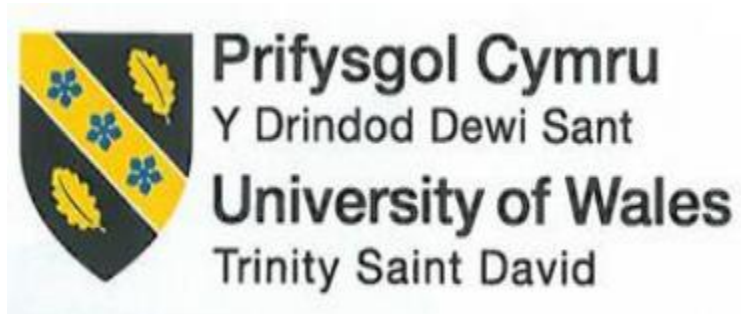




Personnel Resourcing and Development (BMIH5005)

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

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Introduction and Background

The hotel sector is widely recognised for its dynamic characteristics, as it is always changing and heavily impacted by outside forces. Among the many difficulties hotels

encounter, hiring and retaining staff members is one that must be considered if long-term success is to be achieved (Frye et al., 2020). Marriott International has made a name for itself in the hospitality industry thanks to its legendary past and dedication to providing outstanding guest experiences. Within a fiercely competitive sector, Marriott has constantly shown that it is resilient and flexible in response to changing consumer demands (Nyangwe and Buhalis, 2018). Marriott does, however, confront difficulties, just like any large-scale business, and this study focuses on a crucial area: hiring and retaining employees. As an HR manager, this research proposal is based on Marriott Hotel and is presented to the General manager. A detailed literature review has been provided discussing the current challenges for hotels. Lastly, the findings are evaluated, and recommendations are provided to the hotel. Marriott International needs help in retaining its valuable workers, even with its global success. Because of the labour-intensive nature of the hospitality sector and other external influences, it is vital from a strategic business standpoint to retain talented workers in a dynamic workplace (Wernick and Von Glinow, 2012). This proposal aims to investigate the difficulties Marriott is now facing, primarily concentrating on comprehending the problems related to staff retention.

Retention issues at Marriott

Marriott International has several problems related to staff retention. The most significant of these is the ongoing battle with a lack of employees, which is made worse by shifts in demand in the international hotel industry (Pradhan et al., 2017). A further factor in employee turnover has been shown to be inadequate training programmes, which may leave staff members feeling unprepared to handle changing guest expectations (Geroge, 2021). Furthermore, employee retention and happiness may be impacted by issues with Marriott's management practices.

External environmental impact

The purpose of this research project is to analyse the ways in which external environmental elements affect Marriott International's hiring and staff retention. Technological developments, sociocultural trends, and economic changes all have a significant impact on how the workforce is shaped. Economic downturns, for example, can make it more difficult to find trained workers, while technological improvements might make continuing training programmes necessary (Bohdanowicz-Godfrey and Zientara,

2014). Creating specialised tactics that support Marriott's dedication to employee growth and satisfaction requires an understanding of the complex relationships between the external environment and internal retention issues.

Discussion

Impact of external environment on recruitment and selection

The recruitment and dismissal of employees in any organisation is affected by a number of external factors over which they have no say, and which change over time. Human resource professionals need to be flexible to keep up with the ever-evolving business world (Ekwoaba et al., 2015). Unpredictable external factors have a major impact on how productive an organisation can be. There has been a dramatic shift in HR practices, which has allowed HR professionals to become more efficient at providing value to their organisations. The impact of the law on human resource management Organisational recruitment and selection procedures are significantly shaped by the external environment, which encompasses a multitude of factors that impact candidate appropriateness and availability (Giannoni et al., 2023). The following are some major factors of the external environment impacting the industry.

Brexit

Brexit influences labour mobility, which could alter the skill pool. Alterations in immigration regulations could limit the availability of skilled labour from European nations, impacting the skill level and variety of applicants (Kumodji, 2022). The recruitment of talented workers from European countries may pose a challenge for hotels in the UK, resulting in a more competitive local talent market.

Covid-19

Due to the disruption of traditional work practises caused by the COVID-19 outbreak, there has been an increase in remote employment and a change in applicant expectations. Sindakis and Aggarwal (2022) explained that concerns about health and safety are now taken into serious account during the hiring process. In reaction to the pandemic, hotels are adjusting by prioritising flexible work schedules and enforcing strict health and safety protocols, which is having an impact on recruitment tactics. Employee expectations have changed as a result of the pandemic, with an emphasis on work-life

balance and health (Lichy, 2023). Businesses that can't change could have greater employee turnover.

Economic situation and inflation

The attractiveness of job offers can be impacted by inflation and changes in the economy, which can affect benefit packages and pay expectations. A glut of candidates might also result from economic downturns (Ghandour et al., 2015). For example, in times of inflation or economic instability, hotels may need to modify their compensation packages to stay competitive, which will have an impact on their recruitment strategies. Economic challenges force cost-cutting decisions that have an impact on job security and benefits for employees, as well as increase attrition rates.

Global retirement tide

A declining labour pool is a result of the worldwide retirement trend, particularly in industries that heavily rely on seasoned workers. Increased competition for skilled workers may result from this. The retirement wave may cause gaps in the availability of experienced workers, which will make firms more competitive in the market for qualified workers (Riley, 2014). To lessen the effects of a retiring workforce, hotels may need to make investments in training programmes to upskill current staff members and provide career development opportunities.

Pestle analysis

Pestle's analysis of Marriott Hotels below presents the factors affecting the external environment of Marriott, which in turn affects its internal environment.



