

Assessment 2

by Vasile Tudosie

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Personal Resourcing and Development

BMIH5005 – Assessment 2

Research Proposal Topic: “What are the current challenges that the hospitality industry is facing that is affecting business performance.”

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Hotel: Hilton Hotel Metropole

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Introduction and Background

This proposal selected the Hilton London Metropole, one of the largest and most renowned hotels in London. It has over a thousand rooms and suites, so it can accommodate everyone from business travellers to families on vacation (Ntounis et al., 2021). Even though the Hilton London Metropole is a large and well-known hotel, it is not immune to the challenges presently facing the hospitality industry. The retention of employees will be one of the primary concerns of this proposal. The hotel industry is notorious for its high attrition rates, which can be particularly problematic for establishments like the Hilton London Metropole that rely on their staff's expertise to provide superior customer service (Khan et al., 2021).

Several variables may impact employee retention in the hotel industry (Chandani et al., 2016). Due to a dearth of qualified personnel, hotels may have trouble attracting and retaining top talent, which is one of the most significant challenges. In addition, there may be issues at the management level, such as a lack of open communication channels, inadequate training, and limited opportunities for advancement. These variables may influence employee dissatisfaction and attrition. With a focus on how they impact employee retention, this proposal will look into these and other challenges facing the Hilton London Metropole and the larger hospitality sector. This study project seeks to aid the hotel and other industry stakeholders in enhancing business performance and employee satisfaction by identifying the fundamental causes of these challenges and proposing effective solutions.

Discussion/ Literature Review

According to Ali et al. (2020), a significant role in many countries' economies is played by the hospitality industry. Hotels, restaurants, and tourism are just a few of the many sub-sectors that make up the industry. However, the hospitality industry has a number of challenges that impact its performance, including employee retention. The factors that affect employee retention in the hospitality industry have been the subject of a large number of studies. Another research by Alonso et al. (2020), discovered that significant factors that affect employee retention in the hospitality industry include job satisfaction, organisational commitment, and job embedding. Similarly, Davahli et al.

(2020) discovered that, job satisfaction, organisational commitment, and job embeddedness are critical drivers of employee retention in the hotel industry.

Further Armstrong and Taylor (2020) studies that, in the hospitality industry distinct factors that impact employee retention have been discovered by other studies. Harassment in the workplace has been shown to have a negative impact on employee retention in the hospitality industry. Job stress and work-family conflict were also revealed to be significant factors in employee turnover in the hospitality industry.

Khan et al. (2021), discovered that in the hospitality industry, effective training and development programs increase employee engagement and retention. Furthermore, research has revealed that employee turnover has significant financial consequences for the hospitality industry. Khan et al. (2021) also revealed that hotel financial performance is significantly impacted by employee turnover.

Japutra, A. and Situmorang, R. (2021) also claim that the impact of leadership and management methods on employee retention in the hospitality industry has also been the subject of additional research. Martínez-Martínez et al. (2019) observed that good leadership and management strategies including communication, recognition, and support are critical in the hospitality industry to retaining employees. Transformational leadership has a favourable impact on employee retention in the hotel industry, according to a different study by (Asadi et al., 2020).

Moreover Eldor and Vigoda-Gadot, (2017) analysed that, the impact of technology on employee retention has also been studied, as it is quickly becoming a significant component in the hospitality industry. Technology adoption can have a significant impact on employee retention in the hotel industry. The research concluded that introducing new technologies into the workplace improves worker satisfaction and has the potential to boost employee retention.

Furthermore, Torrington et al. (2020) stated that the impact of various factors, such as BREXIT, COVID-19, and inflation, is currently causing the hospitality industry to face unprecedented challenges. Employee requirements and retention within the industry have been significantly impacted by these factors. In the hospitality industry in the UK, BREXIT has had a significant impact. A skilled labour shortage has been one of BREXIT's most significant effects. There is a significant talent shortage in the UK hospitality industry

as a result of many European Union workers returning to their home countries. Hotel employee turnover rates have increased as a result of the challenging recruitment and retention of skilled workers due to the skills shortage.

Yacoub and ElHajjar, (2021) mentioned that a significant impact on the hospitality industry has been caused by the COVID-19 pandemic. Government regulations caused many hotels to close down or operate at reduced capacity, which in turn caused the loss of jobs and increased financial strain on the economy. Hotel operations have been altered as a result of the pandemic, with a greater emphasis placed on health and safety precautions, resulting in higher operating expenses and lower guest revenue. This has had an impact on employee retention by reducing funding for training and development. The need for and retention of employees in the hospitality industry has been significantly impacted by inflation, which is another significant concern (Martínez-Martínez et al., 2019). Hoteliers have found it challenging to remain competitive in the market as a result of the rising cost of living, which has forced them to raise their wages. In addition to lowering hotel profits, higher wages have increased hotels' labour costs. Lower employee retention rates are a result of hotels finding it challenging to invest in employee training and development.

