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Table of Contents

1. Introduction and Background	3
1.1. Whitbread Hotel	3
2. Discussion/Literature	4
2.1. PESTLE Analysis.....	4
Political.....	4
Economic.....	5
Social.....	5
Technological.....	5
Legal.....	6
Environmental.....	6
3. Industry Trend.....	7
4. Different Work Modes.....	8
5. Conclusion.....	10
References	11

1. Introduction and Background

Employee performance management and monitoring have become important in hospitality industry during recent times. Performance management is an ongoing, continuous process of developing and communicating clear work duties, priorities, performance standards, and development plans in order to maximise an individual's performance and complement organisational strategic goals (Fatima, 2023). Employee monitoring is the process of using several workplace surveillance techniques to learn more about the locations and activities of employees. Employers monitor employees to increase output and productivity and protect organisation's assets (Patwary et al., 2023). Organisations in hospitality industry are increasingly using digital technologies for employee monitoring, which allows them to keep checks on work, productivity, and ongoing projects. Different monitoring techniques are used by organisations in the hotel industry to evaluate employee behaviour, measure production, manage attendance, maintain security, and gather documentation of hours worked on site (Soni et al., 2023). There are various socio-economic factors that impact Monitoring and managing employee performance across various work modes in the hospitality sector.

The study plan created for the Whitbread Hotel's general manager will emphasize how socioeconomic factors affect how well personnel are managed and tracked across various work environments.

1.1. Whitbread Hotel

Whitbread PLC is a hospitality group company that manages a chain of hotels, restaurants, and coffee shops in the UK and internationally. Under seven brands, Premier Inn, Cookhouse & Pub, hub by Premier Inn, Bar+Block Steakhouse, Brewers Fayre, Beefeater, thyme, ZIP by Premier Inn, WHITBREAD INNS and Table Table, it offers lodging and eating services (Kwistianus et al., 2023). With more than 785 hotels and 72,000 rooms, Premier Inn is currently its largest subsidiary and the biggest hotel brand in the UK. Whitbread owned Costa Coffee until January 2019 when it sold it to The Coca-Cola Company. It provides rooms with facilities including TV, complimentary tea and coffee with 24/7 service available, Internet connection, and private bathrooms (Bhardwaj et al., 2023). A variety of cuisine options are available at its restaurants, including salads,

steaks, desserts, char-grilled meals, conventional pub fare, and a kids menu. Whitbread runs hotels in Germany, the Middle East, and the UK. The organisation is headquartered in Dunstable, Bedfordshire, the UK (Al-Sabi et al., 2023). Over the last 15 years, Whitbread has been able to grow at a significantly faster pace than its competitors, provide a consistently better customer experience, and generate a strong return on capital for shareholders due to the incorporation of its operating and vertically integrated model, which combines the ownership of real estate, hotel operations, brand, and inventory distribution (Al-Ababneh et al., 2023). Whitbread's strategies include expansion, maintaining its market-leading position, and offering attractive long-term returns to its shareholders.

2. Discussion/Literature

This portion of the proposal will cover Whitbread's PESTLE Analysis, industry trends like as employee retention and turnover rates, the rise of various work modes in the hospitality sector, and real-world examples of how employees' performance is managed in various work modes.

2.1. PESTLE Analysis

The primary external elements (Political, Economic, Sociological, Technological, Legal, and Environmental) that have an impact on an organisation are examined in a PESTLE analysis (Al-Sabi et al., 2023). It offers detailed information on the operational challenges Whitbread Plc may encounter in the prevailing macroenvironment.

Political

Whitbread can assess several factors that define the market before entering a new country or making an investment: political stability, the significance of travel and leisure industry for the economy, the degree of bureaucracy, the degree of government influence on the sector, and corruption levels with reference to regulations concerning consumer service sector. Other industry specific factors include legal requirements for contracts, trade laws and tariffs concerning consumer services, taxation, wages, employee benefits and safety regulation in the potential market (Al-Sabi et al., 2023). Alterations of these employment regulations may make it difficult to perform the appraisal

of the employee performance systems, and increased scrutiny on employees may be deemed necessary at Whitbread (Monari, 2023)

Economic

During PESTEL analysis, more specifically elements of the economy that Whitbread Plc can consider is the nature of the economic systems in the potential countries of operation, level of the government involvement in free market and associated consumer services, stability of the currency and exchange rates of host country, efficiency of the financial markets to determine that Whitbread Plc will have to raise more capital, quality of infrastructures, skill level of the workers, costs of the Lack of sufficient capital to invest in further employee training, increased labor expenses, and inadequate abilities of a nation's workforce may create a challenge in further investment in training and development at Whitbread, which might affect their performance management and monitoring (Edeh et al. , 2022).

