

Research project proposal impact of current challenges on the human resource department relating to recruitment and retention

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Introduction about resource department:

The human resource department of a hotel is important since it focuses on employing workers and employees and focuses on keeping them happy and satisfied to fulfil the goal of the organization. In the recruitment process of an employee starting from screening to acquisition, selection, and improving the condition of future needs, the human resource department plays a vital role (Goswami, 2018). It ensures the employees are satisfied and happy by fulfilling their needs and wants so that the employees can provide good and well-behaved to the customers. In

the hotel business or hospitality management, it is necessary to have a well-mannered employee to grab the attention of the customers. The Royal National Hotel (RNH) which is one of the leading hotels in the hospitality industries of the United Kingdom has been chosen to portray the effect of employee engagement in an organization as well as the role of the human resource department in enhancing employee engagement throughout the employee lifecycle.

THE EMPLOYEE LIFE CYCLE

The employee life cycle visualizes how an employee is connected with the organization which includes the attraction, onboarding, recruitment, development, retention, separation, and advocacy process (Heslin, 2016). From implementing benefit schemes to improving working conditions, the human resource department of a hotel works for the betterment of the employees to ultimately fulfil the target of the organization. The human resource department engages employees in clearing their goals and aims and working abilities providing a work-friendly environment. Employee engagement refers to the connection of the employees with the organization they are working for. It also includes the job and responsibilities, emotional attachments, and company culture. The responsibility of the human resource department is not only to recruit employees rather focus on improving their skills and work. If the employer is not engaged with the employees, the employees have a negative response to their work and outcomes (Moreira, 2018). Through different methods, strategies, and approaches, employees are engaged in work which is ensured by the human resource department. Leadership styles also affect the level of employee engagement in the organization's tasks.

Engaging employees within a team make them able to complete the given task efficiently and effectively. It also removes the communication and cultural barriers that the employees can face while working together which is very common for the hotels as well. Working in a team makes the employees find out their weaknesses and work on those which will make them more perfect in completing any tasks in the future.

Employee lifecycle consists of the following stages:

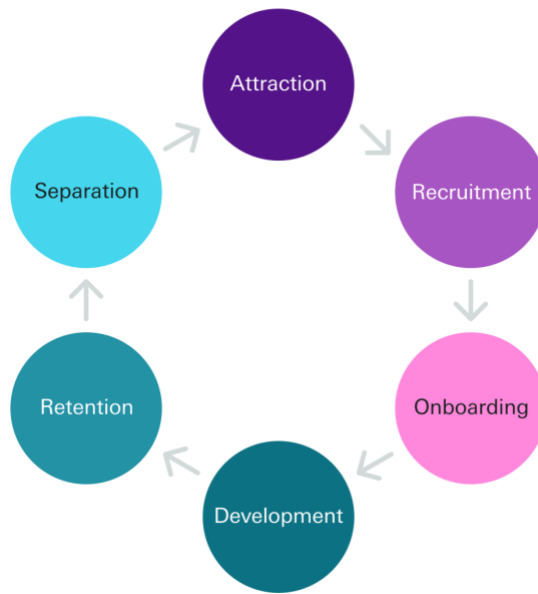


Figure 1: Employee Lifecycle

Source: (Shuck, 2019)

Focusing on corporate strategies, the human resource department takes steps to attract people with different offers to engage with the organization. The offers also include providing necessary information to the people who are potential employees (Rue et al., 2016). Based on the other department's necessity, the human resource department recruits the employees based on the criteria and skills. In the Royal National Hotel, the human resource department asks for the necessary details from other departments such as the customer relationship department, cleaning, and other departments. Then they publish the circular on their websites and newspapers for attracting people who need the job. In the recruitment process, the applicants should face equal treatment from the employers. Not based on personal relations rather the recruitment process should be based on the applicant's skills, personality, and confidence that will make the applicant able to face any difficulties while working for the organization (Nahid Rashid, 2021). In the RNH, the recruiters focus on the ability to face any difficult situations of the applicants. The onboarding stage comes after recruitment where the employees are portrayed with the support and benefits, they are about to get while working for the organization. In RNH, the employees are presented with all the benefits and opportunities they can get from working in RNH. The hotel focus on developing the employee's professional skills which ensure the employees get opportunities to

join different courses or extra activities while working. In the development stage, the employees are going through training sessions through which they are taught about their jobs. In RNH, employees are given proper training on their jobs which needs to be done perfectly.

