

How employee feedback and communication paves the way for engagement and retention: The case of Trinity Hotel

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Table of Contents

Introduction and background	3
Methodology and Discussion	4
Primary research methods:	4
General Data Protection Regulation (GDPR)	6
A secondary research for employee engagement and retention of Trinity Hotel	7
Evaluation and Conclusion	9
References	10

Introduction and background

Employee engagement and retention is crucial to long-term success of a business and development of a skilled workforce who will lead the organization. One of the ways to engage with the employees and make them feel as a valued part of the organization is to provide them with correct development and training facilities so that they can thrive in their career (Hussien, 2017). The employees also need to be regularly informed about the goals, vision, and mission of the organization. Building trust and reliability within the workforce is also crucial to an engaged workforce. Engaged employees are the most valuable resources of an organization and therefore ensuring that employees are properly motivated and engaged is just as important as achieving the organizational goals. Trinity hotel went through significant changes during the pandemic. The most challenges were faced by the workforce of the company. Trinity Hotel is located at Hedon Rd, Hull HU9 1NU, United Kingdom. The employees lost their trust in the company after they were laid off due to redundancy. Even though some of them returned to the hotel after this time, there is a huge concern whether this returned workforce is as motivated or engaged as they were before the pandemic (Tyagi, 2021). If this can not be ensured, then the organization will suffer great loss in the coming time as hospitality sector is getting back on its feet and going back to normal. This research proposal will examine the current level of employee engagement at Trinity Hotel. Two research methods will be used here- Primary and Secondary. The primary research will collect data directly from the existing workforce of Trinity while secondary data will look for common way of employee engagement practices within the industry that are effective (Pandita, and Ray, 2018). Throughout the survey a large number of employees will be surveyed to know how they feel about the company currently and how they felt before the pandemic. Employee engagement will provide information about employee retention as these two are closely related. If Trinity Hotel can understand and strategize its employee engagement, then it will have proper set up to make strategies for employee

retention (Gupta, 2017). If the large and motivated workforce is not retained, Trinity Hotel will suffer in the long run.

Methodology and Discussion

Primary research methods:

There are several ways to conduct primary research. The first is to collect data which can be done in several way. The following are some of the methods of data collection:

Direct observation: The training directly observes the work of the employees and identifies the lacking or skill gap of the employees (Driscoll, 2011). The trainer observes technological aspects of the job, employee behavior while performing the job, and functional methodology of the job.

Interview: The trainer talks with the employees face to face either individually or in group. Questions regarding the job are asked to the employees and employees can also be asked to provide information about what they think about their skill gap.

Focus group: The employees brainstorm to understand the skill they are lacking to perform their job. They discuss about the ways of improving their performance and find out efficient ways of working (Hox, and Boeije, 2015).

Surveys: It can be used to determine the performance deficiencies of in a department of Trinity Hotel. A questionnaire is distributed among the employees asking them about the series of questions regarding their job (Chawla, 2019).

Customer feedback: In service industry, such as that of Trinity Hotel, customer feedback is a good way to identify the performance deficiencies of employees. Customer are asked for direct feedback regarding the kind of service they were expecting and if there were any deviation from that service (Valentine, 2009).

Example of a questionnaire: The following is the questionnaire which can be used to conduct primary survey for understanding the employee engagement condition at Trinity Hotel:

Engagement index questions	LEAD (Leadership, Enablement, Alignment, and Development) questions
1) "I am proud to work for Trinity Hotel" (Tick one) - Strongly High - Strong - Medium - Medium Low – Low 2) "I would recommend Trinity as a great place to work to other aspiring individuals" - Yes – Probably – Not certain – No 3) "I rarely think about looking for a job at another hotel other than Trinity" - Yes – Not sure – Sometimes – No 4) "I see myself still working at Trinity in two or three years' time" - Yes – Maybe – No	Leadership 5) "The leaders or top management at Trinity Hotel keep employees informed about what is happening" - Yes - No 6) "My supervisor is a great role model for employees in his team" - Yes - No 7) "The leaders at Trinity Hotel have informed us a vision that motivates me" - Yes - No
	Enablement 8) "I have access to the resources requires to do my job properly" - Yes – Not always - No 9) "I have access to the learning and development opportunities to do my job well" - Yes - Sometime - No

	10) “Most of the systems and processes here support us getting our work done effectively” - Yes - Sometimes - No
	Alignment 11) “I have the understanding of what to do for success” - Yes - Sometimes - No 12) “I receive proper rewards and recognition when I do good work” - Yes - Sometimes - No
	Development 13) “My supervisor or manager has shown a real interest in my career development” - Yes - No – Sometimes 14) “Trinity Hotel is a great place make a contribution to my career development” - Yes - No – Sometimes

General Data Protection Regulation (GDPR)

In conducting survey and other data collection, this research will maintain General Data Regulation (GDPR). It is used for protecting individual, not institutions or organizations. This regulation is intended for data protection of individual which will help the employees of Trinity who will participate in the survey from data leakage to biased parties within the organization (Tamburri, 2020). This law is followed across the European Union. This law can protect the employees making sure that only research conductors have access to the data.

