

BMIH5005

Personnel Resourcing and Development

Assignment 1

**Essay on the Impact of COVID19 and Rebuilding the
Workforce for Hotel Trinity**

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Introduction

The essay will focus on the impacts of the covid-19 on the trinity hotel and how the organisation can ensure the proper rebuilding of its workforce. It is a very crucial issue because covid-19 has impacted business organisations all over the world, and the hotel industry is one of the ones that are heavily impacted due to it (Ozdemir, 2021). For the proper management of the workforce in any industry, it is essential to assess their current state periodically (Taylor and Woodhams, 2012). The international travel bans, health risks associated with tourism and decrease in expendable income of the global population has caused the hotels to suffer a lot as they had to shut it down, lay off the workers, reduce working hours and halt operations completely. So this essay will focus on such issues in regards to hotel Trinity which is based in central London and has manpower of about 200 employees, most of whom were furloughed for a long time.

The impact of covid19 and rebuilding the workforce in hotel trinity

Covid-19 has had some very unexpected and long-lasting impacts on most organisations in almost all kinds of industries, and the hotel industry is no different (Hao, Xiao and Chon, 2020). The Hotel Trinity has also suffered greatly due to the pandemic as it had to cut down costs by making employees redundant, taking help of furlough to keep retaining employees etc. The external factors of the environment had changed drastically due to the pandemic and it has affected the hotel Trinity in different ways, which can be better explained with the help of PESTLE analysis. It focuses on the impacts of such external factors on a business (Srdjevic, Bajcetic and Srdjevic, 2020).

The first element of the PESTLE analysis is the impacts of political factors on the hotel Trinity and it is based on the current political state of the UK in relevance to covid-19 and how it is affecting the hotel industry. As a result of the unexpected pandemic, most countries were forced to halt any kind of international transportation and the UK was no different. The ban on international travelling to ensure the safety

of people's lives ended up harming the tourism and hospitality industry the most (Baum and Hai, 2020). Hotel trinity, which uses to operate 24/7 was forced to shut down and the number of clients also became scarce to none overnight. But currently, the UK government is trying its best to promote tourism again and revitalise the UK hotel industry by allowing international transportation based on the people being vaccinated and this can be an opportunity for hotel Trinity for great future demands (Lai and Wong, 2020).

The second factor is the economic one which is in a very volatile condition all over the world due to the effects of the covid-19 pandemic. The economies all over the world have been suffering due to the pandemic and the travel restrictions, reductions in consumers' disposable income etc. has cost the global tourism sector a loss of at least \$1.2 trillion (Anguera-Torrell, Aznar-Alarcón and Vives-Perez, 2020). This is a threat for hotel trinity because the drop of GDP, loss of tourism sector and reduction in expendable income all have made it much harder to have potential clients even after the lockdown is lifted and international travelling starts taking place.

The social factor is another great issue that is causing the hotel business a lot of trouble all over the world. Even though initially with the lifting of bans due to pandemics, people became eager to travel or enjoy their freedom again, most of the people were not ready to risk their health for this. Their reduction in income flow, increase costs due to changed lifestyle, medical expenses and many other factors have made it difficult for people to travel (Li, Yao and Chen, 2021). Leisure has become too expensive for most, and another large portion is concerned regarding health risks by travelling even after the assurance and extreme measures taken by hotels to ensure their safety (Dube, Nhamo and Chikodzi, 2021). Hotel trinity will also suffer due to this issue and will need to win the trust of target customers gradually.

Technological factors are one of the rare opportunities that have been provided to the hotel business in such challenging times. Trinity hotel can utilise this factor by keeping the employees active from home during their leave from the physical workplace, keep the services open for the potential clients better through technology (Will and Wang, 2021). The hotel can also use artificial intelligence to identify trends, forecast demand and attract clients better; also using the technologies to ensure the

safety measures in the hotel. The employees can be trained online regarding the new protocols, there can be technology for receiving payment online, cleaning rooms, ensuring hygiene and updating clients on the newest measures taken.

The legal factors are currently mostly in the favour of the hotel as the government is trying to ensure the revitalisation of the hotel industry in the UK. Even though certain things should be ensured by the hotel like the recent changes in any legal settings regarding the reopening of hotels, clients from specific countries and so on (D'Arcy, 2021). The health and sanitary measures should be closely followed, the social distancing protocols should be thoroughly implemented and employees should also be trained appropriately as per the legal requirements regarding the changes.

