

# **BMIH5005 - Personnel Resourcing and Development**

## **Assignment 1 resit**

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## **Introduction**

The essay aims to find the strategic management of a large hotel business to reduce the disengagement of the employees. Employee lifecycle is a model of the employee engagement process by which an individual passes each step. In this essay, a large hotel in the UK is going to evaluate its employee issues and suggest required management strategies to manage those employees. "The Torridon" is one of the largest and most popular hotels which has been facing issues with employee performance and engagement in the work.

***Thesis statement:*** Strategic management concerns for handling disengaged employees in an organisation.

## **Main body**

### ***"The role of human resources in engaging the employee"***

Human resource management is responsible for employee engagement in the workplace through evaluating their performance. According to Salas-Vallina *et al.* (2021), HRM practices and management can have the power to manage the performances of employees. There are several issues observed with employees' behavioural changes, performance and disengagement which are increasing. The joint venture of leadership and HRM can be effective in reducing these challenges. On this argument, Budrienė and Diskienė (2020) have supported the view of HRM responsibilities with different areas in employee engagement. HRM department's initiatives with motivation, reward, satisfaction and training are several areas that can enhance employee engagement. For example, the stewardship of HRM helps enhance the employee experience as observed from the debate of experts (Shrm, 2023). The relationship between employee engagement and satisfaction needs to be discovered for every organisation. It can be inferred from the discussion that the biggest support of employee engagement is human resource management to reduce issues and satisfy them for working effectively.

### ***"How to engage and the advantages of engaging a team"***

Employment engagement processes are connected with the job role and practices of HRM. Saks (2022) has viewed the relationship of human resource management practices and responsibilities with employee engagement. The effectiveness of employee training, flexibility in the work process, health and safety, supportive decision-making and wellness programs are observed positively related to the employee engagement process. The motivational approach from the management can be effective in creating job satisfaction among employees which can help retain in the organisation. On the other hand, Shaik and Makhecha (2019) have stated that team engagement drivers through understanding the psychological, cognitive and behavioural perspectives can be effective in handling teams. The formal and informal communication process with cultural intelligence involvement can help in understanding the values, differences and behaviours of people working on the team. For example, cross-cultural management is important to control teams to gain working efficiency (LinkedIn, 2019a). The training of the teams to accept different views from people of various origins is important for working in a team. The quality of work and performance efficiency can be developed through the support of HRM. Therefore, it can be inferred that the effective team engagement and handling process can benefit the working quality and efficient performance in the organisation.

### ***“Select some stages of the employee lifecycle”***

**The recruitment** process is important to produce seamless work activities required for the organisation. An effective recruitment process is important to choose the right person suitable for an organisation with relevant talent (LinkedIn, 2019b). Human resource managers need to check their CVs by tracking the relevance of the job role. The issues can be prominent if the recruitment team is not able to choose the talents required for The Torridon. For example, customers are complaining about the weird behaviour of the receptionist and staff with incapability of services by their side (TripAdvisor, 2023a). To avoid recruitment mismanagement, the support of expert opinions can be an effective process taken by the HRM of Torridon. “Candidate filtering” is authentic in order to eliminate the incapable one from the job recruitment process of The Torridon after evaluating the efficiency.

**The onboarding** process is effective in sharing critical and important information about the culture, working process and requirements of the organisation. An effective

onboarding process is essential to reduce the risks of employee disengagement and make essential efforts towards employees to be accustomed to organisational culture (Forbes, 2020). The monitoring process of employee performance, tracking their issues, and understanding their requirements to adapt to the culture is important for the HRM department to manage. For example, Torridon employees are facing issues of a low-inclusive work environment, a judgemental management team and less support from managers (Indeed, 2022). These issues can affect the engagement process with organisational culture which can compel them to leave the hotel. Hence, it can be inferred that the proper information, monitoring and support can enhance the relationship towards the employees which helps engage them and create trust for better work performance.

**The Development** process of the employees helps them gain confidence in their work among the employees. López-Cabarcos *et al.* (2022) have shown the importance of training and improvement processes in order to engage employees and enhance job performance. A weak development process can affect the organisational image and quality of services offered towards customers. Taking the example of Torridon, complaints are observed from the customers regarding the unprofessional behaviour of staff and inexperienced activities (TripAdvisor, 2023b). So, the questions about the services of staff and unprofessional behaviour are the loopholes of the HRM department of the organisation. In this regard, it can be inferred that the proper skill development process and training of employees are needed by The Torridon HRM department.

**The retention** process is the most important part of HRM to increase productivity and performance. Organisational culture in creating a positive environment of working and retaining employees is important and effective for organisational development (USHAKOV and SHATILA 2021). Human resource management is responsible for motivating employees to work with comfort and freedom. Bad management for staff, low safety and security can affect their mentality and the decisions to leave the organisation can be observed frequently. For example, Torridon employees are not satisfied with their food quality, break time, staying locations and management attitudes towards them (Indeed, 2022). These challenges faced by employees compel them to leave the organisation due to their low satisfaction in the work process. Hence,

it can be inferred that the HRM department of Torridon needs to strategise their management to enhance the employee food quality, stay locations and behaviours towards them to increase retention.

