

How to engage employees Generation Ys or Generation Zs throughout
the employee lifecycle?

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The essay is going to shed light on the ways of engaging employees of Generation Z throughout the employee lifecycle within a large hotel. The function of the entire relationship between a company and the employees is precious for engaging employees which ultimately helps in ensuring the improvement of workforce culture (Rameshkumar, 2020). In this context, employee lifecycle refers to the human resource model of defining the relationship between the organisation and each of the employees (Zhang et al., 2019). All the states an employee advances thoroughly in a large hotel along with the role of Human Resource for optimising employee engagement process get reflected in the employee lifecycle. HR has a huge role in fostering a stimulating workplace where the individual contributions of all the staff members are appreciated and valued.

The characteristics of Generation Z have been spoken about in an in-depth manner in terms of understanding the ways of ensuring employee engagement. The advantages of team engagement have been a significant part of this essay. The employees' lifecycle based on attraction, recruitment, onboarding, development, retention and separation has been demonstrated as well. Employee engagement models have also been incorporated by discussing the ways of implementing employee engagement in a large hotel.

Human resources have the role of ensuring the right skills, environment or required tools for the staff members in order for them to do their duties as effectively as they possibly can. In a large hotel, human resources have the responsibility of overseeing the annual performance appraisal process of the hotel. As stated by Bhardwaj and Kalia, (2021), HR takes response for enhancing the staff participation by building a positive work culture and supporting managers in their efforts. For that, HR has to shed light on giving recognition and rewards along with constructive feedback, especially in a large hotel. Acknowledgement of individual strengths and contributions is also a major part of HR responsibilities to ensure employee engagement in a large hotel (Arasli *et al.*, 2020).

In the hospitality industry, the focus of HR should rely on recruiting, and training developing workers so that the employees can provide high-quality services to each of the customers. In a large hotel, as HR serves as the bridge between employees

and management, HR streamlines communication between these two while abiding by the Occupational Safety and Health Administration (OSHA) safety codes (Jacobs, 2023). In the hospitality industry, HR responsibility consists of instilling a sense of loyalty among the employees throughout the employee lifecycle of Generation Z. Employee reward schemes, hiring and training procedures are significant contributions of HR to large hotels by implementing employee recognition programs.

Even though not all Generation Zs have the same characteristics, the following values and characteristics have been found among Gen Z employees in the workplace in recent years. After common exposure to various forms of technology in their private lives, employees tend to expect the use of modern technologies at the workplace (Yu *et al.*, 2022). However, Generation Z employees prefer a balance between in-person interactions and virtual communication as it helps in developing professional relationships which help in the future development of careers. Generation Z employees are not tolerant of authoritarian environments as they grew up with the ability to share their opinion, they also expect their innovative ideas to be valued at the workplace in terms of developing the hospitality industry in future.

Value alignment is highly significant to Generation Zs as it can help in adding a positive impact on society (Gabrielova and Buchko, 2021). Generation Z employees are more interested in a workplace environment that certainly reflects on the diversity of society, is advocative of equality and has an inclusive perspective towards each background and identity. Generation Z employees are also highly concerned about climate change. If the hospitality industry is focused on waste management, recycling and any other sustainable activities, it can help in engaging Generation Zs in a large hotel (Kymäläinen *et al.*, 2021). Work-life balance has become one of the top priorities in the professional career of Gen Zs (Kirchmayer and Fratričová, 2020). Generation Z employees like to be clear about the expectations and policies of large hotels while ensuring they support their commitments.

In a large hotel, engaging a team is one of the most significant responsibilities of HR. After requirement, training and developing skills based on the job role of each employee. For that, skill-specific training along with comprehensive onboarding can

be trained for the employees in the hospitality industry (BOSTON, 2019). Apart from training, the employees must be given verbal as well as written praise at the workplace. Rewards and incentives are most significant for ensuring Generation Z employee motivation in a large hotel. For instance, the HR of Royal National Hotel in the UK has not only focused on training and development through the ILH Group Academy but also prioritised employee recognition awards, social events like Christmas and local discounts at restaurants and gyms (Royal National Hotel, 2023).

On the other hand, creating team bonding activities like prioritising team meals, and organising holiday parties helps engage a team in a large hotel. HR has the responsibility of setting individual budgets or team budgets for training employees, spending on group professional development can be easier for the team leaders and other managers in large hotels. HR must rely on boosting transparency in each team by sharing the challenges, the plans and even the changes required in each operation and safety protocol (Ghani *et al.*, 2022). This can help in engaging team members while retaining each employee of Generation Z for a longer period. For example, the HR must focus on soliciting and acting on feedback in terms of engaging a team in a large hotel. For that, the leaders and managers in large hotels must

The employee lifecycle model refers to the way of identifying various stages of employees' experience at the workplace. The human resource model of the employee lifecycle is highly significant in terms of tracking the entire journey of an employee at an organisation (Itam *et al.*, 2020). In this context, when employees get to know about an organisation, the job role and opportunities and decide to continue through the recruitment process, hiring, and onboarding, it leads to the professional development of employees by retaining them. Until the employees leave or get separated from the company, the employee lifecycle does not end. The stages of the employee lifecycle are Attraction, Recruitment, Onboarding, Development, Retention and Separation (Rantamäki, 2022). From the initial stage of the workers development process, relationships between the employee and the employer start when the employer or the HR focuses on showing the brand potential to the employees. HR

attracts potential employees by showing the perks and benefits, workplace culture, career advancement opportunities and others of working in a large hotel.

