

Discuss how the evolution of HRM facilitates the strategic development of an international hotel brand through workforce planning, recruitment, and selection.

BMIH5005 Personnel Resourcing and Development

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Introduction

HRM functions as a pin in a lock for the strategic development of international hotel brands, directing important issues of labour planning and staff recruitment (Andresen and Nowak, 2024). Among all the firms in that field, Marriott International has been chosen as a superb case sample of an organisation that has earned worldwide fame and utilised new HRM tactics. On Marriott's road to a global footprint, HR strategies have moved from typical administrative duties to strategic efforts inseparable from the firm's fundamental needs. This paper will trace Marriott and how as a corporation, their HR practices along with the applications for strategy are investigated. The starting point will be the definition of major terminology such as strategic HRM, workforce planning, recruitment, and selection. Those concepts will be employed in this research to create a clear picture of the connection between HRM and strategic development in the setting of the hotel industry. This essay, using Marriott International as a lens, seeks to assist in separating effective human resource management from the failed one and to construct a bridge between the organisation's success and its international hospitality brand leadership.



Figure: Map of Marriott hotels (Olawale, 2021)

Evolution of HRM in Marriott International

Marriott International, being the cornerstone of the revolution in HR management, has been reformed substantially from its founding years. This is a result of its fight for a piece of the worldwide hospitality network (Albrecht et al., 2021). Originally, Marriott's HRM comprised these administrative obligations that included keeping records of personnel and collecting salaries. Nevertheless, when the markets targeted by Marriott extended and name diversity went up, HRM which was originally the supporting role moved up, and it focused on strategic alignment with company objectives (Olawale, 2021).



Figure: Marriott International (Frank, 2023).

In this situation, Aquinas (2020) uses Marshall as an example since she is fully aware of the strategic relevance of the HR function, being the reason for considerable funding in the creation of innovative HR management methods (Aquinas, 2020). These methods

included a deliberate and progressive change from the reactive planning of current workforce demands to preparing proactively for the future. These days, the strategic workforce planning of Marriott will be based on data analytics and insights into markets to estimate the labour supply and demand so that there is adequate talent to guarantee the success of the company (Armstrong, 2022).

Moreover, Marriott's recruitment processes are more directed at grasping the cultural fit and value alignment, not only through language skills and national experience but also to ensure the realisation of cultural interchange (Olawale, 2021). Through its personalised hiring procedures, the Marriott brand recruits and maintains outstanding talent within the organisation, which encourages diversity and inclusiveness within the working culture (Benckendorff and Lund-Durlacher, 2023).

The Strategic Role of HR Functions

According to a report by Brewster and Mayrhofer, (2020), International HRM play a key role in the organisations' success and stand out from the competition in the chaotic hotel services market. Marriott's HR department extends beyond the heritage of administrative responsibilities to design operational plans, employee interactions, and organizational development (Brewster and Mayrhofer, 2020).

The fundamental human resources function of Marriott's strategic HR functions is the Human Resources Organisation Navigation strategy. This approach consequently may be considered a guiding framework for growing the organisation's personnel sufficiency to fit the company's vision (Carland and Faber, 2021). Marriott aspires to be a step ahead in human resources management, where they recognise the periods of workforce need and match them with a suitable strategy of human resource deployment. In this manner, they guarantee to have the appropriate personnel in the right place at the right time. Such a proactive strategy opens Marriott to evolve with changes in market competencies and exploit prospective domains which are to arise, therefore, keeping competitive (Clarke and Chen, 2023).

Marriott devotes considerable attention to talent development to constructing a group of competent and motivated staff that are always taught to deliver the greatest services to the guests. This can be done through mentorship programs, training efforts, and performance management systems that work in a manner that keeps the excellence and the continuous improvement culture in place (Davila and Elvira, 2020). Employee growth and development is done through providing employees with opportunities for growth and development which promotes the company's employee happiness and retention. In addition, the agility and adaptability of Marriott's workforce to shifting industry trends and difficulties are better secured.

Additionally, as highlighted by Delaney and Huselid, (2022) the HR department of Marriott is also responsible for establishing an organisational culture and engaging employees. Creating such a collaborative, creative, and powerful working atmosphere, Marriott helps employees generate ideas, and projects and promotes their active participation. Consequently, people feel more proud working here which results in them being happier with their jobs, leading to higher productivity and performance levels (Delaney and Huselid, 2022).