Riyanto et al. (2021) stated that, the current affairs of BREXIT, COVID-19, and inflation have had a significant impact on the employee requirements and retention of the hospitality industry. These factors have made it challenging for hotels to find and keep skilled workers, engage in employee training and development, and maintain market competitiveness. Innovative solutions are needed to address these challenges, solutions that get to the heart of the problems and place a premium on employee happiness and satisfaction.

Djajasinga et al. (2021) mentioned that there are a number of potential solutions that organisations can use to address the challenges that the hospitality industry has in terms of employee retention. In order to improve morale and foster a healthy work environment, organisations should first focus on employee engagement initiatives (Djajasinga et al., 2021). For example, Marriott International has put in place a global employee engagement and recognition program called "TakeCare" that offers wellness initiatives, professional development opportunities, and employee recognition initiatives.

Second, the hospitality industry may profit from attracting and retaining excellent employees by providing competitive compensation and benefits packages. For example, Hilton Worldwide provides its employees with a variety of perks, such as health insurance, retirement plans, and hotel and restaurant discounts.

Third, one of the best ways to keep good employees is to give them opportunity to improve in their current position (Khan et al., 2021). When companies invest in their employees' growth and advancement, they can provide them with training and development programs, mentorship opportunities, and leadership training. For example, AccorHotels' "Leadership Academy" program provides individualised instruction to every level of employee. As a result, the adoption of new technology can increase both job satisfaction and employee retention rates, which is the fourth benefit. According to Darvishmotevali et al. (2020) processes may be streamlined and the employee experience improved with the use of technological solutions like mobile apps, digital communication tools, and automation software. For example, Four Seasons Hotels & Resorts has created a smartphone app that gives employees access to work schedules, vacation requests, and training and development resources  7

Alonso et al. (2020) stated in their study that facilitating productive lines of communication and feedback can boost employees' sense of worth and motivation. Regular performance reviews, employee surveys, and feedback sessions are all strategies that can help businesses improve communication and response times to employee concerns. For example, InterContinental Hotels Group's "My Voice" program provides an online forum for employee feedback and idea sharing with senior leadership.

Evaluation and Conclusion

It is concluded ⁹ that the significant challenges are having an impact on employee retention rates in the hospitality industry. Staff shortages, a lack of training, ineffective management, and external factors like BREXIT, COVID-19, and inflation are just a few examples of the challenges that businesses face. The current challenges facing the hospitality industry and their impact on employee retention have been looked at in this research project proposal. Costs, productivity, and customer satisfaction may all take a hit if a company has a high rate of employee turnover. Employee engagement,

competitive compensation and benefits, opportunities for professional growth, the use of new technologies, open lines of communication, and constructive criticism are all factors in keeping good employees around.

It is suggest that businesses focus on implementing employee engagement programs, providing competitive compensation and benefits packages, providing opportunities for career advancement, embracing new technologies, and providing efficient channels for communication and feedback in order to address these challenges. When it comes to retaining talented employees, the hospitality industry confronts a number of complex and multifaceted challenges.  8 ever, organisations can take proactive measures to address these challenges and create an environment that attracts and retains exceptional employees. This proposal outlines a number of measures that businesses operating in the hospitality industry should take. ¹¹ As a direct result of these efforts, the hospitality industry as a whole will experience increased success and expansion.

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Assessment 2

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Assessment 2

GRADEMARK REPORT

FINAL GRADE

63 / 100

GENERAL COMMENTS

Instructor

63

Vasile,
this is a good report which is set out in a basic report format but uses too much of an essay discussion in some parts of your key analyses. You have drawn on practical and industry sources as well as academic sources. There is good comparison with other hotels. I like your conclusions, although recommendations should be more direct, and the whole paper gives a mature and thoughtful discussion.

Grade and feedback Agreed , however care should be given to the submission requirements as this had not been submitted as a report.

HE (IV) 27/06/23

1. Research-informed Literature 4/10

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 16/25

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

17/25

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 16/25

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 10/15**

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



Comment 1

basic table of contents

PAGE 2



Comment 2

Basic intro though more detail would be useful

PAGE 3



Comment 3

some very good points here



Comment 4

the detail on this technology would be interesting

PAGE 4



Comment 5

You were asked for these issues as part of a PEST and SWOT



Comment 6

good examples

PAGE 5



Comment 7

Good examples

PAGE 6



Comment 8

These recommendations should be in a list

PAGE 7

PAGE 8
