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**The current challenges that the try is facing that are affecting employee
recruitment and retention.**

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Introduction

The Marriott hotel is operating in the United Kingdom (U.K.). The hotel enjoys a 4-star rating. The activities offered are accommodation, hotel reservations, car rental services as well as flight booking services. The hotel also provides culinary experiences as well as the opportunity for touring with private guides.

The current challenges that Marriott hotel is facing are related to inefficient human resource management, inadequate compensation structure, inadequate growth opportunities, inappropriate working conditions, and lack of training. These factors directly affect the retention and recruitment of employees. If the employees do not have adequate compensation, then they will not be ready to work for the organization and will prefer to leave the organization in search of higher compensation (Marinakou & Giousmpasoglou, 2019). It will create retention issues for example labor shortages. If a proper compensation structure is not designed then it will create a problem for recruitment also. Also, if the management relating to human resources is inefficient then it will also create issues for the employees for example not granting leave on account of the illness of family members etc. If these issues are faced by the employees, then it will impact their recruitment as well as retention rates (Tan & Despotis, 2021). The recruitment will also be adversely affected if the reputation of the hotel comes into question due to inefficient management policies. Also, if there are inadequate growth opportunities for the employees then also the motivation level of the employees will be affected which will impact their retention rates. If proper growth opportunities are not provided to the employees, then it will direct them to leave the organization which will create a retention problem. Also, the working conditions of the hotel will affect employee retention rates (Djajasinga, et al., 2021). The working condition of the hotel is not adequate and the employees are facing issues for example lack of proper restrooms which affected the retention rates of the employees. These conditions will prohibit the employees to join the Marriot hotel thus recruitment will also be affected. Also, the lack of training for the employees of the Marriott hotel will create a problem for its employees as they will not find any means to upgrade their skills which may affect their mental health forcing them to leave the organization. Also, recruitment of people will also be affected by the lack of

training programs which will direct the potential employees to choose other Hotels in place of Marriott for the growth of their career.

Main context

Summary of another researcher

According to Gursoy & Chi, (2020), various researchers suggested that the hotel industry is facing recruitment and retention problems for a very long time and much before the pandemic of Covid 19. The findings of the researchers suggest that the hotel industry is suffering from labor shortages due to numerous reasons. According to Mujtaba, (2022), some of them may be a lack of periodic payment of salary to the employees, lack of career planning of the employees etc. Also, too much work pressure, improper condition of work and lack of recreation facilities also impact the retention as well as recruitment rates of the employees.

Background

In all industry employees are valuable assets and every organization is dependent on their performance and skills. Currently, the hotel industry is facing a lot of challenges which create an impact on the recruitment and retention of employees. It is important to identify the potential reasons that the hotel industry in the UK is facing during the recruitment of employees. This can be identified by conducting research on the challenges with the help of PESTLE analysis. The best approach for retaining employees is by understanding the opportunities and strengths present in the hotel industry in the UK with the help of a SWOT analysis.

Pestle analysis

PESTLE analysis is an effective tool that helps in identifying the hindrance that is caused by the recruitment and retention of employees in the hotel industry in the UK. This can be analyzed using the influence created by six different factors. They are as follows:

Political: Due to Political unrest condition and the situation of the Covid-19 pandemic employee recruitment and retention in the hotel industry was affected severely (Khan et al., 2021). Due to changes in government policies the hotel industry.

Economic: The turnover of employees in the hotel industry has increased in the UK economy in the hotel industries during a situation of economic instability. In GDP of the UK in 2021 was 7.4% and in 2022 it grew by only 4.1%. Due to this slow growth, the Hotel industry and its employee retention were badly impacted (Ons, 2021).

Social: Due to situation of economic downfall and the pandemic situation in the UK, the wages of the employees were decreased. The potential employees preferred higher wages with a high level of facilities. Hotel industries failed to provide a proper work environment and development facilities or job satisfaction.

Technological: The technological advancement of the UK created challenges for the Hotel industry to recruit and retain employees and provide them with job satisfaction (Heimerl et al., 2020). Due to technological advancement and the political situation, employees decreased in the hotel industry. The Human resource department became ineffective in the management of employee recruitment and retention.

Environmental: The environment of the UK affected the growth and employee recruitment in the Hotel industries. An unclear environment created a challenge in the selection process of an employee. Due to the lack of proper work culture, the motivation and retention of the employees decreased significantly. Changing climate and new emerging competitors in the UK affected the hotel industry (Alvarez et al., 2021).

Legal: The legal ethics and practices in the UK followed in the hotel industry created an effect on the recruitment of employees. This general data protection regulation developed by the UK government created a positive impact on the Hotel industry.

Examples

Brexit effect on employee retention: Brexit is identified as a legal factor that influences the hotel industry in the UK. The term Brexit refers to the decrease an employee's due to the changes implemented in the law system by the UK government. These laws will be applicable in the case of recruitment and retention of employees in the Hotel industry (Papadopoulos et al., 2021). The vacancy in the Hotel industry increase as it faced challenges in the selection of employees and effective retention of them.

