

Title: A critical evaluation of recruitment process and equality at Marriott International.

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Table of contents:

1. Executive summary.
2. Introduction to HRM: Definitions of HRM, Introduction of the main areas.
3. Marriott International: a brief introduction to the business.
4. Recruitment process: the importance of recruitment in HRM.
5. How is Marriott International managing the process of recruitment.
6. Equality in HRM: Equality Act 2010.
7. Global Diversity & Inclusion within Marriott International.
8. Recommendations.
9. Reference List.

1. **Executive summary:** The aim of this report is to critically evaluate two chosen HRM priority areas within Marriott International. This report is based on two priority areas of HRM which are: recruitment process and equality. HRM can be described as the process of employing, training, compensating people, as much as developing strategies to retain them. In this report I will analyse the importance of good recruitment according to HRM, as much as the importance of equality in the workplace in order to create a fair and equal work opportunities and environment for every individual, and how these two main areas are managed within Marriott International. Researches show that Marriott has implemented a strong HRM recruitment strategy, diversified in terms of tools and platforms used for the process, in addition, the company promotes diversity and equality and proudly praises awards in terms of equality policy.

2. **HRM:** According to Dessler HRM is “the process of acquiring, training, appraising, and compensating employees, and of attending to their labour relations, health and safety, and fairness concerns”(Dessler, 2020).
Further explanations of what does HRM do can be find at the online CIPD websites as follows: “the HRM function helps an organisation deliver its corporate strategy and objectives by effectively recruiting and developing people and managing their performance.” (Raymond Andrew Noe et al., 2003). As the definitions of HRM suggests, there are different areas included in HR, the two chosen within the Marriott International are: recruitment process and equality of future employees. That said, it is quite obvious to understand the importance of HRM within an organisation, in fact without it, companies wouldn’t be able to

effectively recruit and retain employees as much as enhance the company and maintain a healthy workplace environment.

3. **Marriott International:** As the most famous and successful companies in the world the Marriott was born from a simple idea of a single person , and this is what exactly happened for Marriott International. The company was established in 1927 and at the beginning it was called A&W and used to trade beers , however after a couple of years J. Willard Marriott and his wife introduced a food menu, starting a small drive-in restaurant. During the years the company has grown and expanded by raising its standard of luxury and giving more importance to architecture design, interior design and furnishment, changing the nature of the business itself becoming an lodging company, offering nowadays a five star guest experience. According to the marriott website the company has more than 30 brands, and circa 8000 properties across 139 countries in the world.
4. **The Importance of Recruitment process in HRM:** According to CIPD good recruitment is essential for every business as it ensures that the potential candidates have the relevant skills in order to satisfy organisation's needs as much as stimulating the motivation of potential e. employees As a matter of fact, the process of recruitment is more complicated than it seems. It encompasses several factors to be taken in consideration such as legal aspect, moral, organisation's HR strategy and equality goals because, as stated above, the process not only aims to attract potential suitable candidates, also must follow company policies and equality in workplace . Even if the process can be diversified based on the organisation's size and needs, it is usually built out of four stages: defining the role, attracting applicants, managing the application and selection process and making the appointment. It is estimated that a poor recruitment and selection process of filling a vacancy role can cost up to £6,125 and the cost of rehiring can be double, as a consequence it is vital that the process is successful and performed well. Collecting information of new applicants is necessary in order to understand applicant's background, education, and even specific needs; this process starts from a screening process, at the very beginning of the process, it analyses the interviewers and it tests them with assessment or psychometric tests, in some cases as for Marriott, they utilise a business tool (e.g. Artificial Intelligence) to analyse the keywords and discard potential applicants that are classified not suitable. It is very common for businesses to also use social media for the recruitment process that there are specific platforms such as LinkedIn, that can be used to create a professional profile in order to research and apply for a specific job role. Companies may use Facebook, Instagram, Twitter or Youtube to share job postings and the reason why they choose to do so is because it increases job listing's visibility and applicants' interactions via social media improve brand awareness (BambooHR,n.d.). As technology moves forward so does HRM, by taking advantages in its areas whenever is possible. Whichever method of recruitment process a company chooses, In both stages of recruitment and selection employers must ensure fairness regarding applicants, avoid

discrimination and make sure that the requirements are based on applicants' abilities, skills, and consider their potential contribute to the organisation.

