



Academic Discipline of Hospitality & Tourism Management
BA International Hotel Management
LEVEL 5

Research Project Proposal

**Analyse the impacts of socio-economic force on
employees' performance management and monitoring
in different work modes: Hospitality HR's perspective**

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Personnel Resourcing and Development
BMIH5005
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Word Count: 2092 words

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Introduction and Background

Hotel Chain Overview: Marriott International

This research proposal is for the General Manager of Marriot Hotel and outlines a comprehensive study aimed at understanding how various socioeconomic forces impact employees' performance management across different work modes (e.g., on-site, remote, and hybrid). Our goal as HR manager and team is to develop informed strategies that enhance performance, engagement, and satisfaction among our employees, ensuring the continued success and competitiveness of the Marriot Hotel in a dynamic environment.

Marriott International, founded in 1927 by J. Willard Marriott, is one of the largest and most well-known hotel chains in the world. With over 7,600 properties across 133 countries and territories, Marriott operates a diverse portfolio of brands including luxury (The Ritz-Carlton, St. Regis), premium (Marriott, Sheraton), select (Courtyard, Fairfield), and longer stays (Residence Inn, Marriott Executive Apartments). The company has a reputation for innovation, customer service excellence, and providing a broad range of accommodations tailored to different market segments.

The hospitality industry, including Marriott, traditionally relies on a workforce that operates within the physical premises of hotels due to the nature of services provided, such as front desk operations, housekeeping, and food and beverage services. However, the advent of technology and shifts in workforce expectations have led to the emergence of different work modes, including remote work, hybrid models, and flexible work schedules. The feasibility of implementing these work modes in the hospitality context varies based on the role and the socioeconomic factors influencing the workforce and operations.

The hospitality industry, like many others, is influenced by a range of socio-economic factors that impact employee performance management and monitoring. Key factors include economic conditions, technological advancements, social trends, labor market dynamics, and political and legal environments. These factors can affect

retention rates, turnover rates, employee satisfaction, and overall organizational performance.

Discussion / Literature

Political Factors

Political factors play a significant role in shaping the management of Marriott Hotel's workforce. Varying labor laws and regulations across different countries impact how Marriott manages its employees, necessitating strict compliance with local employment laws, minimum wage requirements, and working hours regulations (Boxall & Purcell, 2016). For instance, countries with stringent labor laws might require more comprehensive employee benefits and protections, affecting operational costs and staffing strategies. In addition, government support and policies significantly influence employee performance management. Policies such as unemployment benefits, which provide financial support during periods of joblessness, can affect employee turnover rates and morale (Cascio & Aguinis, 2008). Subsidies for training programs are also crucial, as they enable Marriott to enhance employee skills and performance without bearing the full financial burden. Furthermore, government support for digital transformation initiatives can facilitate the adoption of new technologies that improve performance management systems and operational efficiency (World Economic Forum, 2020). These political factors underscore the importance of a nuanced approach to human resource management that is sensitive to regulatory environments and supportive of workforce development initiatives.

Economic Factors

Economic factors significantly influence the management of Marriott Hotel's workforce and overall business operations. Economic downturns, such as recessions, lead to reduced travel and tourism, directly affecting hotel occupancy rates and revenue. This decrease in revenue often necessitates adjustments in staffing levels, including potential layoffs or reduced working hours, which can adversely impact

employee morale and performance (Davenport & Kirby, 2016). Additionally, during economic recessions, budget constraints may limit the ability to invest in employee development and performance management programs. Wage levels also play a crucial role, as the cost of living and prevailing wage rates in different regions dictate compensation strategies. In areas with high living costs, Marriott must offer competitive wages to attract and retain talent, which can strain financial resources. Conversely, in regions with lower wage rates, the hotel might manage to maintain lower operating costs but faces the challenge of ensuring that compensation is sufficient to motivate and satisfy employees. Balancing these economic considerations is essential for maintaining a motivated workforce and ensuring operational stability, particularly in a fluctuating economic landscape (Stiglitz, 2013).

Social Factors

Social factors profoundly affect the management of Marriott Hotel's workforce, necessitating adaptive strategies to align with evolving employee demographics and cultural dynamics. Demographic changes, such as the aging workforce and the increasing presence of millennials and Gen Z in the labor market, introduce varying expectations regarding work-life balance and flexibility. Older employees might value job security and stability, while younger generations prioritize flexibility, meaningful work, and opportunities for professional growth (Baum, 2015). This generational shift requires Marriott to offer diverse work arrangements and career development programs to meet these differing needs and enhance overall job satisfaction. Furthermore, cultural diversity within the workforce presents both opportunities and challenges. Managing a culturally diverse workforce involves implementing inclusive policies and practices that respect and leverage this diversity to foster a collaborative and innovative work environment. Inclusive practices not only improve employee engagement and performance but also help reduce turnover rates by creating a sense of belonging and acceptance among employees (Allen, Golden, & Shockley, 2015). By addressing these social factors, Marriott can better manage its human resources, ensuring that policies

and practices are aligned with the expectations and needs of a diverse and multi-generational workforce.

