

Lecturer=

Emma Robers

Student=

Fazlah Nur Begum

2017387

Level 5

Personnel Resourcing and Development

Assignment title: Research Project Proposal

Introduction and Background -

The main purpose of this report is to create a research proposal to improve employee engagement for Hilton hotel. It will also explore the impacts and aims of employee engagement any many more. The idea of employee engagement has gained popularity recently. It is especially helpful as it decreases accidents by 64% (Gallup, 2022). People engaged in their work are more likely to help the company achieve its goals (Qualtrics, 2022) There are several studies conducted by numerous people stating what is and the consequences of poor engagement. There more than 3,300 articles had been published (Harter, Schmidt, F. L., & Hayes, T. L, 2002) To conduct this report, it will be essential to know the definition. It is especially important as 92% of business executives believe that engaged employees perform better (Kristen Ryba, 2021) Employee engagement must be maintained as it is a complicated topic, as there are over 20 million definitions online. It is generically the level of enthusiasm and dedication a worker feels toward their job (Tim Smith, 2020). It is the level of engagement that the employee feels about the job. It is particularly important as the more engaged they are the more likely they are to keep their job there and not go somewhere else. In this proposal, I have focused on Hilton. The background of Hilton: It is a world known hotel which was founded in 1919 by Conrad Hilton and is currently owned by Christopher J. Nassetta. It is currently number 1 in the industry, this year it has already made more than \$12,040M (BrandFinance, 2022). It is quite good as it is in Fortune 100 Best Companies to Work For® six years straight (Claire Hastwell, 2021) Although, just like other hotels it is facing many problems. The main one being the

amount of employee engagement. Hilton is being faced with a staffing problem as it has cut 22 percent of its corporate workforce globally (PYMNTS, 2020) which is about 2100 jobs. This is detrimental as inadequate employment engagement absolutely destroys morale, poor management, shortage of staff, lack of training, reduced profits, dissatisfied customers, bad brand image, bad reviews for employees and customers and many more. Hilton can come back from this staffing crisis by engaging the current employees. Therefore, employee engagement is needed as Employees constitute the most powerful resource for an organization (Cohen D, 2013) Not just for Hilton, the lack of employee engagement is a recurring problem throughout the whole industry and there many ways to improve employee engagement. For example: leadership, rewards, services, listening and many more. The aims of employment engagement are building engaged relationships between the workplace and the employee, communications between employers and employees and managers, planning for unknown circumstances, creating opportunities, building confidence, creating a supportive environment, developing honesty and many more. The benefits of employee engagement are incredibly supportive of businesses. Employee engagement is the main factor that destroys many small and big hotels. Fortunately, Hilton has many resources that will aid the methods of improving employee engagement which will be discussed in the main body of the essay. Culture also impacts the amount of employee engagement as a good employee culture engages the employee more whereas the bad culture does not. This will be discussed in the main body.

Main Body-

HR managers of Hilton should visualise this:

There are so many advantages and disadvantage of working in the hospitality industry. As an operational manager, always should analyse the present market situation. Always I must analyse the customers' requirements, employees demands and training and to minimise the obstructions and disadvantages. The advantages of working in the hospitality industry— The Pros. Hospitality business is a resilience business with any imminent fluctuations in the economy. The career in the hospitality industry is more glorious than another sector.

Because there is more opportunity to keep in direct contact with the challenges, Opportunities to travel all around the world to expand ambitions. The job role is very cheerful, lively, and interesting. It is a teamwork job. So total satisfaction can be obtained by working together. The hospitality industry is extremely cosmopolitan. So, if we decide to be a part of global participation, we must choose to build our career in the hospitality sector. Employee engagement retention can be obtained with the following incentives. Because it is a resilient industry: Tourism is the world's largest and fastest growing industry. The tourism industry has a diverse and dynamic work environment, a variety of career opportunities. It is flexibility: hospitality industry offers many possibilities for a flexible schedule and seasonal job roles. Great atmosphere: Full of friendly and vibrant working environment. All together working as a teamwork to satisfy and delight customers. Great rewards: The jobs are more cheerful, lively, and interesting than in most other careers, which is why many individuals opt for hospitality careers. It offers highly competitive pays and compensation. EASY ENTRY AND ADVANCEMENT: entry level job opportunities for ambitious and dedicated workers. Also, huge chance of quick promotions. ENDLESS OPPORTUNITIES: employees may get unlimited opportunities to combine work with travel and meet new challenges. Global facilities: employees can move across the globe. Creative industry: Employees always can make their service more enjoyable for their customers. Although there are huge advantages, there are also some disadvantages of working in the hospitality industry. Such as: The work pattern: long hours and weekend work. Hotel manager should think and research about this and to find out ways to minimise and solve this problem. Bureaucratic hierarchy: environment is another dissatisfaction side to work in the hospitality industry. Ordering or forcing concept increases the pressure on the employees. This leads to a high attrition rate in the hotel industry and a less than satisfied workforce. This problem can be eliminated by decreasing micromanagement and have a purpose and ownership added to job roles. Ambitious standards and tight deadlines- Hospitality industry always improve standards because it is a competitive market. So, need to maintain tight schedules. This also can be a dissatisfaction area. As an operational manager, need to draw a plan to avoid overload on the employees by recruiting sufficient and efficient employees and by paying bonuses to the employees. Cultural issues within the team should be monitored and should respect and solve problems immediately. Some ways to combat this may be setting shadows for non native English speakers and places for them to keep their

children in care while they work).

