

Project Proposal Title: Analyse the impacts of socio-economic force on employees' performance management and monitoring in different work modes: Hospitality HR's perspective

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Introduction

Human resources in the hotel business want to know how socio-economic factors affect employee performance across work modes. The hotel industry is subject to social and economic changes due to the importance of human resources and client connections. In light of socioeconomic changes caused by global events like the COVID-19 pandemic, understanding employee performance dynamics is crucial to developing successful management solutions. Socioeconomic factors affect remote, hybrid, and office productivity. This advice aims to illuminate these concerns. Socioeconomic issues affect employee performance and company success, thus they must be examined. PESTLE analyses environmental, social, technical, legal, and political factors. HR managers can determine what inspires and hampers employee success by evaluating these factors. Plans to overcome these challenges can boost the organization's efficiency and resilience. The Ritz London, a premium hotel, will be used to study these dynamics in high-end hospitality.

Background

In 1906, César Ritz founded the Ritz London, a famous hotel. It is in the central London. The Ritz-Carlton has set the global standard for five-star hospitality for almost a century. The hotel's distinguished history makes it ideal for socioeconomic and employee performance research. Hospitality HR experts can learn from the Ritz's ability to maintain excellent standards during recessions.

The market position is good for the Ritz London. It is famous for its high occupancy and great guest experiences. The hotel consistently ranks well in customer satisfaction and financial performance. The Ritz and other global firms have struggled due to social and economic developments, including the COVID-19 pandemic (Khan et al., 2021). Political unrest, economic uncertainty, and technological advances affect Ritz workers' productivity. The Brexit vote produced regulatory uncertainty and problems for UK hotel operations. Luxury service income and morale can suffer during economic downturns when customers stop spending. Technology has both opportunities and problems for managing remote and hybrid workforces. Innovative human resources strategies are

needed to keep employees engaged and productive (Jumpetch et al., 2021). Also, increased distance and hybrid work affect Ritz's performance management. Although versatile and can boost employee satisfaction, these work styles can be difficult to monitor performance-wise. A robust technological base, clear and frequent communication, and adaptable leadership are needed to handle these difficulties. Studies show that hard skills, soft skills, and employee empowerment improve hotel performance. These findings stress full training and growth (Anthonius, 2021).

Research shows that economic crises and job uncertainty harm workers' mental health and job happiness. Psychological concerns in HR operations can increase employee turnover and decrease engagement, demonstrating their importance. Khan et al. (2021) suggest hotels learn from The Ritz's problem-solving. This examines how socio-economic factors affect Ritz London employee performance management. This study will teach hotel HR managers how to improve organisational resilience and employee performance in all contexts. Looking at previous and contemporary socio-economic repercussions will offer these findings.

Literature

In recent years, socioeconomic crises like the COVID-19 pandemic have hurt the hotel industry. Socioeconomic factors affect employee performance management and monitoring across many job kinds, according to previous research. Leadership styles, organisational culture, staff engagement, and work control affect hospitality performance, according to this research. Bhardwaj and Kalia (2021) say company culture and engagement boost performance. Their research shows that enthusiasm, absorption, and dedication affect hospitality contextual and task performance. They found that improving work culture boosts performance by instilling psychological ownership and trust in management. Positive work environments boost engagement and productivity (Bhardwaj and Kalia, 2021).

However, Dorta-Afonso et al. (2021) examined HPWS' impacts on motivation, job satisfaction, organisational commitment, and quality of life. HPWS improves workplace morale and productivity, according to their research. Structural equation modelling showed that high-performance work systems boost performance, job satisfaction, and motivation. According to Dorta-Afonso et al. (2021), HPWS can help build a loyal and enthusiastic staff. Great service is crucial in hospitality. Also, Lee and Ravichandran (2019) examined employees' devotion, enjoyment, and productivity. Task control improved work-related emotions, including performance and well-being, the research showed. Hospitality managers should encourage hands-on work. These include employee decision-making and job autonomy. This study (Lee and Ravichandran, 2019) supports Bhardwaj and Kalia's conclusions that psychological variables improve worker productivity.

