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Personnel Resourcing and Development

**Title: – Impact of current challenges on the human
resource department relating to recruitment and retention**

Research Project Proposal

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Introduction

The objective of this research proposal is to examine the present obstacles encountered by the InterContinental Hotel Group (IHG) regarding recruitment and retention in the hospitality sector. The hospitality industry is currently experiencing notable transformations as a result of various external factors, including Brexit, the COVID-19 pandemic, and inflation. Given its noticeable position within the tourism sector, IHG must confront these obstacles to achieve sustained business success. The report offers a concise summary of IHG, delineates the precise domains that warrant investigation, and underscores the significance of comprehending the ramifications of these obstacles on the recruitment and retention processes. Furthermore, the report investigates prospective remedies by drawing on industry illustrations, such as IHG's approaches. The outcomes of this study will offer significant suggestions to assist IHG in efficiently addressing the present obstacles and enhancing its recruitment and retention strategies.

About the Intercontinental Hotels Group

The United Kingdom is home to InterContinental Hotels Group (IHG), a prominent international hotel chain. IHG serves over a hundred different countries and has a vast variety of hotel chains for guests to choose from. IHG is one of the largest companies in its field, and as such, it encounters several difficulties that affect its human resources department (Voegeli, 2021). The purpose of this study project is to examine the external issues that IHG and the tourism sector as a whole are facing at present and how those difficulties affect efforts to attract and retain staff. IHG can fortify its personnel, boost company efficiency, and keep its place as an industry leader by recognizing and responding to these concerns.

Discussion

The hotel business has difficulties recruiting and retaining employees, an issue that has been researched extensively by academics. This part includes a brief overview of the relevant research, some context, and an examination of how recent events like Brexit, the COVID-19 epidemic, and inflation have affected recruitment and retention. Possible answers will be presented as well, with references to relevant industry examples such as IHG's tactics. The PESTLE framework, which looks at external variables impacting the



hospitality sector, will be used, and IHG's reaction to these problems will be analyzed using the SWOT method.

Many studies have shown the critical role that external influences play in the hotel industry's recruiting and retention efforts. Sindakis and Aggarwal (2022) observed, for example, that Brexit has raised uncertainty about the accessibility and migration of employees, resulting in staff shortfalls and fiercer competition for talent. Recruitment and retention efforts have been significantly hampered by the decline in the number of EU nationals actively seeking work in the UK hospitality industry. The hotel business has been hit hard by the COVID-19 epidemic, which has had a substantial effect on both recruiting and retention.

Employees' sense of secure employment and commitment has been weakened as a consequence of temporary shutdowns and layoffs caused by lockdown measures, travel restrictions, and decreased customer demand (Mao, Morrison and Andres, 2021). Many hospitality workers have sought other employment or left the business entirely as a result of the pandemic's uncertainties and economic difficulties, compounding the industry's retention problems. The hospitality sector is subject to the influence of inflation as an external factor that impacts recruitment and retention. The combination of escalating living expenses and unchanging salaries has played a role in the discontentment of employees and the rise in rates of staff turnover. The study conducted by Stiglitz and Regmi (2023) revealed a significant association between rising inflation and employee retention challenges, especially in the lower-wage job categories of the industry. The hospitality industry is confronted with the task of enticing and retaining skilled personnel, as workers pursue more lucrative prospects in alternative fields.

To tackle these difficulties, viable methods may be carried out. The IHG, being a prominent entity in the hospitality industry, has exhibited efficacious approaches towards augmenting the processes of recruitment and retention (Stoimenov, 2023). An effective strategy involves offering competitive compensation packages, which encompass appealing salaries and extensive perks, as a means of retaining personnel. IHG has adopted various measures such as performance-based incentives, employee recognition initiatives, and career advancement prospects to enhance employee contentment and commitment. IHG acknowledges the significance of providing training and development

opportunities to its employees. The corporation allocates resources towards extensive training initiatives aimed at augmenting the competencies of its workforce and fostering avenues for career advancement within the organization. IHG's emphasis on ongoing learning and development not only boosts employee retention but also elevates the calibre of service rendered by its personnel.