A secondary research for employee engagement and retention of Trinity Hotel

Approaches to employee engagement: There are several approaches through Trinity Hotel can improve its employee engagement and retention. Several researches suggest the following five ways for employee engagement:

Model your core values and emphasize your mission: When employee have a clear idea about the goals and vision of the company, they will have a purpose that inspire them to work. Trinity can make a list of its core values and then train the staffs with these values. The company culture needs to be such that employees will stick to the values (Boudlaie, et al., 2020).

Prioritize feedback: Employees expect feedback from the organization or their superiors. Feedback helps the employees improve their work effort and employees understand where they are actually heading (Ekhsan, Badrianti, and Aeni, 2021). Managers should give feedback in such a manner that is meaningful to the employees.

Concentrate on engaging management: Managers' level of engagement with the employees has impact on their teams. In the US, 34% of the employees are engaged at their work which happens as 35% of their managers report that they are also engaged as well. Employees report that 75% good manager are genuinely engaged with the work (CHIB, 2019).

Coordinate volunteer opportunities: Employees are engaged to the organization when they see that their organization care about making worthwhile contribution to the society. 70% employees believe that volunteering event improve the morale of the employees and 89% believe that such works creates a better environment (Antony, 2018).

Prioritize physical and mental health: Individual are better able to engage with their work when the organization cares about their mental and health wellbeing. Having a company-wide fitness program is highly beneficial for creating an engaged employee.

Benefits of employee engagement: There are certainly several benefits that employee engagement provides to an organization. It ranges from lower employee turnover to increased profitability.

Engaged employees offer the highest level of productivity and efficiency. When employees are happy with their work and the place where they work, it keeps them happier and improves their performance. Lower absenteeism is another benefit of employee engagement. Employees don't make unreasonable requests to skip work when they are engaged with their work. These types of employees also tend to be more loyal to the firm and remain in the organization with an objective. Research shows that engaged employees provide better customer service and contribute more to firm's revenue.

Employee retention strategies: Employee retention is all about sustaining a skilled workforce in the organization for a long period of time so that these employees can work towards the long-term vision of the organization (Alavi, 2018). Retention is an important part of human resource planning that requires organization's genuine involvement for employee engagement. Employee turnover comes at a high cost and therefore, Trinity Hotel can use some ways to ensure employee engagement.

The most important things with retention strategy are to first identify the reasons employees leave. Reasons can be such as job dissatisfaction, better work alternatives, a planned career change, or negative experience in the existing organization (Bake, 2019). At first Trinity Hotel needs to identify the underlying reasons for turnover as it happens. This can be done through conducting a primary research.

After finding the reason, there can be several techniques that an organization can use for better retention rate. The pandemic has changed the dynamism of hotel business and employees as well (Jindal, Shaikh, and Shashank, 2017). Thereby, the organization needs to be responsive to the needs of the employees which have changed after the pandemic. Using rewards and recognition has always been extremely effective in making employees motivated to stay. Another motivator can be providing them with right skills that stand them out as up-to-date and skillful professionals.

Evaluation and Conclusion

The concept of personnel development and engagement in Trinity Hotel is challenged by the changing business ecosystem across the UK and the world. It is important that the hotel invests its resources correctly for ensuring that there is no skill gap and that these gaps are identified on a continuous basis and that the organization develops a proper plan to deal with these skill gaps (Marshall, and Cox, 2018). The Trinity hotel need to work on several issues relating to the employee engagement and motivation. These issues require immediate attention and a proper action plan. The hotel needs to adjust the employees' mindset due to the changing business condition after and during pandemic. This primary research approach to employee engagement through training and development will make employee feel valued within the organization. When employees get the chance to improve their skills, they think that the organization is concerned about their development and this moves the employees to get a clear vision of the organization. There are however several advantages and disadvantages to this primary research method (Walliman, 2010). The data collected through this method is directly from the source and thereby it will be most accurate and up-to-date. This data is more controllable for the company to ensure good research outcome. However, primary research can be quite expensive and time-consuming as well. The researchers have to be careful about selecting sample for the study (Crabtree, and Miller, 2012). Invalid sample will distort the results. Secondary research can be advantageous in a sense that the data is readily available for analysis and is cheaper. However, this type of research can be erroneous because the control environment of data collection might have been compromised (Hox, and Boeije, 2005). Therefore, sometimes such research should be carefully used. This will result in more engaged employees who will remain in the organization for a longer period of time. Whatever research method is used, the organization needs to be careful regarding developing a proper plan of action that will result in higher engagement and retention. There might be no definite answer whether a conclusive result can be found through this research, but this will certainly provide guidelines by which Trinity Hotel can approach an employee engagement and retention

strategy for its long-term HR plan. The pandemic has become a big disruption in this decision-making process.

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