He et al. (2019) examined how responsible leadership and HRM affect millennial workers' satisfaction and productivity. According to their study, responsible leadership and HRM enhance millennials' job satisfaction and productivity. The study indicated that responsible HRM works better. Therefore, firms should promote responsible leadership to increase morale and productivity. He et al. (2019) found that leadership and HRM practices affect millennial performance more. Wang and Tseng (2019) examined how staff engagement mediates good resources and hotel service quality. According to their research, deep acting, self-efficacy, and job engagement significantly increased service quality. They assume that happy personnel will deliver outstanding service, which keeps customers pleased and coming back. This study found that high-performance work systems maintain employee engagement and performance (Wang and Tseng, 2019).

Schwepker and Dimitriou (2021) examined how ethical leadership affects hospitality stress and performance, unlike earlier studies. They found that ethical leadership enhances office morale and productivity. Schwepker and Dimitriou (2021) say ethical leadership boosts performance and reduces workplace stress. Leadership styles affect employee happiness and productivity. In this regard, Organisational culture, high-performance work practices, a sense of control over one's work, ethical leadership, accountability at work, and engagement can improve hospitality employee performance.

A more engaged, healthy, and productive workforce may improve service quality and organisational performance.

Employee Management in Different Work Modes

The Ritz London

The Ritz London uses several operational methods to manage staff performance throughout work modes. Hotels use modern technology to evaluate and improve employee performance, especially in remote and hybrid work environments. A culture of continuous improvement and strict human resource management ensure strong employee engagement and satisfaction at The Ritz. The hotel monitors staff progress and provides instant feedback using performance management software to maintain high service standards. According to Ulumudin and Sari (2023), work environment, processes, and staff discipline improve performance.

Marriott International

Marriott International pioneered telecommuting and other flexible work arrangements. The company's pandemic management of personnel health and job satisfaction was notable. Marriott offers wellness programmes to boost employee mental health and productivity. When CEOs are ethical and implement thorough wellness initiatives, employees are less stressed and perform better. Schwepker and Dimitriou (2021) say wellness programmes and ethical leadership minimise workplace stress and enhance productivity.

IHG (InterContinental Hotels Group)

IHG has developed several projects to monitor employee performance in diverse work contexts. The company values a nice workplace that motivates workers. Through continual training and education, IHG has improved employee performance and reduced turnover. The organisation offers many professional development and education possibilities, according to Arwab et al. (2022). Arwab et al. (2022) found that staff

participation and training improve task performance. It also showed that well-planned training can boost job satisfaction and productivity.

Potential Solutions

Hospitality organisations have many choices for managing and tracking employee performance across work modes. HPWS implementation is crucial. HPWS boosts workplace enjoyment, productivity, and performance. High-performance work systems (HPWS) improve workplace engagement and output. Dorta-Afonso et al. (2021) found that HPWS improved hospitality worker performance. Their study supports this approach. Improved job control perception is another benefit. Giving people power boosts morale and productivity. Lee and Ravichandran (2019) found that workplace agency enhances morale and productivity. Let employees participate in company decisions and give them more freedom to conduct their tasks to enhance engagement and happiness (Lee and Ravichandran, 2019).

Staff productivity also depends on responsible leadership. Responsible leadership boosts workplace morale and productivity, especially for millennials. He et al. (2019) show that responsible leadership and HR management improve employee outcomes. Companies should promote responsible leadership that prioritises employee health and ethics, according to He et al. (2019). Apart from that, Meaningful work, rewards, and assistance boost employee engagement and performance. Passionate workers are more loyal and productive. Wang and Tseng (2019) stressed staff engagement's role in hospitality service. Wang and Tseng (2019) recommend making the workplace more friendly and engaging.

