why Covid-19

impacted the labour market of the hotel industry to a significant extent. According to Hotel Management, about 3.1 million people lost their jobs across the globe during this pandemic. So, employment is negatively impacted by the Covid-19 in the hotel industry.

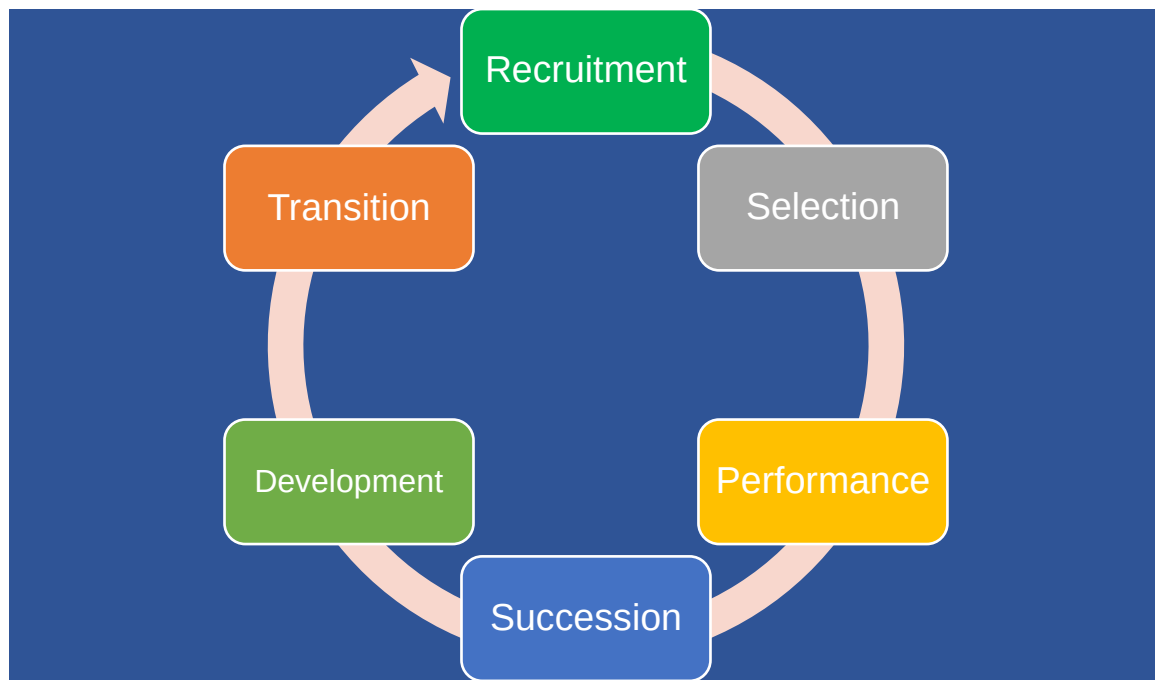


Figure: Employee Life Cycle (Kwon and Park, 2019)

Covid-19 pandemic has influenced every step of the employee life cycle. Trinity hotel has started its operation in March 2021. Pandemic and lockdown also started at the same time. As the government imposed lockdown and restrictions on the movement of the travellers, it harmed the usual business operation of the Trinity Hotel. Employees of the hotel became redundant as demand was less than in the earlier days (Ogden, 2020). This pandemic harmed the recruitment step of the employee life cycle. Recruitment consists of several stages, such as determining workforce requirement, defining the roles of the expected employee, attracting them to the organisation and applications management which are known as workforce planning (Cruickshank, 2013). Recruitment source can be internal and external (K, 2010). In internal recruitment, the organisation hires within its current workforce. In external recruitment, the employee recruits employees from outside of the organisation. Due to the pandemic, a job posting for attracting new applicants is reduced as the company do

not require new employees. Because they already have employees, in contrast, the demand for the services is not significant.

Selection is the process where the company reviews, screens, take interviews and test for selecting the best employees for the company came from the recruitment process (Dessler & Teicher., Dessler and Teicher, 2004). In the covid-19 pandemic, there had a shift in the selection process. Before the Covid-19 pandemic, the company selected applicants in person. But, the Covid-19 pandemic influenced this. Trinity hotel uses the virtual platform for reviewing, screening, interviewing and testing. In the pandemic period, Stereotyping is more often used for selecting applicants who may be suitable for the company. Digital recruitment has become an alternative for selecting the perfect human resources for meeting organisational goals in the period of the pandemic (Ooi and Ooi, 2021).