Marriott's HR workers play a significant role in fostering a diverse and inclusive workplace. With the utilisation of recruitment and retention techniques that emphasise diversification and equity, the international brand can employ people with different qualities and perspectives who are indicative of its broad consumer base across the globe. This is important for the human resources department of the company not just as an employer of choice but also as a staff that can understand its consumers to the fullest.

The responsibilities of the HR department in Marriott International are multi-faceted and a critical component that contributes to the success of the firm. Connecting human resources strategy with business goals, educating, and developing talents, building supporting organizational culture, and encouraging diversity and inclusion indicates Marriott's being the world's leading hospitality firm.

Strategic HR Planning Process

Marriott International's strategic HR planning process is a dynamic method that assures consistency between the company's human resource strategy and the broader business objectives and aims of the organisation (Gibson, 2024). This process comprises several primary steps, each of which is vital for maintaining a workforce of Marriott flexible yet at the same time adaptable, robust, and competitive enough to steer the business on a track of sustainable growth in the competitive hospitality sector.

Forecasting Labour Demand and Supply:

The first thing Marriott does in the evolution of the strategic HR planning process is to conduct an in-depth examination and forecasting to be able to foresee the probable future labour market shortages and surpluses (Huselid, 2020). A firm would examine its information, and research market data, and industry trends to evaluate positions needed in distinct business segments, geographies, and times. Marriott can plan and manage labour demand and supply effectively and thus workforce gaps can be remedied ahead of time; shortages can be eliminated while resources are employed for the support of the organisation's goals and issues (Ltd, 2023).

Goal Setting and Strategic Planning:

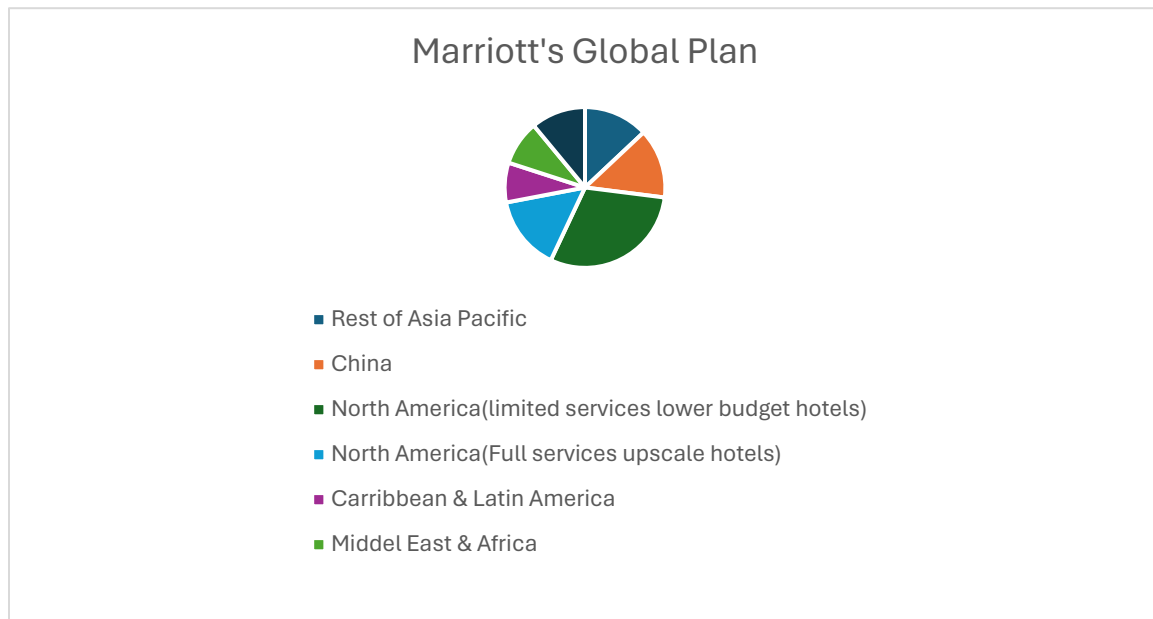


Chart: Marriott's Global Plan (Okumus et al., 2022).

After paying full consideration to labour market facts, Marriott takes judgements on labour demand and supply. Such decisions set the path for additional human resource strategies and activities (Nyangwe and Buhalis, 2022). Marriott formulates its goals and objectives to lead human resource management strategies and initiatives. These aims align with the organisation's strategic orientation determined by business strategy. They can focus on improving staff engagement, operational efficiency, and service enhancement. By HRM objectives, Marriott exhibits a plan which is used to step up organisational performance through a human capital approach (Okumus et al., 2022).