Moreover, IHG recognizes the importance of maintaining a balance between work and personal life, as well as prioritizing the well-being of its employees. The organization has incorporated adaptable work schedules, employee support services, and endeavours to foster diversity and inclusivity. The dedication of IHG towards promoting a favourable workplace atmosphere and providing assistance for the well-being of its employees has a positive impact on job contentment and a reduction in employee attrition.

Utilizing the PESTLE method to analyze the external variables that influence the hospitality business, it becomes clear that political, economic, social, technical, legal, and environmental issues all have a substantial effect on recruitment and retention (Al Rawashdeh and Khaled, 2021). IHG takes proactive action to react to these variables by continuously monitoring changes in government policy, adjusting to economic swings, adopting technology improvements, maintaining compliance with regulatory requirements, and adopting ecological business procedures.



Figure 1: SWOT Analysis of Intercontinental Hotel Group

Source: (Avelar, 2020)

IHG determines internal possibilities and dangers, as well as its strengths and weaknesses, by undertaking a SWOT analysis. IHG is better able to capitalize on its

assets, such as its broad hotel portfolio, its worldwide presence, and its brand recognition, thanks to this study. IHG concentrates its attention on possible skill shortages as well as insufficient staff support mechanisms to correct its inadequacies and ensure that ongoing progress takes place. IHG maintains its position as a leading player in the ever-changing hospitality business by embracing opportunities and minimizing risks.

Other external factors aside from Brexit, the COVID-19 epidemic, and inflation also affect hospitality recruitment and retention. One of these factors is technological advancement. Technology influences recruitment and retention. Technology has revolutionized hospitality businesses, changing employment needs and qualifications. Hotel staff must adjust to new technologies like computerized check-ins and check-outs and mobile customer service apps (Olimovich, 2020). To be productive, companies like IHG need tech-savvy employees. IHG may address technology issues that affect recruitment and retention by pursuing training and proficiency in digital technology. Evolving expectations and preferences are another factor. Millennials and Gen Z choose workplaces with meaning, versatility, and advancement. They look for companies with good work-life balance and principles. IHG has addressed this change in priorities. To improve work-life balance and employee well-being, the company offers flexible work arrangements, remote work, and wellness initiatives.

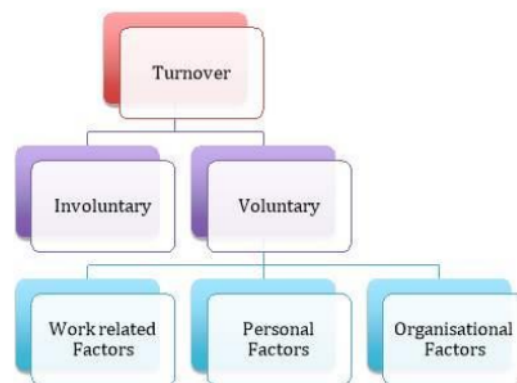


Figure 2: Causes of Turnover in the Hospitality Sector

Source: (Canhoto and Wei, 2021)

IHG can retain the best talent by matching its staff incentive package to current workplace demands. Social and cultural aspects affect hospitality recruitment and retention. Staff members and consumers value inclusiveness and diversity. Diverse and inclusive

workplaces draw more applicants and retain more staff. IHG promotes diversity and inclusion in its employees via diversity training, employee resource groups, and inclusive recruiting. These measures increase workplace inclusivity, employee happiness, and retention. Hospitality recruiters and retainers are also concerned with ecological sustainability. Nowadays workers desire sustainable companies. IHG prioritizes sustainability by using renewable energy, minimizing energy use, and managing trash. IHG can attract ecologically conscious job candidates and boost staff participation and retention by promoting environmentalism.