THE RETENTION STAGE

The retention stage includes the benefits and rewards that are to provide to the employees. The RNH provides extra benefits based on performance quarterly which motivates the employees to focus on performing the organization's objectives (Graen, 2019). Besides, yearly bonuses are given to all employees to make them realize the importance of the employees in the company. In the separation stage which is also regarded as the retention stage, employees are separated based on their performance and working environment. By arranging different inclusive programs, the company can examine the performance of the employees and act on their feedback also. In RNH, employees are separated based on their talents and skills. Those who are not that capable of handling difficult issues are either fired or shifted to work according to their activities.

Engaging employees in a team or a team with another team is one of the challenges for the human resource department since there can be differences in the jobs and psychology of the employees. Employees can be engaged in the following ways:



Figure 2: Ways to Engage Employees

Source: (Cattermole, 2019)

It is necessary to communicate the visions and missions of the organization with the team who will focus on achieving those. If the employees are not aware of the main target, they cannot set personal goals and work for that. If the employees are not updated about the staff of the company, that will enable the employees to draw their conclusions which may not be feasible for the company in the future (Wiley et al., 2017). It is the responsibility of the employer to keep the employees updated with past and present information regarding the company. Setting clear goals is necessary since absurd goals can make both employers and employees fall into a complex situation. Employers should make the employees understand what they want from the employees and how the works need to be done. Encouraging team works makes the employees remove the barriers to communication with other employees as well as exchange ideas and views. As a result, the company will get an efficient outcome.

The employees should get development opportunities. Learning makes a man more capable of doing new things and enhancing knowledge. If the employees are not given the proper scope of development, they will not be able to enhance their knowledge and learn any new things (Whittington et al., 2017). The employees will be encouraged to go for their improvement of skills which will be arranged within the company including arranging different courses related to leadership or arranging a conference with the established companies. Feedback is necessary to understand how effectively the organization is going and whether the employees are satisfied or not (Pincus, 2020). Asking for feedback from the employees will enable them to think that their opinions matter to the organization. Based on the performance or for any given task which is complex, a reward needs to be given to the employees. It will motivate the employees and make them enthusiastic about work more and improve their performance. The ultimate benefit will be for the company to fulfil its goal. A healthy working environment is necessary for the employees which will make them able to concentrate on their work and improve themselves. If there are no necessary tools and the employers are not supportive, an employee can not make a certain decision (Georgiades, 2016). Ensuring a healthy environment that will give the employees scope to make their own decisions based on their skills and knowledge will make the employee engage in a team and work for the company.

The employee engagement model shows how an organization plans to make its employees work more for the organization. It is necessary to set a plan before sending an employee onboarding

which makes the entire process simpler so that the employees need not worry about where to start their jobs. How employees are engaged with the company can be measured easily through the surveys conducted on them (Byrne, 2022). Many scholars suggest that employee engagement depends on employee satisfaction whereas some think that it depends on the enthusiasm of the employee. But the ultimate employee engagement occurs when the employees are satisfied and more enthusiastic about their job.

