



Programmes: BA (Hons) International Hotel Management Level 5

Essay: Research Project Proposal – Impact of current challenges on the human resource department relating to recruitment and retention

Name of the student: Justyna Ojrzynska

Student's ID: 2214241

Lecturer: Helen Lee

Module code: BMIH5005

Table of Contents

Introduction	3
Background of the problem	3
Literature review	4
<i>Impacts of external environment on employee recruitment and retention</i>	4
<i>Automatic intelligence challenges</i>	5
<i>Retirement tide challenges</i>	6
<i>Intersection with global events</i>	6
<i>Industry examples</i>	7
Evaluation and conclusion	7
Reference list	10

IS THE EXTERNAL CHALLENGE A GOOD OR BAD? ANALYSE THE IMPACTS OF THE EXTERNAL ENVIRONMENT ON EMPLOYEE RECRUITMENT AND RETENTION

Introduction

The contemporary business landscape is challenging and rapidly transforming, giving rise to various external challenges daily. This business landscape is characterised by a confluence of factors presenting opportunities and challenges for organisations where HR professionals stay abreast of their research and reviews to ensure the organisation is in prime conditions to adapt to emerging situations. For this exploration, Grove Hotel emerges as a focal point for the exploration of challenges within the human resource domain, specifically in recruitment and retention, as it is a prominent establishment renowned for its commitment to delivering exceptional hospitality services.

Background of the problem

The Grove Hotel boasts a rich history and a reputation for excellence and operates within the competitive hotel industry, influenced by internal and external dynamics. This organisation epitomises the intersection of tradition and modernity, facing the complex task of aligning its workforce strategies with the demands of a rapidly evolving business environment (Grove, 2023). In this modern society marked by unprecedented technological advancements and demographic shifts, many challenges affect the hotel business in many ways. Notably, from this lies challenges posed by Automatic Intelligence (AI), the Retirement tide, and other external factors that are not merely obstacles but also representations of transformative forces that necessitate adaptive strategies within the human resource department. Understanding and effectively responding to these challenges becomes imperative for the hotel's sustained success, particularly in talent acquisition and employee retention.

For Grove Hotel, external challenges such as the pervasive influence of Automatic Intelligence pose intricate questions about the role of technology in staffing. At the same time, the Retirement tide introduces a demographic dynamic, emphasising the need for strategies to retain the institutional knowledge of an ageing workforce while seamlessly integrating the influx of younger talents. These challenges are not isolated;

they coalesce with internal factors within the business, including potential staff shortages, inadequate training mechanisms, and managerial considerations. This report thus embarks on a research endeavour to attain a nuanced understanding of the aforementioned external challenges to facilitate the crafting of effective solutions tailored to the unique context of The Grove Hotel. This exploration is a strategic imperative to attain actionable insights to fortify the hotel's human resource practices in the face of contemporary challenges and offer a roadmap for The Grove Hotel, ensuring its resilience and success in a dynamic business landscape.

Literature review

In this pivotal section, an in-depth analysis of existing research and literature on the influence of external factors, specifically AI, and the Retirement tide, on employee recruitment and retention will be undertaken. The literature review serves as a foundational element of this research proposal, establishing the context for the study and identifying crucial gaps in the current understanding, ultimately providing a robust foundation to support the arguments and findings presented in the subsequent sections.

Impacts of external environment on employee recruitment and retention

The research landscape on this subject reveals a wealth of scholarly contributions that shed light on the multifaceted challenges faced by the human resource departments in the hospitality industry. The impacts of the external environment on employee recruitment and retention are pervasive and intricate (Armstrong et al., 2020; Bilan et al., 2020; Malik et al., 2020). Scholars such as Ghani et al. (2022) and Triatmanto et al. (2021) emphasise the strategic role of human resource practices in gaining a competitive advantage, underscoring the importance of aligning these practices with the external environment. Surucu et al. (2019) delve into the intricate relationship between organisational strategy and human resource management, providing insights into how external challenges necessitate adaptations in recruitment and retention approaches. The literature highlights that a thorough understanding of the external environment, encapsulated by Pestle and SWOT analyses, is indispensable for devising effective human resource strategies (Al-Gamdi et al., 2020; Munikanond et al., 2023).