To fix the staffing problem, we need to know the explanation and definition of employee engagement in greater depth. Employee engagement is a HR (Human Resources) process, and it means when employees have a balance of satisfaction and accurate work in the workplace while engaged in work. To increase the amount of employee engagement, Hilton may need to invest and research in several services and training. The aims of this proposal are to create a cycle of enhancement and engagement, increasing communication, creating opportunities for staff to contribute to, planning so the employee engagement crisis is never a problem again, empowering managers for employee engagement, encouraging leadership and many more.

To execute the results of the research, it needs to be led understandably and clearly. It is also important to execute it over a course of days and so it is not rushed. Research on the relationship between employees' positive emotions and their work engagement has shown that employees with stable and joyful emotions have higher work engagement (Wu, & Wu, Y. J, 2019). Hilton also needs to learn from any flaws that there may be in the proposal and improve it accordingly. For this, an adequate leadership is needed. Hilton worldwide sets a chef mentoring scheme to encourage emerging talent throughout its Uk hotels. Within this scheme, the experienced senior chef will be the leader. His motivation, inspiration, confidence improved skills will be perfect for recruitment. So, younger chefs will learn and will improve confidence levels and skills. The learning climate promotes employee engagement in a work role (Eldor and Hapraz I, 2016). Within the coaching scheme, less experienced employee will request their senior. The senior will boost the awareness amongst the juniors, seniors will advise and guide their juniors, seniors will share their experiences with the subordinate. Coaching and mentoring play a key role to retention of employees. The mentoring program helps to boost the benefits of employees in the hotel sector. Also, operational manager gets benefits by reducing staff turnover. The researchers shows that mentoring helps the less experienced employees to adapt to the organisation and cope with work related stress. High quality mentoring, note the researchers, may be an effective human resource strategy for tackling various job-related issues in the hotel sector. There are three main functions of mentoring in the hospitality industry. It is it

helps for career development, psychosocial support, and role modelling. Reverse mentoring is a process, where a senior employee builds into a professional friendship with a junior colleague. This will help senior employees and junior employees together develop new skills. Reverse mentoring programs helps to retain top talent

Many people have developed models to draw implications for managers (Marco Es, 2010), one is X'GROW coaching model: The GROW model is a simple method of target setting and problem solving. This method was developed in the United Kingdom and has been used widely in corporate coaching. 'G' represents for GOAL. It is the extreme point or end point.

Measuring employee engagement allows organisations to identify profiles of what engaged employees look like as well as to identify opportunities to improve levels of engagement. Measuring engagement is only the first step. The second step is to communicate the result with the employees

The first programme of action is surveys, this is incredibly important as there are real views in the results and there is a high amount of statistical data coming from surveys. They have a prominent level of representation when conducted in a large scale, they also may not tamper with the budget as the costs of conducting a survey are extremely low, they help create precise results about the hotel experience and what could be improved, and the opinions given via the surveys can be used to make decisions which may influence the business. They also have some limitations. These limitations may be that people may not provide accurate answers, people may not understand the surveys and there are many more. This may not be a problem as reports show that 95% complete the engagement survey (Scott Judd, Eric O'Rourke, and Adam Grant, 2018) Some questions that could be put on the survey are:

- How stressed do you usually feel during work?
- Do you feel like your input matters?
- Is your work meaningful?
- How likely are you to recommend Hilton to others?

- Would you leave if you were offered a job at another company with the same pay?
- How satisfied are you with your work?
- What conditions could Hilton improve to make the process smoother?
- How do feel about coming to work every morning? (Orla Byrnes, 2014)
- How valued do you feel as an employee? (Bob, 2022)

Another course of action may be a charter for the employees. This shows what employers (Hilton) offer in exchange for the employee's skills. This may make the employees work better to get the things that Hilton offer. The things that Hilton currently offer are a 50% discount on all their services for employees. They could also offer rewards, free gym, and spa access and many more. A successful employee advocacy programme will organically increase web traffic (Stuart Sinclair, 2020) It is also a priority to create management standards that are more closely related to competencies and can be utilised to determine where Hilton needs to grow. Executing this properly means that it will ensure long term success as the charter will be a set framework where all employees will work. employees may also be attentive towards perceived organizational identity (Hameduddin, & Lee, S, 2021)

Another proposal may be a monthly employee conference. Annual employee conferences may be beneficial as it may highlight the problems Hilton may be faced with which provides an opportunity for the higher ups to work on it by engaging with employees and work with them to fix this. This is effective a strategy as it actively engages employees while also combating problems. Employee voice throughout the organisation, to involve employees in decision making. (CIPD, 2021).