IHG has carried out talent acquisition techniques that prioritize the establishment of collaborations with educational institutions, the provision of internship programs, and active participation in job fairs. These initiatives enable IHG to identify and recruit young talent at an early stage, providing them with a competitive advantage in the recruitment process. IHG has adopted online communities and social media as a means of recruitment (Marinakou and Giousmpasoglou, 2019). Through the utilization of online job portals, professional networking sites, and social media platforms, IHG can effectively broaden its recruitment efforts and seek a wider pool of prospective employees. The implementation of digital recruiting techniques has facilitated IHG in optimizing the recruitment process and enhancing candidate engagement through improved efficiency and effectiveness. IHG has taken steps to improve staff morale and retention. The company promotes recognition, professional growth, and competitive perks. These retention techniques attempt to foster employee commitment and loyalty to reduce turnover and maintain talented workers (Ghani et al., 2022). IHG values employee input and interaction. The company regularly polls communicate and solicits employee feedback. IHG increases satisfaction with work and retention by including them in decision-making and resolving their concerns.

Recommendation

Drawing upon the outcomes and evaluations delineated in this research proposal, several suggestions can be put forth to tackle the recruitment and retention predicaments encountered by IHG and the wider hospitality sector (Goh and Okumus, 2020). The aforementioned recommendations are designed to augment IHG's capacity to entice and retain skilled personnel, as well as improve overall business performance.

- IHG should maintain its robust relationships with academic institutions by maintaining its internship program and presence at employment fairs. IHG can maintain a consistent flow of qualified persons for recruiting because it makes contact with prospective candidates early on and nurtures and develops talent pools.
- IHG might improve their recruiting efforts by making more use of digital and social media channels. IHG can reach a wider audience and engage a more varied group of applicants via the use of ¹⁰ online job portals, business networking sites, and social media channels. Moreover, using AI and data intelligence in the hiring procedure may facilitate the screening of applicants and increase the precision of final hires.
- Investing in the growth and advancement of IHG's staff should remain a top priority. IHG can promote from within by investing in its staff via extensive development programs. Employee retention and the level of service to customers both benefit from investments in ongoing training programs.
- IHG should prioritize its employees' happiness and health by cultivating a welcoming workplace that respects individual differences. IHG may improve its retention rates by increasing worker happiness and engagement via the introduction of telework, wellness programs, and other employee appreciation initiatives.
- IHG must maintain its green initiatives. IHG can attract environmentally concerned job candidates and improve its image as a socially responsible business by embracing sustainable practices including energy saving, waste reduction, and responsible sourcing.



Conclusion

The present research proposal has examined the current challenges that IHG encounters concerning recruitment and retention in the hospitality sector. Valuable insights have been gained through an analysis of external factors, including Brexit, the COVID-19 pandemic, and inflation, as well as other factors like technological advancements and changing workforce expectations. This report presents a set of recommendations aimed at addressing the challenges faced by IHG. The recommendations include strengthening talent acquisition strategies, embracing digital recruitment, focusing on employee development, fostering a positive work environment, enhancing communication channels,

and embracing sustainable practices. This, in turn, can result in an amelioration of business performance within the constantly evolving and competitive hospitality sector.

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FINAL GRADE

47 / 100

GENERAL COMMENTS

Instructor

47%

Ionut,
this is an adequate report, but think about a
exploring a more professional
report layout for the future- most of this is written
in essay style. You were asked
to conduct a PESTLE and SWOT and it would be
good to see this applied to a specific hotel not
staying generic. There is also scope for more
comparison with other hotels. I would like to see
specific recommendations
written as direct action points.

Grade and Feedback Agreed IV HE 27/06/23

You were required to present a clear SWOT and
PESTLE as part of your Research Report

1. Research-informed Literature 5/10

Your
work must be informed and supported by
scholarly material that is *relevant* to
and *focused* on the task(s) set. You
should provide evidence that you have accessed a
wide *range* of
sources, which may be academic, governmental
and industrial; these sources may
include academic journal articles, textbooks,
current news articles,
organisational documents, and websites. You
should consider
the *credibility* of your sources; academic journals
are
normally highly credible sources while websites
require careful
consideration/selection and should be used

sparingly. Any sources you use should be current and up-to-date, mostly published within the last five years or so, though seminal/important works in the field may be older. You must provide *evidence* of your research/own reading throughout your work, using in-text citations in the main body of your work and a reference list that is alphabetical at the end of your work. Please use the Harvard/APA referencing system.

