

How emphasizing organization's values and vision will ensure employee engagement and retention after the pandemic: A study based on Trinity Hotel

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Introduction and background

Employee engagement is an organization approach that makes all the members of an organization committed to their works, motivates to contribute to organizational success, follow the organizational values and provides an enhanced sense of self-development (Sun, and Bunchapattanasakda, 2019). Trust, reliability, integrity, honesty, communication, and cooperation are required for employee engagement. With an engaged workforce, comes employee retention which involves setting up strategies to make sure that skilled and valuable workforce remain employed and productive. If an organization can ensure employee engagement, it will most likely result in higher retention rate (Osborne, and Hammoud, 2017). Employees are asset to the organization and losing such valuable assets is a huge waste of organizational resources. Thereby, it is in the best interest of an organization to create a self-motivated and proactive workforce. The pandemic that started in 2020 has taken a toll on the hospitality sector and major changes incurred in the industry. Trinity Hotel is a hotel chain operating across UK, Germany, and some other European countries. This hotel has a large number of employees who went through major shifts during the pandemic (Im, Kim, and Miao, 2021). Some workers have rejoined the hotel after the pandemic. Trinity had to lay off a large number of its workforce due to the redundancy occurred during the pandemic as work went mostly remote or from home. This is a research proposal for ensuring employee engagement and retention of Trinity Hotel. As the pandemic is coming to an end, the mindset of employees might have also changed over the last one and half year. Hospitality industry went through major shifts and disruption which has made employees feel insecure about their job and career prospect in this sector (Davahli, et al., 2020). This research proposal will develop the methodology of primary and secondary research for Trinity Hotel in order to determine the level of employee engagement at the hotel after the pandemic and the way it can retain its skilled employees. The primary research method involves conducting research by collection data directly from the subject matter while secondary research method involves collection of data from third party sources in which data is already prepared for use. These two types of research method will establish the ways Trinity Hotel can create a more engaged workforce who will be committed to the organization and fully devote

themselves for successfully attain the goals of Trinity. The research would be done in a controlled environment to ensure confidentiality of data collected from the employees.

Methodology and Discussion

Primary data collection methods

The following four methods will be used to collect the data for primary research of Trinity Hotel's employee engagement and retention. In order to get a holistic view of the condition of the workforce, these three methods will be used. Each method has certain advantages and disadvantages, and data collected using the three methods will compensate for any bias or inaccuracy inherent in data collection:

Interviews: Employees will be directly interviewed by asking a series of questions about their job condition, job satisfaction level, job security, motivation to work, level of happiness, and if they feel like they are working towards achieving the goals of the organization (Stokes, 2017). The interviewees will also be asked about their expectation from the organization and that of from their peers.

Surveys & Questionnaires: The second approach will be based on a questionnaire. It will have several open-ended and close-ended questions that will ask job satisfaction and engagement related questions (Cypress, 2018). Both qualitative and quantitative data will be collected from a sample of 500 employees. All this information will later be recorded using statistical tools and analysis will be done on them.

Observation: The employees will be observed when they are working. The observation will involve looking for the way and approaches employee use to work, their level of coordination with their peers, their commitment to work, how they connect with the guests of the hotel, and finally how they communicate with everyone in the organization (Patten, and Newhart, 2017). Observation will be extremely effective for understanding the subtle behaviours that employees show when they work. It will give more accurate information regarding the employees' connection with their job.

Sample Survey Questionnaire:

1. I am proud to work for Trinity Hotel (- Yes - Maybe - No)
2. I would recommend Trinity as a great place to work (- Yes - Maybe - No)
3. I rarely think about looking for a job at another company (- Yes - Sometimes - No)
4. I see myself still working at Trinity Hotel in two years' time (- Yes - Probably - No)
5. Trinity motivates me to go beyond what I would in a similar role elsewhere
(- Yes - Sometimes - No)
6. The leaders at Trinity keep people informed about what is happening (- Yes - Sometimes - No)
7. My manager is a great role model for employees (- Yes - Sometimes - No)
8. The leaders at Trinity have communicated a vision that motivates me (- Yes - Sometimes - No)
9. I have access to the things I need to do my job well (- Yes - Sometimes - No)
10. I have access to the learning and development I need to do my job well
(- Yes - Sometimes - No)
11. Most of the systems and processes here support us getting our work done effectively
(- Yes - Sometimes - No)
12. I know what I need to do to be successful in my role (- Yes - Sometimes - No)
13. I receive appropriate recognition when I do good work (- Yes - Sometimes - No)
14. Day-to-day decisions here demonstrate that quality and improvement are top priorities
(- Yes - Sometimes - No)
15. My manager (or someone in management) has shown a genuine interest in my career aspirations
(- Yes - Sometimes - No)

General Data Protection Regulation (GDPR)

Personal data are the information relating to an identifiable natural individual and the term GDPR comes only in case of personal data. This law protects individuals from data leakage. Without the consent of the individuals, data cannot be revealed to outside parties other than the party intended to use the data and to which the individual consented (Voigt, and Von dem Bussche, 2017). GDPR does not apply to any legal entity such as corporations or institutions. The research proposal relating to Trinity Hotel's employee engagement will collect primary data directly from the staffs and personnel working there. These data fall into category of personal data and therefore, will be subject to GDPR. Employees might hesitate to provide feedback regarding the hotel. In order to tackle that GDPR will be followed to protect their data to biased parties. Only those involved in the research will have access to this data. Any violation of data protection will be dealt under the General Data Protection Regulation (GDPR) (Goddard, 2017).