Among different models related to employee engagement, Aon Hewitt Employee Engagement Model is the most widely used to describe any organization's employee engagement. The model is based on the six drivers which show three outputs for the company. There are the following drivers and outputs:

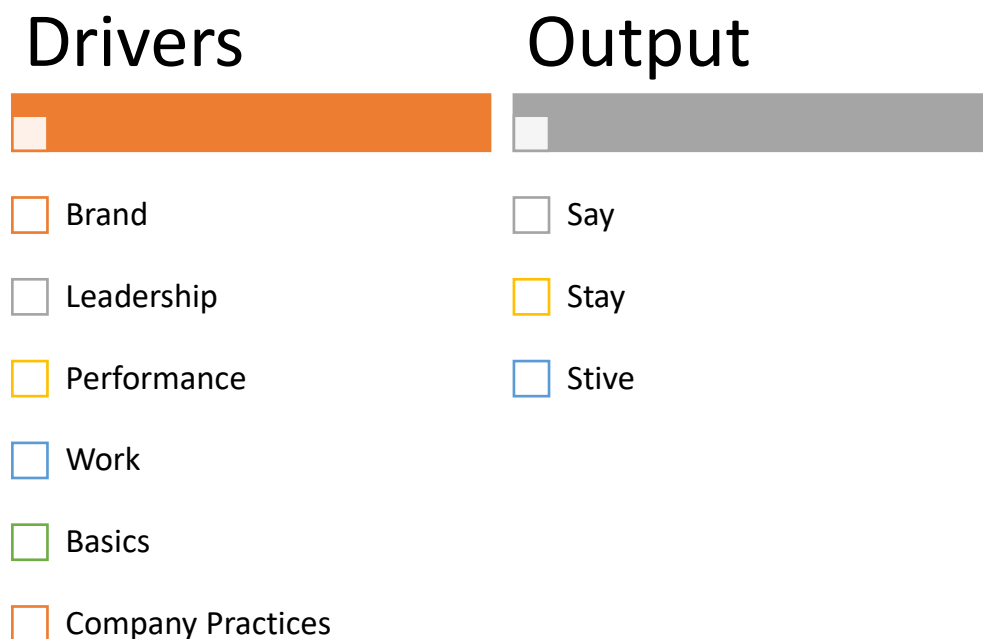


Figure 3: Aon Hewitt Employee Engagement Model

Source: (Stiles & Trevor, 2019)

The model refers that the drivers letting the employees make decisions on the performance of the company. The brand value of the company creates a positive image on the employees for which the employees can expect a good environment as well as a good team to work (IDOWU, 2022). The Royal National Hotel is one of the top-ranked hotels in the United Kingdom. As a result, it has both brand value and a positive image throughout the country which makes the employees

attracted to work there (Huselid, 2015). Leadership styles make differences in employee motivation and working styles. Employees focus on which leadership styles are followed so that they can ensure their development through professional life (Vanhala & Dietz, 2021). If the leader is not democratic, the employees will have less power to make decisions and less scope to develop themselves. On the other hand, leaders following a democratic style make the employees engage more in decision-making and go for the well-being of the company. At Royal National Hotel, the employers follow democratic leadership which allows the employees to share their opinions and experiences with the employers and focus on employee improvement. The overall performance drives the employees to have a positive image of the company (Wahyudi et al., 2022). The RNH has a handsome amount of profit every year through which special bonuses are given to the employees. Work, basics, and company practices are the drivers that push the employees to be more focused on the organization's success. The working time and the ethics that the employers follow are transferred to the employees. The RNH focuses on a culture that does not provide any negative information to employees or job-seeking persons.

The model shows that the drivers results in three output which is the employees will say positively about the company, stay for a long period and strive to work more. If the drivers are not in favour of the employees, the employees will say negative about the company before others, and there is a possibility of not staying for a long period, and not striving to work more. The Royal National Hotel focuses on creating a positive vibe within the hotel so that the employees are satisfied and strive for work. It focuses on the improvement of the hotel arranging different activities that make it one of the top hotels in the United Kingdom.

CONCLUSION:

In the hotel industry, employee engagement is one of the top most priority since good communication and appearances are needed to deal with visitors. The more employees are satisfied, the more they will work for the company which will meet the goal of the company. Otherwise, the company is sure to fail since it can create a negative image before future consumers. Focusing on the cultural practices and leadership styles, companies need to improve to keep the employees in the long run and ensure their satisfaction which will ultimately lead the company to be successful in the future.

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