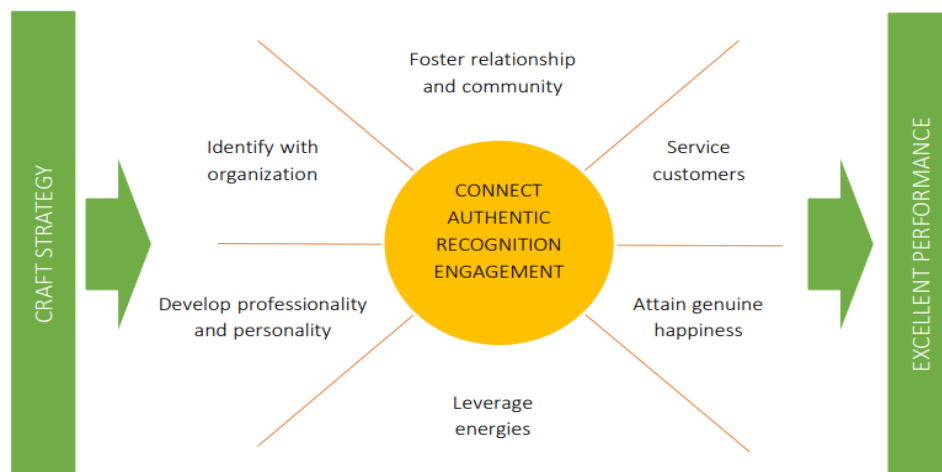
The entire employment cycle is supported by an applicant tracking system, talent acquisition software and other HR technologies during the requirement process of the employee lifecycle model. In the hospitality industry, the HR department has turned to an applicant tracking system (ATS) in order to manage job applications and postings (McDonald *et al.*, 2023). ATS is significant for large hotels as it helps in filtering applications and ranking candidates based on the experience or skills of each candidate while scheduling initial virtual interviews. In the onboarding stage, the new employees are guided about the job role, the suitable tools or information regarding the job role and organisational goals by ensuring the integration of company culture by the new employees. In a large hotel, new employees are treated in a way so that they can get detailed knowledge about the identity or the access management system of large hotels by controlling their access to critical information.

In the employee development stage, professional development of employees and employee feedback such as one-on-one check-ins and performance reviews are given. In large hotels, frequent feedback to employees can help in boosting employee engagement. It has been found that Generation Z employees are highly interested in using AI and automation in the workplace (Jetha *et al.*, 2021). Therefore, the HR of large hotels must focus on using AI or other business analytics so that hotel employee experience can be improved by streamlining operations and providing personalised services to the target audience. It has been found that employee engagement of Generation Z has improved after the use of AI. In addition, the tech stack of large hotels consists of software that helps in employing machine learning and artificial intelligence by reducing operational costs. For instance, as noted by Jarrett, the CEO of BC Hotel Association, technology has made hospitality tasks such as booking patterns easier like never before (Korstrom, 2023). In the fifth stage of the employee lifecycle called retention, HR professionals utilise talent management software in terms of monitoring continued learning and succession planning of employees by identifying candidates suitable for increment in a large

hotel. Engaging employees of Generation Z can only be ensured by continuous evaluation, training and recognition while retaining employees.

In the final stage of the employee lifecycle, the employment life cycle reaches its conclusion based on recruitment, personal reasons or even new employment. The HR of large hotels must analyse the reasoning behind the resignation by understanding Generation Z employee requirements can be fulfilled. In the separation stage, HR has to be positive and ask for honest feedback from the existing employees or the ones who leave the company (Subbaiah, 2023). It has been seen that the loss of a valued employee often becomes a reason for decreasing the overall team morale. In a large hotel, HR must ensure the existing employees that the team will always be there for recovery and growth if the team members aim to concentrate on reaffirming commitment in future. In a large hotel, if the HR can motivate employees to do their best, retaining a fantastic team can be easier.

The Zinger Model of employee engagement refers to the significant aspects in order to fluence employee engagement at a workplace.



Zinger Model of Employee Engagement

(Delbahari *et al.*, 2019)

As per the bottom row of Zinger's pyramid, enhancing well-being, enlivening energy, making meaning and leveraging strengths are the necessities of employees which

can help increase employee engagement in the employee lifecycle (Rachapalli, 2021). In the second row of uniting the organisation of Zinger's pyramid, building relationships among team members, fostering recognition and mastering moments are significant for enhancing connection, soliciting input and understanding the challenges of employees in a large hotel. In the third row of boosting performance, HR has the role of maximising employee performance and marking progress through rewards and incentives (Delbahari *et al.*, 2019). Acting authentically and maintaining transparency with the employees of Generation Z are the best ways of employee engagement in a large hotel.

From the above discussion, it can be concluded that employee engagement has significant benefits for the business of the hospitality industry including improved customer satisfaction, increased profitability and increased productivity and engagement. Employee engagement in a large hotel can help in promoting excellent service for guest satisfaction and ensuring employee retention in the hospitality industry. It has been also found that Generation Z employees are highly interested in implementing technologies and having work-life balance in the hospitality industry. Throughout the employee lifecycle, HR focuses on developing and retaining Generation Z employees while ensuring business growth in a large hotel. Lastly, based on Zinger's pyramid, employee engagement can be ensured by building relationships among team members and fostering recognition in a large hotel. Therefore, if the HR of a large hotel focuses on maximising employee performance and engagement, it can certainly help in making progress in business in future.

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