Conclusion -

Engagement is defined as “a positive, fulfilling, work-related state of mind” (Conway, Fu, N., Monks, K., Alfes, K., & Bailey, C, 2016) Employee engagement is attracting a great deal of interest from employers throughout several sectors. In a few respects it is a completely old aspiration – the choice with the aid of employers to locate ways to

boom worker motivation and to win greater dedication to the task and the employer. In some ways it is far 'new' in that the context inside which engagement is being sought is distinctive. One aspect of this distinction is the more penalty to be paid if workers are much less engaged than the personnel of competitors, given the nation of international competition and the raising of the bar on efficiency standards. A 2nd aspect is that the whole nature of the that means of work and the floor policies for employment members of the family have shifted and there is an open space regarding the character of the relationship to work and to employer which employers' sense can be filled with greater state-of-the-art techniques. but there may be motive to fear the lack of rigor that has, to this point, frequently characterized lots of work in employee engagement. If we hold to consult 'engagement' without understanding the capability terrible effects, the core necessities of fulfilment, and the techniques thru which it must be carried out, and if we cannot agree even to a clean definition of what people are alleged to be engaged in doing in another way at work (the engaged 'in what' query), then engagement may additionally simply be one greater 'HR element' that is handiest right here for a brief time. On a positive notice, there may be now a much wider array of size strategies with which to assess developments in engagement and a related array of strategies to effect a few changes. for that reason, aspiration can more feasibly be translated into movement. In this report, Hiltons chances of increasing employee engagement is discussed. Employee engagement is a self-duplicating manoeuvre as it is upgrading the lives of employees and Hilton's performance. Employee engagement results is better organisational success. The workplace should be a manner of respect. This part was not disrupted by COVID, but many were. Hilton invests in their team members and engage them by supporting 2030 goals and display this on their website to make employees proud. They should use charters, surveys, good management and many more. The improvement needs to be drastic as only 21 per cent of people are engaged with their work (Isabel Berwick and Sophia Smith, 2022)

References=

BrandFinance (2020) HOTELS 50 2022 RANKING

Bob (2022) What is employee engagement?

CIPD (2021) Employee engagement and motivation

Claire Hastwell (2021) How Hilton Maintained Employee Trust After Major Layoffs

Cohen, D., 2013. Employment engagement. *People & Strategy*, 36(4), pp.12-15.

Conway, Fu, N., Monks, K., Alfes, K., & Bailey, C. (2016). Demands or Resources? The Relationship Between HR Practices, Employee Engagement, and Emotional Exhaustion Within a Hybrid Model of Employment Relations. *Human Resource Management*, 55(5), 901–917. <https://doi.org/10.1002/hrm.21691>

Eldor, & Harpaz, I. (2016). A process model of employee engagement: The learning climate and its relationship with extra-role performance behaviors. *Journal of Organizational Behavior*, 37(2), 213–235. <https://doi.org/10.1002/job.2037>

Gallup (2022) What Is Employee Engagement and How Do You Improve It?

Hameduddin, & Lee, S. (2021). Employee engagement among public employees: examining the role of organizational images. *Public Management Review*, 23(3), 422–446. <https://doi.org/10.1080/14719037.2019.1695879>

Harter, Schmidt, F. L., & Hayes, T. L. (2002). Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis. *Journal of Applied Psychology*, 87(2), 268–279. <https://doi.org/10.1037/0021-9010.87.2.268>

Isabel Berwick and Sophia Smith (2022) What does employee ‘engagement’ really mean?

Kristen Ryba (2021) What is Employee Engagement? What, Why, and How to Improve It

Markos, S. and Sridevi, M.S., 2010. Employee engagement: The key to improving performance. *International journal of business and management*, 5(12), p.89.

Orla Byrnes (2019) An investigation into employee engagement in the hotel sector in the west of Ireland.

PYMNTS (2020) Hilton To Cut 2,100 Employees Due To Pandemic

Stuart Sinclair (2020) What is Employee Engagement? And How Can You Improve it?

Scott Judd et al (2018) Employee Surveys Are Still One of the Best Ways to Measure Engagement

Tim Smith (2020) Employee Engagement

Qualtrics (2022) Your ultimate guide to employee engagement

Wu, & Wu, Y. J. (2019). Innovative work behaviors, employee engagement, and surface acting: A delineation of supervisor-employee emotional contagion effects. *Management Decision*, 57(11), 3200–3216. <https://doi.org/10.1108/MD-02-2018-0196>

