

ELPACINO G SEYMOUR
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KATHRYN ROBERTS

Review and analyse the current challenges facing hotels in managing their
employee turnover in the UK.

From March of 2020 to the current date of May 19th, 2022, the world was severely affected by unfortunate events due to COVID-19 (Mahase, 2020, p. 1089) caused by SARS-CoV-2 infection that affects the human respiratory system and makes it difficult to breathe (Koley and Dhole, 2020, p. 174). After 160 Countries' death toll started to rise, The World Health Organization announced COVID-19 as a pandemic. Hence a worldwide lockdown was followed, Italy being the first to shut down its borders (Spanaki, 2021, p. 357). The hotel industry faced uncertainty across the UK, and employee lifecycle attraction and recruitment stages were deterrents. "The World Tourism Council (2020) suggested that in excess of 100 million jobs in tourism were at risk" (Gossling, 2022, p. 917). With the industry victimized as a contributor to the spread of the deadly disease (Spanaki, 2021, p. 357), employees faced many challenges and untraditional employee lifecycles. Hotels in the United Kingdom are forced to adapt, innovate, develop, and strategically find ways to sustain the workplace for employees and operate effectively. The employee lifecycle is the transition of an employee through the business, each step allowing human resource management and hotel's management teams to offer, select, welcome, develop, reward, promote, and retain or exit employees in or out of the company Cox (2019) was the source of information. This essay will review and analyse the current challenges hotels face in managing their employee turnover in the United Kingdom.

In the Northeast of England hotels' top priority was following health and safety guidelines and implementing them correctly, updated training for employees, constantly cleaning,

and working with limited resources and facilities to advance the learning of staff and the experience of the guests, for example. The spa and fitness area were closed, or limit and board and meeting rooms were closed as well. With all focus on creating a healthy environment for the guests and staff adjusting to the new normality of the workplace, the restructuring of service and limited hands-on may disrupt the employee lifecycle onboard stage. With guests complaining of the nature of the matter, management's absence, and "little internalization of facility operations," employees may get the wrong idea of the business, struggle to understand, and be unable to provide their best service (Spanaki, 2021, p. 357). Job crafting is an ideal strategy for Management to introduce to employees. With covid-19 being the main responsibility of all leaders, their daily tasks may be more time-consuming than usual leaving employees to develop self-leadership, create goals, being more engaged by having strong work ethics and the ability to learn more using the company resources (Bakker, 2018, p. 321). The latest research shows that job crafting is strongly linked to job gratification, work commitment, and work performance (Bakker, 2018, p. 321) which leads to hotels having a low turnover rate. The benefits of hotels in the northeast of England retaining a workplace during the pandemic were fortunate for both employees and employers. Employees had a positive attitude and willingness to adapt to new jobs and acceptive to more responsibilities and showed interest in overtime, with an estimate of 4billions pounds lost in turnover annual in the Uk sector at the end of 2020, staff is motivated to keep their jobs. Employers are benefiting from staff commitment to sharpening their skills, learning, adapting to create better service for the customers, and creating long-term employees' lifecycles, which affect the retention stage positively. (Spanaki, 2021, p. 357).

Managers during the pandemic had no or little interaction with their workers and had to work from home, causing a shift in their behavior and leadership abilities. Research points out that managers working from home have developed an anti-controlling attitude and more of a delegated approach, giving responsibilities to their employees (Stoker, 2021, p. 208). Uk companies hiring process marks the fastest pace within 23 years, and the demand across Uk Hotels for permanent workers are at its highest (Valentina, 2021). While hotels rush to acquire as much staff as possible, aspects and highlights of the employee lifecycle attraction and recruitment stages might be neglected or rushed. For

example, traditional orientation has been a time where employees learn about the company and take their first step towards training and coaching, instead, this could be replaced with updated Covid- 19 related training, hence hiring process could be less effective in terms of finding valuable candidates. Hotels also face challenges from the rise of the gig economy, which drastically changes the retention or exit stage of employee the lifecycle. The impact of Covid-19 left a lot of employees redundant, and workers had to find other ways to earn income. Researchers predict that half of the Uk population will transition to gig work which allows workers to be more independent and flexible. With the option to choose where, when, and what they do daily (Georges, and Bill, 2021). Marriott Uk casual workers were faced with some of the same reality when it was previously announced that Marriott would not be able to cover them under the government furloughed “Coronavirus Job Retention Scheme,” the workers fought back by writing a letter to highlight the unfair treatment during the Covid-19 and with help from the “Unite Hospitality” Marriott decides to include their 1,500 casual workers.