Technological Factors

Technological factors are pivotal in shaping the management and performance of Marriott Hotel's workforce, driving significant changes through digital transformation and continuous learning initiatives. Advances in technology have revolutionized how work is conducted, enabling remote work, virtual collaboration, and the automation of routine tasks. These changes have a profound impact on performance management, as they necessitate new ways of monitoring and evaluating employee performance. Remote work and virtual collaboration tools, such as video conferencing and project management software, allow for greater flexibility and connectivity among employees, irrespective of their physical location. This shift requires Marriott to adapt its performance management systems to ensure they effectively track and support employee productivity and engagement in a digital environment (Brynjolfsson & McAfee, 2014). Additionally, the rise of continuous learning platforms and e-learning solutions plays a critical role in employee development. These platforms offer accessible and flexible training opportunities, enabling employees to enhance their skills and stay current with industry trends and technological advancements. By investing in such training and development programs, Marriott can ensure its workforce remains competitive and capable of maintaining high performance standards (Gajendran & Harrison, 2007). Overall, embracing technological advancements not only streamlines operations but also fosters a culture of continuous improvement and adaptability within the organization.

Legal Factors

Legal factors significantly influence the performance management practices at Marriott Hotel, particularly regarding employment laws and data privacy regulations. Adherence to labor laws, including minimum wage requirements, working hours

regulations, and anti-discrimination policies, is essential for maintaining a fair and equitable work environment. Marriott must ensure compliance with these laws to mitigate legal risks and uphold employee rights (Mohapatra & Sharma, 2021). Additionally, health and safety regulations play a critical role in performance management, as they govern workplace conditions and employee well-being. Compliance with these regulations not only fosters a safe and healthy work environment but also contributes to employee morale and productivity. Furthermore, data privacy regulations, such as the General Data Protection Regulation (GDPR) in Europe and the California Consumer Privacy Act (CCPA) in the United States, impose strict requirements on the collection, storage, and use of employee data. Marriott must ensure that any technology used for monitoring employee performance complies with these regulations to protect employee privacy rights and prevent potential legal liabilities (Stiglitz, 2013). By adhering to employment laws and data privacy regulations, Marriott can effectively manage employee performance while mitigating legal risks and safeguarding employee rights and privacy.

Environmental Factors

Environmental factors play a crucial role in shaping the operational practices and employee roles at Marriott Hotel, particularly concerning sustainability initiatives and disaster preparedness. With a growing global focus on sustainability, hotels are increasingly required to adopt eco-friendly practices to reduce their environmental footprint. This includes measures such as energy conservation, waste reduction, and the use of sustainable materials in construction and operations. Marriott's commitment to sustainability not only aligns with broader environmental goals but also influences employee roles and responsibilities, as staff members are tasked with implementing and adhering to sustainable practices in their daily operations (World Economic Forum, 2020). Moreover, disaster preparedness is paramount in the hospitality industry, given the potential impact of natural disasters and pandemics on business operations. Marriott must prioritize contingency planning and develop adaptive work modes to ensure business continuity in the face of unforeseen events. This includes establishing robust

emergency response protocols, cross-training employees for versatile roles, and implementing flexible work arrangements to accommodate disruptions to traditional work environments. By proactively addressing environmental factors such as sustainability and disaster preparedness, Marriott can enhance its resilience and sustainability while ensuring the well-being and safety of its employees and guests (Davenport & Kirby, 2016).

Industry Trends

Retention Rates and Turnover Rates: Retention rates and turnover rates are significant challenges in our industry, attributed to the sector's seasonal nature, low entry barriers, and demanding work conditions. Data from the Chartered Institute of Personnel and Development (CIPD) highlights a significant turnover issue within the UK's hospitality sector. According to their 2019 Labour Market Outlook, the turnover rate in the accommodation and food services sector was notably high, reflecting the challenges faced by the industry (CIPD, 2019). High turnover rates in this sector underscore the importance of effective performance management and employee retention strategies. To address this, Marriott Hotel implements various retention strategies, including offering competitive wages, providing career development opportunities, and enhancing work-life balance through flexible work arrangements. By prioritizing these initiatives, Marriott aims to mitigate turnover rates and foster a more stable and engaged workforce, ultimately contributing to the hotel's long-term success (Marriott International, 2020).