Performance is the step where the employee knows about the organisational culture, becomes familiar with the organisation (Taylor and Levine, 2016). The employee becomes settled in the job in this step. He/she becomes able to understand the culture of the organisation and becomes familiar with the management and colleagues. During the Covid-19 pandemic, this step is influenced. As the hotel operation activities were limited, many employees were unable to become settled in the organisation. The company had redundant employees rather than the demand for the services. Besides, due to the isolation and contactless working, familiarisation with the management was in a different way rather than the traditional way. Besides, the workforces had to get familiar with a different working environment and culture during this pandemic which was not seen before the pandemic. In most cases, back-office employees have provided coaching and feedback in the virtual means for ensuring safety (Anisah and Wisesa, 2021). For these reasons, performance became influenced in the employee life cycle.

In the step of succession, both the management and the employee cooperatively develop goals and objectives for developing new leaders in the organisation (Gordon, 2007). If an experienced employee leaves the organisation, then the organisation may face trouble replacing him/her. So, the organisation always try to be ready with a prospective talent for immediate replacement. Before the pandemic, the organisations used to develop alternative leaders and talent slowly. But, in the pandemic period,

succession planning has become one of the most important tasks in the employee life cycle. Because, in the pandemic, when an employee becomes infected, he/she must go to isolation. The number of unexpected death is increased in this pandemic. So, if the company becomes unable to bring alternatives, the service quality will be damaged (Santora, 2020). If the company hires a direct replacement for external sources, the new employee will have some issues like a new environment and culture. So, he/she will take some time for adjustment. For this reason, the company always try to have succession planning to ignore this type of situation.

Development is the level of the employee life cycle where the employee becomes matured in the organisation. In this step, the employee learns new skills. For having knowledge of new skills, the organisation takes training and development initiative (Moore, 2015). The organisation encourages the employee to have external knowledge and skills. In the pandemic, the employees of the Trinity hotel has to acquire new skills about providing services, maintaining government guidelines and covid-19 the protocol, which is essential in this hectic time. Besides, the employees have to learn about contactless services for ensuring safety to the clients. The company provides training how the company can improve the customer relationship management during the pandemic (Hakim, Fajri and Faizah, 2021).

The transition occurs when the employee leaves the organisation (Ting, 2011). The employee leaves the organisation for retirement, personal reasons, job firing or new employment opportunities. In the Covid-19 days, the transition is more frequent in the hotel industry. Due to the employee redundancy and demand shortage, the company is obliged to fire the employees or furloughed the jobs.

	External factors to consider	Factors affected within my industry	Importance to organisation
--	------------------------------	-------------------------------------	----------------------------

POLITICAL	Government policy Political stability Tax Industry regulations Global trade agreements and or restrictions	Lockdown is imposed by the government	High
		Brexit is executed	High
		Reopening rules and regulations	High
		The government is providing funds to the hotel industry.	Medium
		Government's agreement with EU for allowing without visa travel	High
		The government imposed a ban on travel	High
ECONOMIC	Exchange rates Globalisation Economic growth/ decline Inflation Interest rates Cost of living Labour costs Consumer spending habits	The UK has had negative economic growth during the pandemic	High
		Disposable income of the households reduced	High
		Labour costs are increased during the pandemic	High; quality hotel services are dependent on labour
		Interest rate is increased	Medium; high-interest rates encourage the customer to save more
SOCIAL	Consumer trends/ tastes, Fashions Consumer buying habits Lifestyle factors Career attitudes Work-life balance Population demographics	Customers are aware of their needs and demands	Medium
		The UK has a positive economic growth	Medium
		A wide range of people is able to consume hotel services	High

TECHNOLOGY	Automation	Customers are booking rooms online	High
	Innovation		
	Disruptive technologies	Social media users are increasing	Medium
	Social networking		High
	Upgrades	Organisations can use data analytics for analysing customer data and understanding their preferences for offering customised services	High
	Robotics		
	Artificial Intelligence		
	Security	New technologies are available to provide contactless services to the customer	
LEGAL	Employment law	Health and safety regulations of the government for prevention of the spread	High
	Common law		
	Local labour law	Laws of labour rights and employment	High
	Health and safety regulations	Common law	Medium
		Covid-19 legislation and lockdown laws	High
		Minimum Wage rates	High
ENVIRONMENTAL	Environmental restrictions imposed by in-country governments	Customers are more conscious about health and safety	High
	Sustainable resources	CSR activities by using sustainable resources during the pandemic	Medium
	CSR (Corporate social responsibility)		
	Ethical sourcing	Air and water quality has enhanced	Medium
	Transportation		
	Procurement		
	Supply chain management		
	Future pandemics		