Hotels human resources departments need to implement HR programs such as “high performance work systems” which will generate operational and financial growth. With the number of workers leaving the industry sector, a comprehensive layout of high-performance work systems HPWS is needed to attract, retain, and develop the progression and performance stage of the employee's lifecycle. HPWS includes job security for staff along with performance recognition and bonus, internal growth, employee training programs and precise hiring process. Hotels need a competitive edge to reduce employee turnover and retain staff. With a high-work performance system hotels will invest in their employee's daily needs and want, motivate, and find ways to achieve personal and organizational goals (Arthur, Herdman, and Yang, 2021)

Covid-19 vaccines influence customers' behaviors and decision-making, delaying potential dining out at restaurants, and traveling and checking in to a hotel. Managers and employees face many challenges in providing a safe environment for their customers. In February of 2021, research shows that 40% of customers consider going to restaurants in the following months while the remaining percentage had opposite plans, with about 35% mentioning the same about travelling. This impacted the employee lifecycle

progression and performance stage, with managers constantly trying to create spaces and environments to accommodate guests' needs and wants and keep them safe from the covid-19 viruses (Gursoy, and Chi, 2021). This will cause an enhancement to the employee's lifecycle producing extra pressures, workloads, constant health, and safety programs, and updated training on how to serve the guest while still being protective, while also being substituted by artificial intelligence and robots (Zemtsov, 2020). The United Kingdom has eighty-five robots for every 100,000 workers, with the results of post-COVID-19 may lead to more manufacturing returning to the Uk. This will affect the employee lifecycle progression and performance stage due to the need to train skilled workers in digital competence, the lifecycle of the unskilled learning and development stage would also be affected and may lead to an exit stage of the lifecycle (Brunning and Khaleelee, 2021).

Christie & Co (2022) describe the hospitality challenges, Brexit affected many EU workers in the UK hospitality sector with new legal regulations on the right to work and new entry requirements put in place, affected the employee lifecycle retention, or exit stage in which research shows a 31.2% shrinkage in EU workers in United Kingdom. January of 2022, 65% of hospitality businesses had to stop operating due to lack of staff and 59% of business had to reside to giving overtime to the workers that are present, this may cause unwanted stress, extra pressures on workers to produce great service and negative effect on employee's well-being and health. The hospitality sector has a bad reputation for its high turnover rate, and with the continuous redundancies due to the Covid-19 pandemic, employees' trust factor is low within the industry. Both Marriott and Hilton hotel stated that the main problem with recruiting is that employees do not see the sector as reliable and flexible enough to withstand the occurring crisis. To build resiliency and gain the trust of employees Hilton Hotel "Leadership team" operated through the pandemic to reduce their lack of staff. With many hotels aiming to raise wages to attract workers, for example pay raises at Hyatt hotels from 10 and 20 percent depending on the area, because of the competition from retail and warehouse proving greater stability and security in the workplace, hotels are also leading towards highlighting the quality of hospitality jobs and employee well-being to attract and retain staff, Sperance (2022) was a useful source of information.

Hotels in the United Kingdom in the last couple of years have faced uncertain situations that contributed negatively to employees' health and wellbeing. Cheval Collection in London and Edinburgh focus on their employee's onboard stage, with training, support, and mental health programs. Managers worked alongside staff during the pandemic showing moral support and communicating with them effectively, keeping them informed of the latest precautions needed to be taken. Cheval introduces a "look out for each other" health and wellbeing program that encourages employee engagement and trained them on how to recognize mental health issues in their co-workers and encourages them to speak out and ask for help (Mullen, 2021, p. 28-41). They also replaced their annual appraisals with a "well-being check- Check in" which created well-needed fun by using digital technology to take virtual tours all over the world. Dorchester received a level two award for its work towards creating healthy environments and fun events during the pandemic, which included walking and talking with mental health first responders and running and cycling events (Mullen, 2021, p. 28-41). The Park Plaza Hotel and Resort implemented a "welcome bank and big thank you" program including training that encourages employee engagement, developing employees through leadership, team building, and effective communication. The program also consists of further health and safety protocols and mental health along with physical health well-being (Mullen, 2021, p. 28-41). The Purple Cubed survey noticed that 76% of employees asked, which was the most popular question with "My company supported me and treated me well during and throughout Covid-19" which speaks large volume of hotels taking the right step towards future resiliency and retaining and developing employees' values and skill set.

The track and trace app disrupted the employee's lifecycle progression and performance stage, hotels had to implement rigorous and innovative methods to not only cover employee's absence but to find ways to interact with their staff. It was mentioned in research by (Stokel-Walker, 2021, p. 327) that 17% of people in the UK use the trace and track app or take the Covid-19 test in case of a positive result which will cause them to self-isolate, and potentially affecting them financially. If the percentage does not rise it may become a hazard to the hotel environment with unknown circumstances and the threat of employees spreading Covid-19 unconsciously to guests and other employees. With

hotels having an active approach to educating and training employees about the risk and avoidance of the virus is beneficial for retaining a healthy and prepared workforce.

The hospitality sector has a long and uncomfortable relationship with high turnover rates, and the current challenges do not make it any better. Hence both hotels and employees are facing many uncertainties, and on the other hand opportunities for a fresh start, with many suitable distractions from outside the hospitality industry, employees are subjecting themselves to a more reliable industry. Hotels in the UK are vastly adopting and considering the needs and wants of employees and guests, with employees being most affected because of high turnover rates, human resource teams are bringing the employees along into the new normality. Preparing them mentally with various programs and exercising healthy practices, to overcome the current challenges of the post-pandemic while developing them for the near future. During the pandemic, it was vital for hotels to keep engaged with the workers, update them on the current matter and support them financially and socially. Many hotels show progress in employees' satisfaction and happiness with their company because they created ways to reach out to the workers during and after the pandemic, through digital socializing and event planning which bring people together. To improve the UK hospitality sector's turnover rate hotels, need to focus on employee's flexibility, and create a healthy and innovative employee lifecycle to engage employees and create valuable human interactions.

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