Political environment

Problems with hiring and potentially higher turnover rates are possible outcomes of political instability or stringent labour rules (Olawale, 2020). Political factors that affect Tax regulations, terrorist threats, political stability, the nature of the relationship between the home and host countries, etc., all pose challenges for Marriott International. Since each country has its own set of tax regulations, Marriott International must apply different tax strategies there. In 2019, Marriot International unveiled its new tax strategy for the United Kingdom to ensure continued compliance with the country's tax laws and regulations (Barreto and Mayya, 2022).

Economic environment

A drop in tourism during a recession could mean less business for hotels. This may make it more difficult to find qualified applicants, and it may also raise competition for open positions (Asdullah and Rehman, 2015). The interest rate, inflation rate, host nation's economic stability, and other variables are what impact Marriott International's operations. Increasing c has had the largest impact on Marriott's finances recently. Tourists from all over the world have stopped visiting China recently out of fear of contracting the illness. Therefore, revenue for Marriott is predicted to fall by 3% to 7% in the first quarter.

Social environment

Marriott International is greatly impacted by social factors such as national lifestyle, purchasing habits, and shared views among individuals. 2018 saw 1.4 billion tourists worldwide, up 6% from the previous year (Marriott, 2023). More people than ever before spend money travelling. Consequently, the travel trend has helped Marriott International turn a profit as it has brought in more clients and guaranteed recurring business (Barreto and Mayya, 2022). Consequently, the company's profit margin has risen in comparison to previous periods.

Technological environment

Increased success for Marriott may also be attributed to developments in technology, as well as the transportation and telecommunications industries (Asdullah and Rehman, 2015). Employees may need ongoing training to keep up with the ever-evolving technology landscape, and the need for more people with the necessary technical abilities may make it difficult to fill open positions. In 2019, Marriott, for instance, debuted its fancy

version of home share rentals, Airbnb, offering 2,000 luxurious homes worldwide. Since this possibility has never been presented to the organisation before, it is anticipated to be extremely successful (Al Shamsi et al., 2022). They will greatly benefit from an increase in sales.

Legal environment

The legal climate has a substantial impact on Marriott's business, and the company must comply with the laws of both the host nation and the country of origin. For instance, the US minimum wage would increase by nearly \$15 by 2024. This means that Marriott will have to increase its prices to account for the cost of paying its employees the national median wage (Khalimova, 2020).

Ecological environment

Operations of countries are directly impacted by weather. There may be fewer visitors to beach resorts if people are put off from going because of rising sea levels, storms, and floods (Nyangwe and Buhalis, 2018). Tourists won't feel at ease at beach resorts when global warming raises temperatures to uncomfortable levels. This will lead to a drop in revenue for Marriott.

Potential solutions for the challenges

It has been examined that several external factors play a role in determining how successful hotels are at attracting and retaining staff. Whether these effects are helpful or detrimental depends on how well the organisation adapts and responds to external forces (Pereira, 2022). To attract and retain the best talent in such a fast-paced and competitive sector, Marriott, like all other hotel chains, must deliberately handle these hurdles. Retention can be raised by improving job security perceptions and providing support services to impacted employees in the wake of Brexit-related changes (Lazinho, 2022). To adapt to shifting employee preferences and outside events, hotels might use innovative scheduling techniques, hybrid models, and flexible work arrangements. Morgan (2022) presented that hotels can assess and modify their pay plans in reaction to economic downturns, keeping them competitive to draw and keep top personnel. Hotels can proactively invest in leadership development, mentorship programmes, and training to counteract the impact of a retiring workforce and create a pipeline of talented internal talent (Marinakou and Giousmpasoglou, 2019). Retention can be raised by

improving job security perceptions and providing support services to impacted employees in the wake of Brexit-related changes.

Evaluation and Conclusion

To conclude, the purpose of this research project was to examine the external challenges and their impact on recruitment and selection in a hotel which was selected to be Marriott for this project. It has been examined that Marriott International, a major participant in the hospitality sector, needs help keeping its employees. The goal of this study project was to examine how the external world affects Marriott's efforts to hire and retain employees. It has been examined that various external factors impact the recruitment and selection of hotels. In this report, Marriott was taken as an example to focus on how external challenges impact its recruitment. The discussion of factors presents that the major external factors include Brexit, COVID-19, inflation, the economic situation, and the global retirement tide. All these factors impact the external environment, which in turn impacts the internal environment of the hotel.

The findings of this study will offer insightful information on the dynamic interactions that exist between outside variables and hiring and retaining employees in the hospitality sector. The study's findings will advance knowledge of the general ways in which outside variables affect the hospitality sector's capacity to attract and retain talent. With this understanding, organisations, especially those in the hotel industry, will be able to improve their adaptability and resilience. Hotels can take a proactive approach to people management by foreseeing and addressing issues brought on by world events and economic upheavals. The following recommendations are provided to Marriott to overcome the external challenges and enhance its recruitment process.

- To consistently find qualified workers, Marriott needs to make sure that recruitment and selection processes are efficient. Talented staff members will provide the greatest services possible to clients, and innovative thinking will satisfy clients' needs (Al-Gharaibah, 2020). This will enable the business to offer distinctive services, which will be one of Marriott's strongest competitive advantages.
- To improve and expand the skills of its staff, the organisation needs to set up a training and development program. It will guarantee that the business can provide

the greatest services to clients and that happy clients return to the business (Lichy, 2023). As a result, by providing the greatest services and raising customer happiness, Marriott will have a stronger competitive advantage.

- Marriott should take advantage of the efficient performance management instruments that best suit their organisational design. It will support them in keeping an eye on worker performance (Khalimova, 2020). As a result, by making use of their employees' strengths, they will be able to enhance employee performance and hold onto their top spot.

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