Social

An organization's culture within an environment is influenced by the customs and values of the society. The way that Whitbread's marketers perceive the prospective market is greatly influenced by the shared ideas and attitudes of the population (Kichuk et al., 2023). The demographics and skill level of the population, class structure, social hierarchy and power structure, culture (gender roles and social conventions), leisure interests, and attitudes (health and environmental consciousness) are social factors that Whitbread Plc's leadership can analyses while conducting the organization's PESTLE analysis (Ogoun, 2023).

Evolving work-life balance attitudes, shifts in societal values and beliefs regarding diversity and inclusion and cultural balance in gender roles may impact employee performance management and monitoring system at Whitbread by ensuring it provides flexible work opportunities and an equitable treatment to employees (Kichuk et al., 2023)

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Technological

Technology is rapidly disrupting a wide range of sectors across the global economy. Understanding the impacts of recent technical advancements made by rivals

of Whitbread Plc, the influence of technology on product offerings, the cost structure of the travel and leisure industry, the value chain structure of the consumer services sector, and the rate of technological diffusion are all part of the technology analysis process (Christl, 2023).

Technology advancements, robotics adoption, artificial intelligence (AI) technologies, and analytical tools may make Whitbread's employee performance management systems increasingly accurate. These resources may ensure prompt feedback and communication between departments (Lee, 2023). Technological advancements, however, may mean Whitbread needs more skilled workers, which may involve offering them additional training and development opportunities.

Legal

The structures and legal framework in various countries are found to be ineffective to protect an organisation's intellectual property rights. When entering a new market, Whitbread Plc's leadership may take into account several legal factors, such as antitrust rules that are relevant to the travel and leisure industry nationally as well as to other industries, copyright, patents and intellectual property law, consumer protection and e-commerce, employment laws, laws pertaining to health and safety, and data protection (Huzar et al., 2024)

Changes in legal factors, such as new state regulations might emerge, which may require changes to how performance is measured or a whole new process of determining performance standards that need to be followed (Meo et al., 2022). Therefore, new legal requirements can put extra paperwork or reporting at Whitbread, which may distort the focus on primary employee performance and monitoring tasks (Sun, 2024).

Environmental

An organization's profitability inside a given market may be impacted by the standards and environmental requirements of that market. Weather, climate change, laws governing environmental pollution, air and water pollution regulations in the travel and leisure industry, recycling, waste management in the consumer services sector, attitudes towards "green" or ecological products, endangered species, and attitudes towards and

support for renewable energy are a few environmental factors that Whitebread can take into account beforehand (Kushniruk et al., 2022).

Changes in environmental factors, such as laws and regulations may change over time, which may require alteration of performance measurement standards or compliance training. Such standards can be highly effective to implement, but can also be challenging in terms of upskilling or new tools (Legrand et al., 2022). Changes in performance incentives as a reward or training programs due to changes in resource allocation might be caused from economic fluctuations. Presence of socio-cultural changes affects the working morale and motivation thereby affecting performance (Brykova et al., 2023).

3. Industry Trend

In the hospitality industry, employee retention refers to a restaurant's ability to minimise staff attrition. The industry was well recognised before the Covid-19 pandemic for having an extremely high staff turnover rate (Brykova et al., 2023). The employee turnover rate is a measure that expresses the number of employees that leave an organisation within a specific time frame, often one year. The average yearly employee turnover rate for all industries, according to the U.S. Bureau of Labour Statistics, is between 12 and 15%. However, in certain hospitality organisations, including QSRs, staff turnover is regularly 150% (Povorozniuk, 2024). The hospitality business has a 73.8% staff turnover rate in hotels and motels. All sectors of the economy were severely impacted by the epidemic, but the hospitality sector was the hardest, with pubs and clubs and hotels following closely after. The Bureau of US Labour Statistics reports that the seasonally adjusted turnover rate for lodging and food services is 5.2%. That is the highest industry-wide turnover rate, exceeding even the 3.2% rate in the retail sector of the US (Piga et al., 2022).