To conclude, the Covid-19 pandemic has significantly impacted the employee life cycle in Trinity Hotel. The employee life cycle is used to visualise the engagement with the company. But, the Covid-19 pandemic has shortened the employee life cycle as the hotel was almost shut during the pandemic. The company was forced to cut the job of its skilled employees to minimise their payroll costs. Changes in the political and economic factors were the driving force of terminating Trinity's Employees. Changes in the social factors created a demand for employee training for coping up with the changes in the market. Due to the technological empowerment of the customer and innovative technology uses, the company has to attract and recruit skilled employees. Customers are more conscious about their health and safety, so the company needs to recruit workforces who can maintain the health protocols and manage any crisis. Besides, legal factors affect the company to provide fair compensation to the employees before offboarding them. But, retention of current employees has several benefits to the company. Retention helps the company to minimise recruitment and development costs of new employees. Retention helps the company keep the talented and experienced workforces with the company who are an invaluable asset. Retention aids the company in developing a corporate culture and enhancing productivity. Retention of the employees is beneficial in providing better services to the customers.

References

- Akimishvili, N., 2021. THE COVID-19 PANDEMIC AND ITS IMPACT ON THE TOURISM INDUSTRY AND HOSPITALITY. *European Journal of Economics and Management Sciences*, (2), pp.55-58.
- Anisah, C. and Wisesa, A., 2021. THE IMPACT OF COVID-19 TOWARDS EMPLOYEE MOTIVATION AND DEMOTIVATION INFLUENCE EMPLOYEE PERFORMANCE: A STUDY OF SAYURMOMS. *Eqien: Jurnal Ekonomi dan Bisnis*, 8(2).
- Bas, T. and Sivaprasad, S., 2020. The Impact of the COVID-19 Pandemic Crisis on the Travel and Tourism Sector: UK Evidence. *SSRN Electronic Journal*,.
- Cruickshank, P., 2013. *Recruitment*. London: Routledge.
- Dessler & Teicher., Dessler, G. and Teicher, J., 2004. *Recruitment & selection*. Frenchs Forest, N.S.W.: Pearson Education Australia.
- Gordon, A., 2007. *Succession*. Edinburgh: Thomson/W. Green.
- Hakim, A., Fajri, M. and Faizah, E., 2021. Customer Relationship Management (CRM) Training in Increasing Business Sales During the Covid-19 Pandemic. *International Journal Of Community Service*, 1(2), pp.208-213.
- Hawker, N., 2018. *From Hire to Fire and Everything in Between Second Edition*. Cork: BookBaby.
- Hotel Management. 2021. *AHLA predicts hotel industry job losses for 2021*. [online] Available at: <<https://www.hotelmanagement.net/operate/ahla-predicts-hotel-industry-job-losses-for-2021>>
- K, R., 2010. *Recruitment management*. Mumbai [India]: Himalaya Pub. House.
- Kwon, K. and Park, J., 2019. The Life Cycle of Employee Engagement Theory in HRD Research. *Advances in Developing Human Resources*, 21(3), pp.352-370.
- Marmol, T., Feys, B. and Probert, C., 2015. *PESTLE analysis*. [Place of publication not identified]: 50Minutes.
- Moore, J., 2015. *Employment law 101*.

Ogden, R., 2020. The passage of time during the UK Covid-19 lockdown. *PLOS ONE*, 15(7), p.e0235871.

Ooi, S. and Ooi, R., 2021. Impact of the recent changes of the Multi-Specialty Recruitment Assessment (MSRA) weightage in specialty training recruitment during the COVID-19 pandemic. *Postgraduate Medical Journal*, pp.postgradmedj-2021-139808.

Santora, J., 2020. COVID-19: An Urgent Imperative for CEO Succession Planning. *Board Leadership*, 2020(170), pp.4-5.

Shyam, B. and Ramachandra Gowda, N., 2015. A Comparative Study of Dynamic Nature of Product Life Cycle Stimulating Employee Life Cycle. *Adarsh Journal of Management Research*, 8(2), p.21.

Taylor, D. and Levine, A., 2016. *Performance*. Durham: Duke University Press.

Ting, C., 2011. *Employer branding and the employee-life-cycle*. Saarbrücken: AV Akademikerverlag.

Ting, C., 2011. *Employer branding and the employee-life-cycle*. Saarbrücken: AV Akademikerverlag.