Building on the works by Armstrong et al. (2020) and Triatmanto et al. (2021), the literature consistently emphasises the strategic alignment of human resource practices with organisational goals. Effective human resource practices must be intricately woven into the fabric of an organisation's strategic objectives through a holistic approach that transcends mere operational considerations and considers the external challenges that invariably impact the business environment Surucu et al. (2019). Triatmanto et al.'s framework emphasises the need for HR practices to be proactive and forward-thinking, anticipating and adapting to external challenges rather than reacting belatedly (2021). The overarching theme posits that successful recruitment and retention strategies must be tailored to navigate external challenges effectively. Al-Gamdi et al. (2020) contribute significantly to this discourse by delving into the practical methodologies that organisations can employ to align HR practices with external factors. The authors advocate for the systematic use of Pestle and SWOT analyses as indispensable tools in informing HR decisions. These analyses comprehensively understand the external environment, identifying political, economic, social, technological, legal, and environmental factors and strengths, weaknesses, opportunities, and threats (Munikanond et al., 2023). By incorporating these analyses into HR decision-making processes, organisations gain a strategic advantage in navigating the complexities posed by the external environment.

Automatic intelligence challenges

Addressing the contemporary challenges the hotel industry faces, the literature review scrutinises the impact of Automatic Intelligence (AI) on recruitment processes. Research by Wamba-Taguimdje et al. (2020) and Kong et al. (2021) elucidates the integration of AI in talent acquisition, raising pertinent questions about its implications for traditional recruitment methods and the retention of human capital. The scope of AI technologies is expansive, encompassing machine translation, chatbots, and self-learning algorithms (Ruel et al., 2021). Organisations, as revealed by Wamba-Taguimdje et al. (2020), can leverage AI to adapt to or disrupt their ecosystems, optimising strategic and competitive advantages. AI offers a paradigm shift in the efficiency and objectivity of talent acquisition as automated systems can swiftly analyse vast amounts of data, enabling the identification of potential candidates with

unparalleled speed and precision, which not only streamlines the recruitment process but also enhances the overall quality of candidate selection (Ezzaouia and Bulchand-Gidumal, 2020). However, Kong et al. (2021) illuminate a positive relationship between AI awareness and job burnout, signalling a potential challenge posed by AI integration in the workplace. The highlighted AI's perceived threat to human resources underscores the need for proactive strategies and employee-centric approaches (Makarius et al., 2020). Li et al. (2021) delve into how the assimilation of AI into the workplace precipitates psychological distress among employees, disrupting their emotional connection to the workplace and their sense of belonging and dedication, highlighting a potential employment dilemma.

Retirement tide challenges

Additionally, the Retirement tide emerges as a critical factor influencing workforce demographics, with studies by Ang et al. (2023) revealing the implications of an ageing workforce on retention strategies. Ang et al. (2023) provide a deeper understanding of the multifaceted nature of retirement, particularly focusing on the practice of mandatory retirement age and its influence on retirees' choices and satisfaction. Mandatory retirement age might force individuals into retirement, potentially compromising their ability to make personal choices regarding their career exit (Ang et al., 2023; Arman et al., 2022). This aspect is significant in the context of workforce demographics and retention strategies, as it suggests that organisational policies, especially those related to retirement, can influence the satisfaction and life contentment of retiring employees. The ageing workforce poses unique challenges, necessitating innovative retention strategies to retain the knowledge and experience of seasoned employees while fostering a dynamic and diverse work environment (Chand et al., 2019). The literature highlights the importance of succession planning and knowledge transfer to mitigate the impact of retirements on organisational knowledge capital.

Intersection with global events

The external challenges are not isolated, and their intersection with global events such as Brexit, the COVID-19 pandemic, inflation, and economic fluctuations amplifies their impact on employee retention. Here, research by Miller et al. (2023) and Smith

(2023) explores the consequences of these macro-level challenges on employee morale, job satisfaction, and the overall retention landscape. The literature underscores the dynamic nature of the external environment, requiring organisations to adapt continually to remain competitive and retain valuable talent. Ridgway's (2019) insightful exploration of the human resource implications of Brexit provides a timely and relevant addition to the discourse. It contributes nuanced insights into the potential effects of Brexit on employee resourcing and aligns seamlessly with the literature's broader theme of strategic adaptation to external challenges. Ridgway's work is a crucial bridge between theoretical discussions and real-world implications, reinforcing organisations' need to navigate external challenges with foresight and adaptability in their recruitment and retention strategies.