Specific

to this assignment: *The work should contain at least 20 academic references in support of your work from a variety of valid and reliable sources. A reference list should be provided using UWTSD's Harvard referencing conventions.*

2. Knowledge and Understanding of Subject 14 /25

Your work must demonstrate the growing extent of your knowledge and understanding of concepts and underlying principles associated with the subject area. *Knowledge* relates to the facts, information and skills you have acquired through your learning. You demonstrate your *understanding* by interpreting the meaning of the facts and information (knowledge). This means that you need to select and include in your work the concepts, techniques, models, theories, etc. appropriate to the task(s) set. You should be able to explain the theories, concepts, etc. meaningfully to show your understanding. Your mark/grade will also depend upon the *extent* to which you demonstrate your knowledge and understanding; ideally each should be complete and detailed, with comprehensive coverage.

Specific

to this assignment: *You should demonstrate knowledge and understanding of the theories/models associated with engagement and methods use to obtain levels of*

*engagement within a workforce.
You should demonstrate a sound understanding of the
impact of current
challenges the industry is facing with regards to
retention.*

3. Analysis

12/25

Your work must contain evidence of logical, analytical thinking, evaluation and synthesis. For example, to examine and break information down into parts, make inferences, compile, compare and contrast information. This means not just describing What! But also justifying: Why? How? When? Who? Where? At all times, you must provide justification for your arguments and judgements. Evidence that you have reflected upon the ideas of others within the subject area is crucial to you providing a reasoned and informed debate within your work. Furthermore, you should provide evidence that you are able to make sound judgements and convincing arguments using data and concepts. Sound, valid conclusions are necessary and must be derived from the content of your work. There should be no new information presented within your conclusion. Where relevant, alternative solutions and recommendations may be proposed.

Specific

to this assignment: *You should critically evaluate your sources, synthesis of information from your research and academic theories/ models and draw appropriate conclusions and recommendations. Critically analyse the political, economic, sociological, technological, legal and environmental impact on retention within the industry, specifically your hotel.*

4. Practical

application and deployment 11 /25

You should be able to demonstrate how the subject-related concepts and ideas relate to real world situations or a particular context. How do they work in practice? You will deploy models, methods, techniques, and/or theories, in that context, to assess current situations, perhaps to formulate plans or solutions to solve problems, some of which may be innovative and creative. This is likely to involve, for instance, the use of real world examples and cases, the application of a model within an organisation and/or benchmarking one organisation against others based on stated criteria. You should show awareness of the limitations of concepts and theories when applied in particular contexts.

Specific

to this assignment: *The report should include the current challenges faced within the industry and critical analysis of the affects of this, including, highlighting the importance of retention within the industry and why this is beneficial to the organisation.*

**5. Skills
for professional practice 5/15**

Your work must provide evidence of the attributes expected in professional practice. This includes demonstrating your individual initiative and/or collaborative working. You must communicate effectively in a suitable format, which may be written and/or oral, for example, essay, management report, presentation. Work should be coherent and well-structured in presentation and organisation.

Specific

to this assignment: *The report should be presented using a project proposal as demonstrated within the assignment guidance notes. The content should be of a professional standard with correct spelling, grammar, justified text and a logical flow to*

your discussion. The work needs to be supported with citations which should be referenced using the Harvard method, including a variety of relevant and up to date sources.

PAGE 1

PAGE 2

PAGE 3



Comment 1

more factual detail needed

PAGE 4



Comment 2

interesting issues raised here



Comment 3

very good and very up to date

PAGE 5



Comment 4

these are relevant issues but not well applied to your specific hotel



Comment 5

is this copied rather than original?

PAGE 6



Comment 6

good focus on generations



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image not helpful



Comment 8

good discussion but too much like an essay



Comment 9

you were asked for advice for the GM of a specific hotel