Covid effect on employee retention: Covid situation is a political and environmental factor both. Due to this situation, the political condition of the UK decreased and the economy and environment of UK hotel industries faced severe challenges (Niedermayr, 2022). Due to such a situation, the performance of the employees in the Hotel industry decreased.

Inflation effect on employee retention: Inflation in the UK economy raised the prices therefore; the hotel industries faced a challenge while selecting and properly retention of employees. The inflation rate was 10.8% in January 2023 (Clark, 2023).

External issues

The economic management system in the UK created an impact on the policies of the Hotel industry operating. The formation of new monetary and fiscal policies by the UK government created a challenge for the Hotel industry as it created a Brexit effect on employee retention (Read & Fenge, 2019). The technological innovations and new emerging competitors in the market created a challenge for the recruitment of efficient and skilled employees in the Hotel industry. Due to the Environment of the UK, the growth opportunities of employees were hampered in the hotel industry (Filimonau & Delysia, 2019). The industry failed in the proper retention of employees. The employees lacked motivation and the environmental challenges created a barrier to training development facilities or an increase in the wage rate for employees.

Potential solution

The potential solution for the problem of human resource management should be the formation of an efficient management structure that will look into the issues of the employees so that the problem associated with leave management does not occur. The compensation structure should be designed by taking into consideration the compensation policy followed in the hotel industry in the U.K. It should be in compliance with the industry standards. The growth opportunities include the proper career planning of the employees which will increase both the recruitment as well as retention rates of Marriott hotel (Chukwudi et al., 2022). Periodic reviews of the performances of the employees should be conducted and training programs should be designed to align the individual deficiencies. Also, working conditions such as compliance with the safety laws

of the U.K., and the provision of basic amenities should be done to increase both the recruitment as well as retention rates.

Evaluating opportunities and strengths based on SWOT analysis

Opportunities	Strength
• Hotel industries can provide the facility of online interviews that can increase the opportunity for the Hotel industry in the UK to decrease the challenge of recruiting and retaining employees (Choi & Choi, 2021). • Provide facility of food and beverages as this can act as a bonus and attract skilled labors towards hotel industry.	• Communication can act as a strength in reducing the communication gap between employees and top-level management. The communication gap reduces the retention of employees. • Financial security to employees in the method of providing fixed wages. It is the best for retaining employees in the Hotel industry in the UK environment (Sabri et al., 2019).

Industry example

Industry examples such as Covid 19 caused the total closure of the hotel industry which caused many employees to leave this particular industry (Jiang& Wen, 2020). Also, the employees who remained to work for the organization faced salary payment as only half salary was paid to them during the covid situation which decreased the retention rates of the hotel. Also, inflation raised the standard of living of the employees but the salary is not increased with respect to these conditions which caused them to leave the industry. Also, a political situation like Brexit will create trade problems between countries which will discourage the laborers to migrate to other countries for work which will impact the recruitment policy of the hotel.

Conclusion

Summary and findings

The findings suggest that Marriott Hotel is facing challenges relating to inefficient management, lack of training conditions and improper working conditions which created the problem of labor shortages on account of problems associated with recruitment as well as retention of employees. The analysis of PESEL, opportunities and strengths also indicates the factors such as lack of growth opportunities and inadequate compensation to be the potential cause of retention challenges faced by the hotel. Also, the researches of previous researchers also suggest that the hotel industry is continuing to face recruitment and retention-related problem from an early period. Therefore, the proper focus should be given to tackling these problems so that the retention rate of the employees increases thus benefitting the Marriott hotel (Frye et al., 2020). Also, the implication of the work will help the hotel industry to manage the future problems associated with labor shortages as well as labor recruitment.

Recommendation

It is necessary that the hotel industry in the UK reduce the challenges and develop a proper system for the recruitment and retention of employees. It is been recommended that it must focus on using technology advanced in favor of recruiting employees (Marinakou & Giousmpasoglou, 2019). It can use technology for providing the facility of an online selection process as this will retain more skilled workers required in the Hotel industry. Recommendations are provided to improve the environment and work culture in the Hotel industry. This can help with easy selection process conduction and increasing the motivation of employees. With the increase in motivation, the efficiency and productivity of the employees will increase and this can work in favor of the Hotel industries in the UK (Baum, 2019). It is strongly recommended that the Hotel industries in the UK must focus on the implementation of such laws that can work in favor of employees as this will attract more workers towards the hotel industry.

Conclusion

Considering the findings, it can be concluded that Marriott hotel should efficiently undertake the SWOT analysis to determine the potential threats and weaknesses of the hotel so that an appropriate strategy can be designed to tackle these challenges which will enhance both the recruitment as well as retention rates. Also, PESTEL analysis should also be undertaken to determine the potential opportunities of the U.K. to expand and grow the business favoring the recruitment and retention policy. Also, the potential solutions for the challenges causing retention problems for example proper compensation structure should also be formulated to increase the recruitment and retention rates.

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