5. **Recruitment at Marriott:** The process of recruitment can comprehend different steps for candidates even across different platforms, as it depending on the organisation's nature, candidates can use proper websites for the purpose of collecting more information regarding the stages of recruitment, furthermore these websites are helpful for potential applicants because their aim is to offer knowledge and even suggestions on how the process is conducted. As per Marriott International, considering the calibre of the organisation that employs around 175,000 workers, it is not surprising that applicants can find several helpful sources so that they can be prepared. The first step when making and application is creating an account on the company website, then the candidate is directed to Marriott's ATS Taleo: it is a software indicated to recruitment and screening processes chosen from different organisations, and consists of 12/14 steps in which applicants complete a general questionnaire, and are demanded to provide information as previous experience, education, certifications, job-specific questions. Marriott organisation also makes use of various assessment tests depending on the job position, for example leadership tests, SJT, accounting tests, personality tests. Last but not least, there is the stage of the interview: it is recommended to use the STAR method (situation, task, action, result.) in order to answer the questions, in addition, further technical guidance can be found at Marriott Careers page. The overall process might result in complications for different reasons, as applicants have to be prepared and face more steps, but it is important to outline the fact that the Marriott careers website offers the support needed, and that it is vital for hotelier to hire the most suitable candidate as each employee will affect the overall business performance. "Wherever you are on your career path, we can help you reach new destinations" (Marriott Careers, 2022). Same as several companies Marriott utilises social media to recruit candidates but in an innovative way, using gamification; back to 2011 the company created "My Marriott Hotel" which was a simulator of a busy hotel kitchen that will require gamers to hire and train chefs, provide ingredients and complete all the service related tasks respecting a time limit and budgets (jordioni,2015.). This is a great example of an innovative way to use social media as a recruitment tool.
6. **Equality in HRM:** According to the CIPD website equality "is about ensuring equal access, treatment, outcomes and impact in both employment and service delivery"(CIPD, 2022). It is mandatory to respect equality within workplace environment in order to avoid any discrimination whether it is manifested via prejudice and direct or indirect oppression, so that employees can work in a healthy and safe enviroment and express their skills. As stated in Gov.uk "The UK Equality Act 2010 legally protects people from discrimination in the workplace and in wider society" (Gov.uk, 2022).

The act lists the protected characteristics as follows: age, disability, gender, civil status, race, religion and beliefs, sex, sexual orientations, ethnicity, pregnancy and maternity. The aim is to offer the same opportunities to everyone, as much as the same rights, and promote the values of diversity and inclusion, so that workers are not defined based on culture, ethnicity and even social state. It is mandatory for HRM to make sure that equality is observed within organisations, (Gov.uk, 2022.), as companies should aim to make every employee feel accepted and safe. Equality plays a vital role even in recruitment, as it must be taken in consideration when it comes to evaluating possible future employees; in fact, it is important that candidates are offered the same opportunities to apply for a job positions, and should be selected by selection criteria of skills and abilities. Since the nature of the Equality Act 2010 is to offer a legal framework of protected characteristics, employers must ensure that this framework is implemented, if not the company might fall into a legal investigation.