The environmental factors are very important, impactful and sensitive in recent times in the hotel business for the owners, employees and clients alike. The people are not becoming more and more conscious of the environmental changes and with the appearance of the pandemic, most people have become more careful of these changes and how they might impact them in the future (Jones and Comfort, 2020). This can be both a threat and an opportunity for hotel trinity, depending on how the hotel responds to the factors and the client needs. As most of the hotels are reopening and the target customers are very limited, the hotel can try and incorporate sustainability in its functions to fulfil CSR, establish a better image and win customer loyalty. The use of green energy, recyclable materials, a pollution-free environment, sustainable sourcing, waste management and energy-run transportation facilities are some of the things the hotel might ensure for the clients (Filimonau, 2021). Even if it might take a lot of work, it can turn into a great opportunity for the hotel with wide acceptance from customers.

As it can be understood by the PESTLE analysis conducted that the hotel trinity has been severely affected by the covid-19 and might need to take various measures to ensure a steady and positive recovery, it did not show the impacts on the employees thoroughly. For understanding the impacts it might have on the employees of the hotel, an employee life cycle can be very useful which consists of several stages of an individual's employment. In every stage, the employees conduct certain activities and develop themselves further, and keeping track of it helps both the employees

and employers (Smither, 2017). In the case of hotel trinity, this can help in identifying the stages employees are on due to the long gap in their working period, ensuring their stable return with satisfactory performance and the steps needed to be taken for that by the hotel management.

The first stage of every employee lifecycle is the recruitment stage where they are hired for a company. In hotel trinity, most employees are returning after a long furlough but the need for new employees is very low, so this stage is already completed by the employees of the hotel. But there is also a need for hiring employees for the redundant positions and the recruitment should be very careful. It is because the industry is already expected to take years to recover completely according to researchers (Jolly, 2021). The second stage is onboard where the recruited employees are accepted into the organisation, provided with materials that will help them in familiarising themselves with the company and its environment, fellow employees and so on. Even though most employees might be old and already familiarised with the hotel and its functions in hotel trinity, the covid-19 might have created a gap in their skills and performance. Also, with the introduction of some new and added measures for sanitary and safety purposes, the employees might feel new and lost in the hotel. The employees can be provided short-term online or offline training regarding the new ways of doing tasks (CIPD, 2021). They can also be added to a more closely connected intranet for the employees so that nobody is left out of communication among employees.

The third stage is the development stage which is the most crucial one for the employees of hotel trinity in this state. In this stage, the employees receive feedbacks regarding their performances and ways to improve those if needed (Torrington, 2009). The employees in hotel trinity also need constant monitoring and assessment to ensure that they are being able to do their work properly after the long gap. The hotel can use performance management software to handle this stage more appropriately. The fourth stage is the retention stage where the employees are continuously improved, guided, recognised and rewarded for ensuring their motivation and loyalty (Morrison and Coca-Stefaniak, 2020). As the employees of hotel trinity are mostly returning to work after a long gap and some works had even

made redundant for which new hiring would be needed, the retention of these employees is very crucial. For this reason, the hotel can offer various programs and training as well as benefit packages for employees.

The last stage of the cycle is the offboard stage where the employees exit the organisation, in the case of hotel trinity many employees might have thought their furlough to be forever and lost their determination at work. Such employees need assurance and careful monitoring to make them used to the environment again so that they can perform their best (Aguiar-Quintana, Nguyen and Sanabria-Díaz, 2021). This life cycle shows how the employees have been severely affected due to the covid-19 in trinity hotel and how the workforce can be rebuilt appropriately. As the UK hotel industry is showing signs of recovery already, it can be a sign for every hotel to try its best to attract more and more potential customers by implementing necessary changes and offering support to employees as needed (Hancock, 2021).

Conclusion

The essay has identified the various ways in which the hotel trinity has been impacted by the covid-19, for which the PESTLE analysis has also been used. It has pointed out several opportunities and threats that various external environmental factors present to the hotel currently and shortly. The impacts of the pandemic on the employees have also been analysed and explained with the help of an employee life cycle. It has shown how the retained workforce can be readjusted in the new environment after the opening of the hotel and also how important it was for the organisation to retain these employees as hiring entirely new staff would have caused many issues.

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