Program Implementation and Evaluation:

Marriott implements a diverse human resource package from training programs to the development of innovative tools and employee-friendly tactics to meet organisational purposes. It may be job posting and/or placement, training programs for personal development, evaluation methods and contact with personnel (Olawale, 2021). Throughout this stage HR of Marriott supervises relevant indicators (KPIs) and gathers the opinions of stakeholders to determine the result of existing HR programs. Capitalised

on data-driven insights, Marriott can point out the areas for improvement, find out which strategies need to be adjusted and focus on ongoing innovation in its human capital management (HCM) processes (Rosenzweig and Nohria, 2020).

Strategic HR management planning within the context of global hospitality plays a pivotal role in preparing the workforce of the organisation for well-organising processes that can help the organisation recognise any opportunity in the fast-developing industry and keep the competitive advantage.

Recruitment Stages and Selection Process

Marriott International's recruitment and selection process is purposely set in place as a way of engaging the best individuals, searching for the cream, and the appropriate match for the organisation's beliefs and ambitions. The procedure is normally completed in a couple of stages, each of them personalised to measure and evaluate candidates' qualifications and fit with the customer-centric principles of Marriott (Frank, 2023).

Marriott's strategic job advertisement explores numerous means of promoting job postings, using the organisation's global reach, and employer brand to have a vast and diversified pool of candidates. Following, candidates go through a laborious interview process, when their resumes are reviewed to recognise their experience and eligibility.

The applicants pass on to the next stage of the interview process, in which they have a selection of one-on-one or panel interviews with hiring managers, HR, and other relevant professionals. They, in turn, present a perfect chance to go deep into the concerns concerning the skill set, attributes and the amount of cultural alliance with Marriott's requirements (Hormby et al., 2020).

Graduates will be expected to undergo examinations or simulated experiences which will confirm their competency in a particular position and their capacity to survive in Marriott's dynamic recreation business.

Marriott offers the greatest priority to keeping the staff audition process open, fair, and professional. It gives quick feedback to candidates as well as assures great candidate experience.

Individuals who are great enough in the recruitment and selection process will be granted the opportunity to contribute to Marriott's aim of offering a quality hotel experience and promoting sustainable company development by being employed.

Impact on Business Growth within the Hotel Industry

The critical importance of HRM strategies in business expansion for Marriott International in the competitive hotel sector would correspond to successful HRM practices. Via purposeful monitoring and enhancement of personnel and research into staff development, Marriott will be able to maximize operational efficiency, and guest enjoyment and keep its competitive edge strong (Albrecht et al., 2021).

Strategic workforce planning provides Marriott with a forecast prospect to fill vacancies promptly and make certain that it has the essential staff in place to focus on satisfying diverse customer expectations and be responsive to new market offers. This is a preventive approach to human capital management since works for the agility and responsiveness of Marriott in the environment. As a result, this enables the business to be timely respond to changes in the market setting and keep its position as a sector leader (Andresen and Nowak, 2024).

Marriott can retain a culture of creativity and proficient performance because it spends a great deal of attention on developing talent and engagement of personnel. As a result, there is a relentless enhancement of its qualities over the globe. People who are engaged and empowered are more likely than others only to give great service, establish customer loyalty and play a vital part in expanding the profitability and popularity of the Marriott brand.

However, employee attraction and retention for Marriott is also greater with the consequence that its employer brand is better, and it is considered as an employer of choice in the hospitality industry (Aquinas, 2020). Hence, this alone can be regarded

as the lever that helps Marriott find high-class prospects, improving employee retention and subsequently sustaining the brand's competitiveness in the global market.

Conclusion

Marriott International indicates that the decision of Human Resource Management (HRM) strategy plays a vital role in the development and prosperity of a hotel within the sector. Via the growth of its numerous HRM divisions, Marriott established a new approach to workforce planning, recruitment, and talent development. All these stepping stones were matched with the organization-wide goals on human capital.

Through the detailed projection of the needed labour, setting precise objectives and planning targeted HR efforts, Marriott guarantees that its talent is in place to inspire innovation, satisfy guests' expectations on the highest level and remain competitive in the global context. Additionally, Marriott stresses staff engagement and development which helps to the development of a culture of excellence and improve operational effectiveness and profitability in the long term.

Throughout the expansion and transformation of the hospitality sector, the vital function of HRM inside Marriott International will undoubtedly continue to keep the company able to tackle the challenges, exploit market possibilities and support sustainable prosperity. Marriott takes care of its workers since they are the most crucial component of its business. They become the leaders of the industry, which promotes innovation and establishes standards of performance and success.

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