

How to retain and engage employees throughout the employee lifecycle

Name: Nuri Begum

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Lecturer: Helen Evans

At the heart of the bustling hospitality industry, the significance of Human Resources (HR) is paramount in large-scale establishments such as the Hilton Garden Inn Bristol City Centre. HR roles extend beyond administrative duties, playing a crucial part in developing and nurturing a robust, skilled workforce. This involves three key components: 'talent management', 'employee lifecycle', and 'employee engagement'. Talent management encapsulates the hotel's commitment to attract, recruit, retain, and cultivate the most accomplished and gifted individuals in the job market. This is inextricably linked to the 'employee lifecycle', an overarching framework charting the trajectory of an employee's tenure within the hotel, involving six critical stages: attraction, recruitment, onboarding, development, retention, and separation. 'Employee engagement' infuses a layer of emotional commitment, measuring an employee's emotional investment and responsibility to the hotel, thus influencing their work-related endeavours. This essay aims to critically assess the role of HR at the Hilton Garden Inn Bristol City Centre in steering talent management and development throughout the employee lifecycle. A particular focus will be given to maintaining robust employee engagement. The discussion will draw upon a wide array of literature and industry examples to propose practical strategies that can bolster team performance and organisational success within this specific hotel context. The ultimate goal is to underscore the crucial role these HR aspects play within the wider hospitality sector.

At the Hilton Garden Inn Bristol City Centre, a bustling establishment within the vibrant hospitality industry, the Human Resources (HR) department plays a critical role in managing and developing talent. This responsibility requires strategic insight and a profound understanding of both individual and organisational needs. HR's role at this hotel transcends simple administration, placing it at the epicentre of the systematic process of talent management. This process reflects the hotel's commitment to seek, recruit, retain, and cultivate the finest talent in the job market (Lo, Macky, and Pio, 2015). The strategic responsibilities of HR encompass a range of tasks from crafting engaging job descriptions that attract the right candidates to formulating and executing development programmes that encourage career advancement within the Hilton Garden Inn Bristol City Centre. HR is also instrumental in identifying potential within its employees and aligning this potential with the hotel's strategic objectives. Consider this: younger employees often seek flexibility and opportunities for career progression, while older colleagues may prioritise job security and benefits (Linnehan and Blau,

1998). Younger employees, admired for their adaptability, innovative thinking, and enthusiasm, can swiftly respond to market changes, bring fresh perspectives, and infuse energy into the work environment at the hotel. Their flexibility and creativity promote problem-solving and provide a competitive edge. A successful HR strategy at the Hilton Garden Inn Bristol City Centre recognises and values these individual differences, fostering an environment where each employee feels acknowledged and valued. This fine balance between individual and organisational needs paints a picture of the intricate tightrope that HR must navigate. Through strategic thinking, empathy, and professional expertise, the HR team at Hilton Garden Inn Bristol City Centre can nurture a conducive environment for individual growth and organisational success.

The strategic management and development of talent is integral to the success of hospitality organisations like the Hilton Garden Inn Bristol City Centre, with its importance reverberating across multiple operational levels. Expert talent management provides a competitive edge, ensuring the hotel has a continuous pipeline of skilled and dedicated individuals ready to fill critical roles when required. Such foresight mitigates risks associated with unexpected vacancies or shifts, promoting business stability and continuity. Moreover, the cultivation of talent instils a culture of continuous learning and progression within the hotel. When organisations invest in their employees' development, it demonstrates their appreciation of employees' value, thus fostering loyalty and engagement (Isa and Ibrahim, 2020). Such a commitment to nurturing talent can boost productivity, as it motivates employees to engage more deeply with their roles, thus enhancing personal and organisational performance. Real-world examples further underline the significance of managing and developing talent. In large-scale hotels like the Hilton Garden Inn Bristol City Centre, effective talent management underpins their commitment to superior customer service standards (Ulrich and Lake, 1991). By proficiently managing and developing their workforce, such hotels ensure they have trained, competent staff ready to deliver exceptional experiences for their guests. Akin to this, global technology giant Google, renowned for its progressive talent management strategies, provides comprehensive career development programmes. This strategy fosters a creative and innovative environment, contributing to its market leadership position (Girard, 2009). In conclusion, managing and developing talent within the Hilton Garden Inn Bristol City Centre is of paramount importance. It's a strategic imperative that

fosters an engaged, competent workforce, enhances organisational performance, and ensures business continuity.

The journey of an employee within a hotel such as the Hilton Garden Inn Bristol City Centre commences with the attraction stage, setting the initial impressions of potential candidates towards the hotel. The Human Resources (HR) department is instrumental at this stage in showcasing the hotel's culture, values, and opportunities to attract the best talent (Itam, Misra and Anjum, 2020). By establishing a strong employer brand that includes an engaging digital presence, employee testimonials, and highlighting career development opportunities, HR lays the groundwork to not only attract a large pool of candidates but also engage those who resonate with the hotel's ethos and objectives.

Following attraction, the recruitment phase is where HR's role escalates in the context of the Hilton Garden Inn Bristol City Centre. This phase demands HR to select individuals who possess the necessary skills and align with the hotel's culture (Deters, 2017). Efficient recruitment practices ensure that the pipeline for talent management is filled with superior candidates primed to contribute to the hotel's success. This stage serves as the initiation point of long-term employee engagement, emphasising transparency, communication, and fairness in the selection process.

The onboarding phase that follows is the commencement of the new employee's journey within the hotel. HR plays a crucial role in integrating the new employee into the Hilton Garden Inn Bristol City Centre's structure (Geciene, 2023). Effective onboarding involves orientation, training, and immersion into the hotel's culture, all aimed at equipping the employee with the necessary knowledge and tools to thrive in their role. By crafting an engaging and supportive onboarding process, HR instigates a positive relationship between the employee and the hotel, boosting early-stage employee engagement.