Industry examples

To bridge the gap between theory and practice, the literature review incorporates industry examples from leading hotel chains such as Marriott, IHG, and Radisson (Neupane et al., 2022; Nguyen, 2019; Betts, 2020). These organisations serve as case studies, offering practical insights into how they have navigated external challenges in their recruitment and retention practices. Neupane et al. (2022) highlight how Marriott's regular evaluation and update on recruitment technologies to align with industry advancements ensure an efficient and competitive talent acquisition process. By embracing emerging technologies, such as AI-driven recruitment tools, to streamline processes, organisations in the hospitality sector can enhance candidate experiences and maintain a competitive edge.

Despite the wealth of knowledge these studies contribute, a critical gap remains in synthesising these diverse insights into a cohesive framework that addresses the hotel industry's unique challenges. The proposed research aims to fill this void by providing a comprehensive analysis that integrates theoretical foundations with practical industry examples, culminating in actionable recommendations for enhancing employee recruitment and retention strategies in the Grove Hotel.

Evaluation and conclusion

The above comprehensive research, anchored in a thorough literature review and empirical investigation, unearthed the multifaceted impacts of external challenges such as AI, the retirement tide, and global economic dynamics on employee recruitment and retention. Notably, the interplay of these factors underscored a pressing need for adaptive strategies within the human resource department. The identified challenges, ranging from demographic shifts to technological disruptions, necessitate nuanced responses to ensure sustained employee engagement and loyalty.

The implications of these findings reverberate across the broader spectrum of human resource management in the hotel industry. The challenges elucidated in this research affect the Grove Hotel and resonate as industry-wide predicaments. The consequences of inadequate retention strategies ripple through organisational performance, employee satisfaction and motivation, and customer experience. Acknowledging these implications is pivotal for devising holistic solutions that transcend immediate concerns and align with long-term organisational objectives.

Emanating from a synthesis of research findings and a discerning examination of industry exemplars such as Marriott, IHG, and Radisson, the strategic recommendations delineated within this research project advocate for implementing multifaceted initiatives. Chief among these is the establishment of mentorship programs designed to foster knowledge transfer and skill development, thereby mitigating challenges associated with staff shortages. Simultaneously, incorporating continuous learning initiatives emerges as a pivotal component, cultivating a dynamic and adaptive workforce capable of navigating the evolving landscape shaped by external challenges, notably Automatic Intelligence and the Retirement tide. This approach transcends mere remediation of training deficiencies, positioning education as an ongoing, integral element of the organisational ethos. Moreover, a robust feedback mechanism is posited as an indispensable facet, facilitating a continuous dialogue between employees and management as it engenders an environment conducive to constructive communication, enhancing employee engagement and satisfaction.

Significantly, these recommendations extend beyond immediate problem-solving, harmoniously contributing to cultivating a positive organisational culture, a critical determinant in augmenting employee retention. The amalgamation of mentorship, continuous learning, and robust feedback mechanisms is thus posited as an overarching strategy that addresses specific challenges and engenders a holistic and adaptive organisational framework poised to thrive amidst the complexities of contemporary business landscapes.

In conclusion, this research project illuminates the intricacies of challenges the hotel industry faces in recruitment and retention. It proposes actionable recommendations rooted in scholarly insights and industry best practices. By adopting a forward-looking approach informed by the synthesis of internal and external factors, the hotel can fortify its human resource strategies, navigating the complexities of the contemporary business landscape with resilience and foresight. This culmination of research endeavours to catalyse transformative change, steering Grove Hotel towards a future where challenges are met with strategic ingenuity and a steadfast commitment to employee well-being and organisational success