Emergence of Different Work Modes: Marriott Hotel has adapted to the evolving landscape of work modes by embracing various approaches. While remote work is traditionally limited in hospitality, roles such as reservations, customer service, and administrative functions have been transitioned to remote work where feasible. Marriott has implemented remote work for corporate staff and certain support roles (Marriott International, 2021). Additionally, Marriott has introduced a hybrid work model, combining on-site and remote work to accommodate employees' personal and professional commitments. This model offers flexible schedules, particularly for

administrative and managerial staff, allowing them to work both on-site and remotely as needed. Moreover, Marriott recognizes the importance of flexible work schedules in improving job satisfaction and retention, particularly for roles that require physical presence such as front desk and housekeeping, by offering flexible shifts to its employees. These adaptable work modes reflect Marriott's commitment to fostering a supportive and accommodating work environment tailored to the needs of its diverse workforce (Deloitte, 2020).

Marriott International's Employee Performance Management in Different Work Modes:

Remote Work: Marriott uses digital tools like Microsoft Teams and Zoom for communication and collaboration among remote employees. Performance is monitored through regular virtual meetings, performance tracking software, and setting clear KPIs (Microsoft, 2021).

Hybrid Work: Marriott's hybrid model includes a mix of remote and in-office days. Performance is managed through a combination of in-person reviews and virtual check-ins, ensuring that employees remain engaged and productive (Harvard Business Review, 2021).

Flexible Work Schedules: Marriott offers flexible shifts for roles such as housekeeping and front desk operations. Employees can choose shifts that fit their personal schedules, improving job satisfaction and reducing turnover (Marriott International, 2021).

Potential Solutions

To bolster its operational efficiency and support a modern workforce, Marriott Hotel is prioritizing several key initiatives. Firstly, the hotel is enhancing its technological infrastructure by investing in advanced performance management systems that seamlessly integrate with remote work tools. These systems will enable real-time tracking of performance metrics and furnish managers with valuable insights for informed decision-making (PwC, 2021). Additionally, Marriott is developing comprehensive training programs focused on digital literacy and remote work best practices to ensure that employees are adept with technology, thereby enhancing their performance in remote and hybrid work environments (Deloitte, 2020). Furthermore, the hotel is committed to implementing inclusive policies and practices, such as offering flexible work arrangements, supporting working parents, and fostering a culture of respect and collaboration, to create an environment where all employees feel valued and included. Lastly, Marriott is actively engaging its workforce through regular surveys and feedback sessions to understand employee needs and concerns, using this input to tailor performance management practices and enhance overall job satisfaction. By prioritizing these initiatives, Marriott aims to create a dynamic and supportive workplace that empowers its employees to thrive in today's rapidly evolving hospitality industry (Gallup, 2020).

Evaluation and Conclusion

This proposal has examined the impacts of socio-economic forces on employee performance management and monitoring in different work modes within our hotels. Key socio-economic factors, including political, economic, social, technological, environmental, and legal elements, significantly influence how performance is managed in the industry (Gleeson, 2017). Trends such as high turnover rates and the emergence of different work modes, including remote, hybrid, and flexible work schedules, highlight the need for adaptive performance management strategies (CIPD, 2019).

Marriott International's approach to managing employee performance in various work modes includes leveraging technology, offering flexible work arrangements, and investing in employee training and development. These practices not only enhance performance but also improve employee satisfaction and retention (Marriott International, 2021; Deloitte, 2020).

As a recommendation, Marriott should continue to invest in technology that supports remote and hybrid work, such as advanced performance management systems and collaboration tools (PwC, 2021). This will ensure seamless communication and effective performance monitoring. Also, fostering a culture of continuous learning and implementing comprehensive training programs that focus on both technical skills and soft skills will empower employees to perform better in different work modes (Gallup, 2020).

To foster a thriving work culture at our hotel, it's imperative to prioritize these key initiatives: promoting flexibility and work-life balance by offering flexible work schedules and supporting remote work wherever feasible. This approach not only enhances employee satisfaction but also reduces turnover rates by accommodating employees' personal needs and preferences (Marriott International, 2020). Also, enhancing employee engagement by actively seeking feedback and involving employees in decision-making processes related to performance management. Engaged employees tend to be more productive and committed to the organization's goals, leading to improved overall performance (Deloitte, 2020). Lastly, adopting inclusive policies that

cater to the diverse needs of the workforce, including support for working parents, promoting diversity and inclusion, and ensuring a safe and respectful work environment (Harvard Business Review, 2021). By embracing these initiatives, Marriott Hotel can create a supportive and inclusive workplace where employees feel valued, engaged, and empowered to contribute their best.

By addressing these recommendations, Marriott International can effectively manage and monitor employee performance in different work modes, adapting to socio-economic changes and maintaining its position as a leader in the hospitality industry (PwC, 2021).

In conclusion, the impacts of socio-economic forces on employee performance management are profound and multifaceted. Marriott International, through its adaptive strategies and commitment to innovation, can navigate these challenges and continue to thrive in a dynamic and competitive industry (Gleeson, 2017).

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