Taking into account the hospitality sector in the UK, the percentage of open positions is 7.9%. According to data from the Office for National Statistics, since 2019, Brexit has led to the loss of roughly 200,000 employment in the UK's hotel sector across various regions, causing a huge loss to the whole industry, signifying the overall impact after the pandemic (Singh et al., 2021). In addition, there is the competitive job market in the UK

that has to be dealt with, highly impacting the retention and turnover rates in the country's hospitality sector. The number of job openings in the hotel industry has been rising each month and has surpassed pre-pandemic levels. Organisations in this industry are more than twice as likely as any other to face challenges in filling positions (Avtsinova et al., 2020). These challenges add up quickly, according to Cornell University's Centre of Hospitality Research, the cost of losing a single hospitality employee is close to \$6,000 (Blokchina et al., 2020). In the UK and overall around the globe, a significant labour shortage has resulted from rising minimum wages, with organisations in the hospitality industry closing their doors permanently, and financial incentives provided for former industrial workers to stay at home and not return to work (Kloutsiniotis, 2020).

4. Different Work Modes

Work mode refers to a state where a department or an employee is working on a certain job or project, often with some degree of intensity or priority (Blokchina et al., 2020). In the hotel business especially within the last five years, different employment patterns have emerged. There is an increase in the implementation of hybrid and flexible working schedule in the modern hospitality industry including Whitbread at the current days (Kloutsiniotis, 2020). The advancement of the computerised specialised tools and devices has seen many hospitality organisations adopt the use of techniques that facilitate of working from a distance especially where the nature of work involves administration and desk jobs. Additionally, Whitbread and other companies in the hospitality sector have been impacted by the gig economy's rise. Gig workers, such as those in the food delivery app business and other sectors of the 'sharing economy,' are becoming increasingly prevalent as more flexible work arrangements replace traditional ones (Yu, 2020). The hospitality sector, including Whitbread have undergone a significant transformation in recent times due to the incorporation of coworking spaces, commonly referred to as workcations. Coworking spaces serve the employees who are keen to find a work-life balance, and they are frequently found in far-flung places (Rasoolimanesh et al., 2020). These areas play a crucial role in converting certain areas into centres for digital nomads. There are now specialised networks and platforms that connect working professionals

with coworking spaces that fit their travel schedules. These platforms allow for networking and coordination in addition to making hotels reservations easier (Yu, 2020).

Marriot, Intercontinental Hotels Group (IHG) and Raddison have ensured that they have strong performance management practices even in traditional ways of operation such as on-site. There are provisions for performance appraisals, development of organisational objectives and getting employees to undergo certain courses that will enable them meet the organisational standards (Rasoolimanesh et al., 2020). For example, Marriott has the “My Performance” tool in which supervisors and subordinates use to monitor and document the performance feedback and recommend the next action plan (Ali et al., 2020). Moreover, these hotel chains have realized that it is crucial for them to maintain high scores on performance indicators and for this, it is necessary to guarantee employee’s satisfaction. Some of the measures that have been adopted include; work to family interface, attention on employee’s mental health, and flexibility in workplaces (Kloutsiniotis, 2020). These measures not only increase the morale and satisfaction of the organisational employees but also increase the organisational performance and thereby reduces the employee turnover. Further, these hotel chains have shaped the training and developmental policies for their employees based on work modes that are more diverse. Work modes are being adopted by these hotel chains and have in place training and development policies for their employees (Avtsinova et al., 2020). Also through online courses, virtual workshops and even through, mentored training employees are motivated to update themselves and better handle existing conditions at the workplace. Moreover, due to the increasing adoption of flexible working, especially during the recent world crisis of Covid-19 pandemic, Marriot and IHG introduced important changes in their work modes (Kushniruk et al., 2022). They have opted for technology as means for ensuring constant communication and work interconnectivity, so that the employees can always be connected and actively productive. Training, teleworking, and assessment and feedback are few ways to support remote employees (Legrand et al., 2022).

5. Conclusion

In conclusion, employee performance management and monitoring have grown in importance in recent years within the hospitality industry. Employers closely monitor their employees to increase production and productivity while protecting the organisation's resources. Employers in the hospitality sector are increasingly embracing digital tools to monitor their workforces, enabling them to track workloads, productivity, and current projects. Whitbread manages employee performance in a variety of work contexts using PESTLE Analysis. Globally, the hotel sector has seen a rise in employee turnover, particularly during the pandemic. Growing minimum salaries have caused a severe labour shortage in the UK and around the world, resulting in permanent closures of hospitality businesses and financial incentives for former industrial workers to remain at home rather than go back to work. However, at Whitbread and other companies, flexible and hybrid work schedules have grown in popularity recently. The gig economy has also grown, coworking spaces have been added, and specialist networks and platforms that link working professionals with coworking spaces that accommodate their travel schedules have been developed. To provide continuous communication and work interconnection, Marriot, IHG, and Raddison have implemented technology innovations into their work modes.

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