***“Provide examples of how you could engage your team”***

It has been discussed in the above section that Torridon has faced issues with its recruitment team on the grounds of choosing talent. Torridon has received lots of complaints regarding the weird behaviour of their staff and fellow receptionists due to inefficiency in service by their side (TripAdvisor, 2023a). Hence, HRM practices are required to support their expertise by implementing an effective communication system in their working culture. Employee engagement and employee performance are adversely affected by human resources practices (LinkedIn, 2022). Hence, the role of HRM must ensure that the employees feel more trusted and useful and feel like valuable resources in their company. According to Mira *et al.* (2019), HRM practices affect employee satisfaction and performance levels.

The HRM department needs to create an inclusive and diversified working culture so that the employee feels that they are valued in their organisation and boost their motivation to deliver the best customer service. As mentioned by Kuknor and Bhattacharya (2022) embracing inclusion and diversity is the key function to achieve better results in an organisation. At the same time, they need to provide the best skill development program for their employees so that they can enhance their skills and knowledge and learn more about the professional behaviour that is required in the hospitality sector. Staff training is included in the policy of accreditation requirements (Cox *et al.* 2022). In this way the HRM practices in Torridon can foster an environment of open communication where the employees are free to speak and equal respect is provided to individual members. It also includes providing equal training for the staff to improve the skill and knowledge development through open communication that can boost the confidence level of the staff. It will also help to increase the performance level of their staff and mitigate the issues that have been encountered in their business operation.

***“An employee engagement model and how it could be implemented”***

Employee engagement is essential for organisational development and reducing the issues observed from the activities of Hotel, The Torridon. In this regard, a model like *“5C of employee engagement”* implementation is effective for employee engagement to understand the requirements. *“5C of employee engagement”* consists of the steps of care, contributing, congratulating, connecting and coaching (Medium, 2023). These steps will be effective for Torridon to control their employees and mitigate challenges.

**Care-** Proper care of the Torridon employees by enhancing food quality, health safety, and mental support can build their trust in the leadership team. A caring attitude from the management team can help grow the environment-friendly and easy-to-share facts with the management team.

**Contribute-** An inclusive environment and open approach to accepting the views of employees can be a significant movement by HRM to engage the employees. By building a sense of collaborative attitude and contributing towards Torridon, the management team can enhance the engagement process.

**Congratulate-** Employees need appreciation from their management which can help motivate them to work effectively for the organisation. The remuneration and incentives can attract the employees working in the organisation and effectively engage them in work (Didit and Nikmah 2020). The reward system and incentives can work effectively in this regard to motivate them and engage them in work.

**Connect-** Open communication towards the employees of Torridon is important to understand their issues, requirements and gaps to fulfil and mitigate. The cognitive skills are required for Torridon HRM to effectively connect with their employees to reduce the workload and increase satisfaction as well as skill development opportunities.

**Coach-** The coaching approach toward employees for their personal development, reducing issues in the organisation and professional development is effective for creating trust, resilience and efficiency for the employees (LinkedIn, 2021). Torridon employees need skill development training, professional ethics and behaviour towards customers to increase organisational performance.

***“Provide examples from the industry”***

It has been discussed in the above section that HRM practices need to create an environment which is backed by inclusion and diversity. It has been analysed that Marriott International is driving its commitment to putting people first and ensuring their cultural legacy (Marriott, 2023). Marriott is also committed to maintaining transparency in their working culture. The foundation of diversity and inclusion is supporting “unity and family”. Through unity, they develop an inclusive environment that supports the retention, recruitment and advancement of their employees. It also includes making their staff actively engaged in their efforts so they can develop a diverse and inclusive workforce (Marriott, 2023). In this way, Torridon needs to implement and drive inclusion in their working environment so that they can ensure active engagement among the staff. On the other hand, Hyatt is embedding diversity, equality and inclusion as an integral part of their business and making sure that their employees perform the best (Hyatt, 2023). Hence the big hospitality sector is embracing diversity and inclusion so that they can ensure an environment of open communication and a place where individual employees feel that they are valued. In this way, the big companies ensure employee engagement.

## **Conclusion**

The essay focuses focusing the strategic handling process of Torridon employees and engaging them with effective perspectives. The issues of Torridon employees are discussed with authentic evidence to support the argument of the authors. The employee lifecycle is important to distribute the work process of the HRM department into different categories. The stages considered for Torridon organisation from lifecycle are- recruitment, onboarding, development and retention of the employees. The effective employee engagement model is discussed with the steps of 5C model. The strategies are discussed with each step to engage and motivate the Torridon employees to work effectively and retain in their organisation. HRM department should aim at proper recruitment and development processes to handle their employees.

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