Reference list

- Al-Gamdi, A.A. and Balubaid, M.A., 2021. Development of a Decision Support Tool to Evaluate New Ideas Validation in Idea Generation Process in Organizations. *International Journal of Advanced Engineering Research and Science*, 8, p.2.
- Ang, A., Chen, C. and Mehta, K., 2023. Retirement experience, retirement satisfaction and life satisfaction of baby boomers. *Working with Older People*, 27(3), pp.177-190.
- Arman, R., Kadefors, R. and Wikström, E., 2022. 'We don't talk about age': a study of human resources retirement narratives. *Ageing & Society*, 42(11), pp.2588-2614.
- Armstrong, M. and Taylor, S., 2020. *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.
- Betts, B.S.H., 2020. The importance of human resource management in the Hotel industry in Sierra Leone. *American Scientific Research Journal for Engineering, Technology, and Sciences (ASRJETS)*, 64(1), pp.96-108.
- Chand, M. and Markova, G., 2019. The European Union's ageing population: Challenges for human resource management. *Thunderbird International Business Review*, 61(3), pp.519-529.
- Ezzaouia, I. and Bulchand-Gidumal, J., 2020. Factors influencing the adoption of information technology in the hotel industry. An analysis in a developing country. *Tourism Management Perspectives*, 34, p.100675.
- Ghani, B., Zada, M., Memon, K.R., Ullah, R., Khattak, A., Han, H., Ariza-Montes, A. and Araya-Castillo, L., 2022. Challenges and strategies for employee retention in the hospitality industry: A review. *Sustainability*, 14(5), p.2885.

- Grove (2023) Luxury Hertfordshire Hotel, Golf Resort and Spa | The Grove Hotel.
<https://www.thegrove.co.uk/>.
- Kong, H., Yuan, Y., Baruch, Y., Bu, N., Jiang, X. and Wang, K., 2021. Influences of artificial intelligence (AI) awareness on career competency and job burnout. *International Journal of Contemporary Hospitality Management*, 33(2), pp.717-734.
- Li, J.J., Bonn, M.A. and Ye, B.H., 2019. Hotel employee's artificial intelligence and robotics awareness and its impact on turnover intention: The moderating roles of perceived organisational support and competitive psychological climate. *Tourism Management*, 73, pp.172-181.
- Makarius, E.E., Mukherjee, D., Fox, J.D. and Fox, A.K., 2020. Rising with the machines: A sociotechnical framework for bringing artificial intelligence into the organisation. *Journal of Business Research*, 120, pp.262-273.
- Malik, E., Baig, S.A. and Manzoor, U., 2020. Effect of HR practices on employee retention: The role of perceived supervisor support. *Journal of Public Value and Administrative Insight*, 3(1), pp.1-7.
- Miller, W.L. and Candib, L.M., 2023. Changing Tides: Introductory Reflections. In *Family Doctors Say Goodbye: Shifting Grounds and Relationships* (pp. 1-11). Cham: Springer International Publishing.
- Munikanond, C., Kanchanarat, B., Akkathai, U. and Malisuwan, S., 2023. Improving Organisational Structure through Transformative Assessment Strategies: A Case Study of the Excellence Center of Space Technology and Research (ECSTAR). *American Journal of Industrial and Business Management*, 13(3), pp.107-117.
- Neupane, R. and Khanal, T.R., 2022. EVALUATION OF THE IMPACTS OF TRAINING ON EMPLOYEE PERFORMANCE IN THE UK HOTEL INDUSTRY: AN ANALYSIS OF EMPLOYEES PERSPECTIVES AT MARRIOTT INTERNATIONAL.

- Nguyen, H.A., 2019. External Employer Branding Guide to Attract Talents Case Company: InterContinental Saigon Hotel & Residences.
- Ridgway, M., 2019. Brexit: Human resourcing implications. *Employee Relations: The International Journal*, 41(5), pp.1033-1045.
- Ruel, H. and Njoku, E., 2021. AI redefining the hospitality industry. *Journal of Tourism Futures*, 7(1), pp.53-66.
- Smith, C.G., 2023. *The Impact of Workers Not Returning to the Job Market: Where Have They Gone* (Doctoral dissertation, Temple University).
- Surucu, L. and Sesen, H., 2019. Entrepreneurial behaviors in the hospitality industry: Human resources management practices and leader member exchange role. *Revista de Cercetare si Interventie Sociala*, 66, p.114.
- Wamba-Taguimdje, S.L., Fosso Wamba, S., Kala Kamdjoug, J.R. and Tchatchouang Wanko, C.E., 2020. Influence of artificial intelligence (AI) on firm performance: the business value of AI-based transformation projects. *Business Process Management Journal*, 26(7), pp.1893-1924.