Employee engagement:

The efforts that employees put forth for achieving the organizational goals are reflected when the organization actually achieves those goals. When employees take initiatives and work on their own outside of regular works for sustaining the organization in the long-term, it is visible that they are self-motivated and their vision for the organization is clear and right on track (Young, et al., 2018). This is how employee engagement should look like in Trinity Hotel as its employees get back to their regular but changed work habits.

Approaches to employee engagement:

Several studies that suggest several approaches to employee engagement. The following discusses some of those methods that might result in higher employee engagement and retention at Trinity Hotel:

Model your core values and emphasize your mission: Understanding the values and missions of the organization set clear paths for employee. This helps them understand what the organization wants them to do and how they should proceed with those initiatives. Trinity Hotel should train its employees in a manner so that the core values are ingrained within them.

Prioritize feedback: Getting feedback makes the employees feel valued within the organization (Motyka, 2018). Statistics shows that employees become 45% more productive when they receive a constructive feedback of their work containing the good and faulty sides of their performance.

Recognize hard work and accomplishments: Employees work hard to achieve organization's goals, but they expect something in return other than their regular compensations. Therefore, when the firm recognizes their efforts and achievements in front of the whole organization, employees get a feeling of self-worth which gives them more motivation to work forward.

Prioritize physical and mental health: Productivity is better when the employees are physically and mentally in good shape. It is important to regularly monitor the health of the staffs to ensure that their health issues are not creating a barrier to their work (Uddin, Mahmood, and Fan, 2019). Therefore, providing the employees with health guidelines and tips can work as a good organizational practice.

Provide career development opportunities: A long-term career development is desirable for each employee. If an organization shows strong commitment and allocate its resources for the career development of the employees, there is likely to be highly committed workforce that will feel safe working for the organization.

Benefits of employee engagement:

Employee engagement is important for ensuring a motivated and productive workforce. Organizations thrive on the productivity and job satisfaction level of employees. According to a research, 90% of the organizations where employees are highly engaged have seen consistent and higher performance compared to the ones where employee engagement is found low. Higher employee retention is observed in organizations where employees are highly valued and appreciated, and their works are recognized (Srivastava, and Singh, 2020). There are numerous occasions when employees just did not routine works because they felt that doing something beyond what is required brings them nothing.

Therefore, they are not satisfied with their job, work environment, and organizational culture.

Employee retention

Employment in an organization is a contractual obligation, therefore, when employees feel that they have done enough to fulfill the obligation, they leave the workplace for a better one (Yadav, and Morya, 2019). This is the types of situation where an organization fails to keep its skilled workforce. Employee retention is about keeping the workforce under employment for a sustained period of time. Higher employee retention rate is highly correlated to organization success. Employees who remain in an organization for a long time generally tends to work for a long-term goal attainment. Trinity Hotel needs to make sure that it retains it skilled staffs by creating positive impact in their lives.

Employee retention strategies

Employee retention is related to employee engagement. As employees become engaged to their works they tend to stay longer in that organization (Immaneni, and Sailaja, 2020). Trinity Hotel needs to make sure that the level of employee engagement is higher as they employees rejoin the organization after the pandemic. However, engagement does not necessarily guarantee retention. Retaining employees require more efforts such as encouraging a healthy work-life balance, gaining trust of the employees, providing development opportunities, build strong team connection, and foster positive behavior among the employees. These are critical issues in a workplace that are difficult to handle, but ensuring them will give Trinity Hotel a higher value addition as the pandemic comes to an end. Without setting up a plan of action and strategies to back them, Trinity hotel might lose the confidence of its employee, and there will be higher turnover in the coming few months as the economy and hospitality sector revives.

Evaluation and Conclusion

Primary research and secondary research both have their respective advantages and disadvantages. These two researches will be used in the research of Trinity Hotel's employee engagement. Using primary research, the data will be more up-to-date. Since, data will be collected by trained professionals, data accuracy and reliability will be higher (Veal, 2017). Data validity and currency will also be possible in this case. This research method will ensure good control over the research method and will be customized based on the workforce management of Trinity Hotel. However, it will be quite time-consuming and costly. Interviewing a large sample size for a significant result will take time (Nunkoo, 2018). Furthermore, the size of the sample can be point of contention. The size must be large enough to produce a statistically significant result, otherwise, conducting the research will produce inaccurate results and findings. Secondary research on the other hand is less expensive and requires less time since all the required researches were already done by a third party. However, this type of research might not be reliable and up-to-date. If the research has been done a long time ago then it will not be applicable in the current situation because Trinity Hotel will be checking its employee engagement for the post-pandemic situation. Post pandemic hotel management and workforce management changed completely, therefore, it is necessary that secondary researches that will be used are based on post-pandemic (Soelton, 2018). The proposed method involving the research of employee engagement will be effective because the data that will be collected in the research will be based on the existing Trinity Hotel workforce. Data directly from them will be highly reliable and free of bias. By conducting statistical analysis and finding statistical relations among the data can show how the employees perceive the organization and what sort of expectation they possess from their higher management. Using the feedback from the employee Trinity Hotel will be able to understand the gap that exists between the workforce and the management. If they management can implement new set of strategies and approaches to deal with the employee, Trinity hotel will be able to ensure better job satisfaction and eventually higher employee retention rate (Draper, Young Thomas, and Fenich, 2018). Though there will be some inherent shortcoming in the overall research, it is expected to provide a statistically significant result for taking new HR policies at Trinity Hotel.

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