7. **Equality, Diversity and Inclusion within Marriott International:** “Since 1927, Marriott has valued diversity and inclusion. With our foundation built upon the wellbeing and happiness of our associates, embracing differences is critical to our success as the largest hospitality company with an ever growing global portfolio. Diversity and inclusion is fundamental to our core values and strategic business goals” (Marriott Diversity and Inclusion, 2022). One more time the company offers all the information about its diversity and inclusion programs and initiatives through its online website, in which there is a full section about significant recognition that add values to the company; in fact, it is stated that the company has received plenty of awards in terms of equality pioneers, such as The Best Employers for Diversity, Best Places to Work for LGBTQ Equality (Marriott Recognition, 2022.). According to an online article on Hotelier website of 2021, Marriott has also been recognised as the best workplace for people with disabilities; the company has scored 100% on the Disability Equality Index (Hotelier, 2021). In addition, company has published a open report that offers relevant data regarding the global workforce within Marriott; based on the data, 53% of the globally workforce within the company are women (YE 2021), furthermore, according to a company online journal of 2021, Marriott earned 100% score on Human Rights Campaign’s Corporate Equality Index.
8. **Recommendations:** The analysis of the two main areas of HRM defined as recruitment and equality within Marriott International has shown that the company has a well-established HRM operational system. In fact, whether it comes to recruitment process or equality within the organisation, the company aims to make sure that it offers a good range of information regarding the nature of the jobs positions so that potential applicants are aware of what role might be suitable based on specific skills, as much as helpful tips regarding the recruitment process itself, since it might be perceived confusing for those who are not used to a long recruitment process. In fact, it is important to outline what the company does in order to help applicants find their best options and be prepared with in-depth knowledge of the company itself. Further value is given by the strong equality policy that the company promotes; nowadays businesses should not fail in providing a safe and fair work environment for

employees, in order to retain pipeline of talent, as much as avoid any legal action. As the company does not fail in the above cited areas of HRM, it should then focus on the other side of the coin, considering potential hidden issues. One potential issue in recruitment process could be the use of AI systems, which are very common nowadays within businesses; technology is a powerful tool used to enhance employees experiences and has helped reducing time consuming tasks and increasing efficiency, furthermore by using AI in recruitment companies will take advantages on collecting data as it quickly identifies matches between applicants. In fact, AI makes use of different tools such as algorithms or speech analysis that improve the quality of the hiring process thanks to the ability to efficiently narrow a suitable candidate for the specific role. According to Tengai website (tengai.io,nd.) nearly 67% of HR professionals believe that AI has a positive impact on the recruitment process, compared to 35% who is against and 26% who thinks that AI will destroy HR industry; in addition, 85% of recruiters support AI as helpful tool of the hiring process whereas 43% of candidates agree with this statement. On the other hand, the use of AI should ensure applicants' data protection. When companies choose to utilise AI they should take in consideration a DPIA (data protection impact assessment.) which identifies privacy risks; if using an algorithm for example, there should be clearness about the method for the purpose of demonstrating accountability. ‘‘Individuals have the right to know how their personal data is processed’’(Cms.law,2020). The GDPR (General Data Protection Regulation) comprehend both enforcing rules regarding the handling of personal data and rights for those whose data is analysed: before AI starts processing data, businesses can perform a privacy impact assessment in order to determine privacy risks, also, ‘‘article 13(2) of the GDPR requires that data controllers explain the logic involved and the envisaged consequences of automated decision making’’(Cms.law,2022). On the other hand, it is vital for businesses to consider the importance of equality since, as cited above, failure to apply and respect the Equality Act 2010, companies might result in a summons to appear in court. In order to avoid this, companies should put in practice policies and procedures that promote values of diversity, inclusion and equality when building the foundation of an organisation culture for example by introducing diversity and inclusion training. In addition, promoting and respecting equality and diversity within an organisation has benefits in terms of business performance as employees loyalty and retention is stronger when they feel happy and understood and as a consequence absences decrease and employees are more productive (www.zippia.com,2022). As company Marriott International proudly praises recognitions and awards regarding equality and diversity; a more in depth research shows that 53% of employees are women, on the other hand, in terms of integration, 41% of workers have different ethnicity. In conclusion, the overall results based on researches of recruitment and equality within Marriott International has shown that the company has an efficient equality and diversity policy on a large scale, since the company has put efforts to either support these values in Asia Pacific, as much as empowering people with disabilities at a job fair in Singapore back to 2021 BW Hotelier, n.d).

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