Financial support for staff wellness programmes is another option. Workers report less stress and increased productivity after wellness and mental health courses. Schwepker and Dimitriou (2021) say wellness programmes and ethical leadership minimise workplace stress and enhance productivity. Companies should offer comprehensive wellness initiatives to keep staff healthy (Schwepker and Dimitriou, 2021). Also, giving workers more scheduling flexibility can boost morale and loyalty. Organisations should adopt remote and hybrid workforce policies. This ensures employees have everything

they need to work productively. Better work-life balance may reduce turnover and boost job satisfaction.

Management and evaluation of employee performance are affected by socioeconomic factors in several occupations. High-performance work systems (HPWS), responsible leadership, employee engagement, wellness initiatives, flexible work arrangements, and job control help hospitality companies manage and monitor staff performance. These strategies boost employee happiness and corporate success.

Evaluation and Conclusion

This section critiques the study's main findings and discusses their implications for the hotel industry. The many socioeconomic elements that affect employee performance are emphasised. Prior studies and current tendencies inform these results and suggestions.

Summary of Main Findings

The research finds that socioeconomic changes affect hospitality professionals' performance. Organisational culture and employee engagement affect contextual and task performance. Bhardwaj and Kalia (2021) say energy, devotion, and absorption affect employee performance. Bhardwaj and Kalia (2021) emphasise the importance of a friendly and engaged workplace.

High-performance work systems improve workers' lives, say researchers. In 2021, Dorta-Afonso and colleagues found that HPWS boost job performance by boosting organisational commitment, motivation, and satisfaction. This suggests that HPWS's investments in dedicated and motivated workers may help the hotel business.

Also, job control affects productivity. Lee and Ravichandran (2019) found that workplace agency improves health, productivity, and happiness. Hospitality managers should promote employee agency. Giving workers more independence and involving them in decision-making are examples. It also explored that, HRM and responsible leadership boost millennials' job satisfaction and productivity. HRM improves employee well-being and performance when led by responsible people, according to He et al. (2019). Hospitality businesses must foster responsible leadership (He et al., 2019).

Positive resource–service quality relationships are facilitated by workplace engagement. Engaged workers deliver better service, which boosts customer satisfaction and loyalty (Wang and Tseng, 2019). Engaged workers care more about their jobs. Hotel companies should undertake staff engagement programmes considering this.

Ethical leadership reduces workplace stress and boosts performance. Schwepker and Dimitriou (2021) say ethical leadership boosts performance and reduces stress. Swepker and Dimitriou (2021) say leadership styles affect employee happiness and productivity.

Implications and Recommendations

These findings illuminate how the hospitality industry might improve employee performance while minimising socio-economic effects.

Implement High-Performance Work Systems (HPWS): High-Performance Work Systems (HPWS) improve workplace engagement, job satisfaction, and performance. HPWS should align with corporate goals and include career development, training, and performance management tools.

Enhance Job Control Perceptions: More workplace agency boosts morale and productivity. Hospitality workers should have more control over company decisions and management support.

Foster Responsible Leadership: Responsible leadership can improve millennials' health and work productivity. Hospitality leadership training should emphasise ethics, worker support, and responsible decision-making.

Promote Employee Engagement: Motivated workers perform better. Employees will receive meaningful work, praise, and support. Professional development, feedback, and reward programmes may boost employee engagement.

Invest in Employee Well-Being Programs: For stress reduction and performance, invest in employee wellness and mental health programmes. Businesses should offer wellness programming, mental health counselling, and support groups to keep employees healthy and happy.

Adopt Flexible Work Arrangements: Employee petitions for flexible work schedules. Work schedule flexibility can boost employee happiness and loyalty. Organisations should adopt remote and hybrid workforce policies. This ensures employees have everything they need to work productively.

So, socioeconomic constraints hamper hotel staff performance management and monitoring. High-performance work systems (HPWS), responsible leadership, employee engagement, wellness initiatives, flexible work arrangements, and job control help hospitality companies manage and monitor staff performance. These strategies boost employee happiness and corporate success.

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