The development stage, next in line, showcases HR's commitment to talent management within the Hilton Garden Inn Bristol City Centre. During this phase, HR is responsible for executing training programmes, promoting mentorship, and offering continuous learning and growth opportunities (Wooten and James, 2008). The goal is to enhance the employees' skills, expand their competencies, and prepare them for

future roles within the hotel. As employees discern a clear path for career progression, their engagement and commitment to the hotel invariably rise.

The retention phase underscores HR's role in maintaining a positive and conducive work environment that inspires employees to stay with the Hilton Garden Inn Bristol City Centre (Spinks, 2004). This stage involves performance recognition, regular feedback, and initiatives promoting work-life balance. Strategic HR management at this juncture results in higher job satisfaction, increased commitment, and improved employee retention, positioning the hotel as a preferred employer.

Separation, the final stage, may mark the end of the employee's journey with the Hilton Garden Inn Bristol City Centre, but it also provides HR with an opportunity to ensure a respectful departure that leaves a lasting positive impression (Klotz et al., 2020). Whether relationships, signation, or termination, HR's role is to facilitate a smooth transition, uphold positive relationships, and extract valuable feedback for future enhancements. Properly managed separations can transform departing employees into ambassadors for the hotel, bolstering its reputation as a desirable employer.

Across these stages, the 'golden thread' of HR's role in managing and developing talent within the Hilton Garden Inn Bristol City Centre is unmistakable. Each stage seamlessly transitions into the next, highlighting HR's persistent dedication to nurturing a skilled and devoted workforce that drives the hotel's success.

Astute talent management and robust employee engagement are key foundations supporting both team and organisational performance within large hotels such as the Hilton Garden Inn Bristol City Centre. By championing shrewd talent management, the Human Resources (HR) department ensures the hotel has a skilled team in place, perfectly aligned with strategic goals. Concurrently, nurturing employee engagement builds a productive working environment, enhancing collaboration and boosting job satisfaction. When teams are expertly managed and fully engaged, they often exceed performance expectations. For instance, a competent reception team, with each member properly positioned in their roles, can enhance guest satisfaction rates and overall service experience. Engaged employees typically display increased proactivity, commitment, and motivation, enriching individual performance, fostering team unity, and driving improved teamwork and shared success (Bakker, 2017). On a larger scale, proficient talent management prepares the hotel for future changes, whether it involves

leadership transitions or shifts in market trends. Additionally, fostering employee engagement helps cultivate a positive organisational culture, stimulates innovation, reduces turnover, and enhances employee loyalty. Consider the successes of well-known hotel chains such as Marriott or Hilton. Their organisational achievements can be traced back to their effective talent management and high levels of employee engagement (Lee et al., 2019). The amalgamation of these strategies, coupled with their dedication to maintaining an engaged workforce, has driven their performance and reputation. In essence, the effectiveness of talent management and employee engagement profoundly influences team performance and the overall success of the Hilton Garden Inn Bristol City Centre. They play an instrumental role in constructing a high-performing, adaptable hotel, primed to meet the challenges presented by the dynamic hospitality industry.

Hilton Hotels, including the Hilton Garden Inn Bristol City Centre, offer sterling examples of how effective HR practices can contribute to improved talent management and employee engagement. Their HR strategy encompasses a comprehensive approach starting from an appealing employer brand, attracting high-calibre talent globally. Once onboard, Hilton places a high emphasis on employees' development through initiatives such as Hilton University, providing an array of courses to enhance skills and nurture talent for a wide range of roles (Huckestein and Duboff, 1999). Furthermore, Hilton ensures a high level of employee engagement through recognition initiatives, like 'Hilton Appreciation Week', celebrating employees' dedication and contributions. Coupled with open channels of communication, this empowers employees to feel valued and fosters a stronger connection to the organisation (Madar, 2014). Retention strategies are also noteworthy, as Hilton maintains competitive benefits, clear career progression paths, and a supportive work environment, which altogether results in high retention rates. The effectiveness of these practices is linked to their holistic focus on employee well-being, professional growth, and a culture of recognition and communication. The key lesson here is that investing in the development and engagement of employees is not only beneficial to individual satisfaction and motivation but also brings about broader team cohesion and organisational performance (Wharton, 2001). As demonstrated by Hilton, robust HR practices foster a committed, skilled workforce, contributing significantly to the overall success of the organisation.

This essay has critically analysed the role of Human Resources (HR) in managing talent and fostering employee engagement within the Hilton Garden Inn Bristol City Centre. An in-depth exploration of talent management revealed its significant contribution to maintaining a skilled workforce, enhancing productivity, and securing business continuity. This strategy, paired with a thoughtful employee lifecycle approach, laid the foundation for a positive work environment, showcasing Hilton's commitment to its employees' growth and development. Moreover, the importance of fostering robust employee engagement was underscored, recognising it as a powerful tool to boost job satisfaction, team cohesion, and organisational performance. Hilton's commitment to creating an engaged workforce was exemplified through initiatives like Hilton University and Hilton Appreciation Week, further fostering a culture of recognition and growth. In conclusion, the role of HR within the hotel industry, particularly within the Hilton Garden Inn Bristol City Centre, is paramount. Effective talent management and heightened employee engagement practices not only contribute to individual and team performance but also have wider organisational implications. They help to build a resilient, adaptable organisation that is better equipped to thrive within the dynamic hospitality industry. By prioritising employee development and engagement, HR is better positioned to navigate the complexities of the employee lifecycle, ultimately contributing to a prosperous and sustainable future for the organisation.

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