

Managing People in Organisations

Assignment Title: HR Technology Investment Report

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Executive Summary

This report evaluates how HR technology can support the growth of Lions Property Management Limited, as its current informal and manual HR practices become unsuitable for scaling operations. Key challenges include inconsistent performance management, limited employee engagement, and over-reliance on centralised decision-making.

The report identifies HR technology as a strategic solution to improve efficiency, consistency, and data-driven decision-making. It recommends implementing Deputy to enhance performance management through scheduling and real-time tracking, and Officevibe to strengthen employee engagement via structured feedback and communication.

Overall, these cost-effective tools will help the company transition to a more proactive HR approach, improving service quality and supporting sustainable growth.

1. Introduction

The way companies manage their staff is changing continuously because of new digital technologies, particularly in service-based industries where efficiency and consistency are critical. Now, even smaller companies are using tools like artificial intelligence, automation, and special analytics seeking to improve operational performance and support growth. This is a big change from how things used to be done, where managers just reacted to problems as they came up. According to Marler and Boudreau (2017) nowadays, companies are using data and structured approaches to make decisions and manage their workforce. This shift reflects a broader transition from informal, reactive management practices towards more structured and data driven approaches.

This report evaluates HR technology investment opportunities within Lions Property Management Limited, a Liverpool-based organisation operating in the property investment and property management sectors. The company is mainly utilising a strategy called “Rent to Rent” cooperating with landlords using their properties as their own and transforming them into Houses in Multiple Occupation. Their daily processes include activities like tenant sourcing, maintenance coordination, administrative and marketing tasks or handling cleaning services (Lions Property Management, 2026). While the firm remains small, it is entering a period of growth, with plans to expand its property portfolio, increase the number of employees, and extend operations geographically. Within this context, personnel performance and engagement have been identified as priority HR areas, as both are directly linked to service quality and operational sustainability (Armstrong and Taylor, 2023).

A further important aspect of this metamorphosis is the growing role of predictive and prescriptive analytics within HR decision-making. Rather than simply analysing past performance, organisations are increasingly using data to forecast future workforce needs and identify potential risks, such as employee turnover or declining productivity. According to Chartered Institute of Personnel and Development (CIPD, 2024), people analytics enables organisations to make evidence based decisions that align workforce capabilities with strategic goals.

For a company such as Lions Property Management Limited, this is particularly relevant, as future growth will depend not only on increasing staff numbers but also on maintaining service quality across multiple properties. Without structured data, it becomes difficult to scale operations effectively. Therefore, HR technology should not only be seen as an operational tool, but also as a strategic asset that supports long-term planning and competitive positioning.

The report takes a close look at the different HR technology solutions that could work for these areas and provides recommendations aligned with the organisation’s strategic

objectives. A comparative appraisal of the selected technologies is provided in Appendix A, which shows how each one could affect the company.

2. Organisational Context and HR Challenges

Lions Property Management Limited operates in a sector characterised by increasing regulatory requirements and high expectations in relation to tenant experience. In the HMO market, landlords and property managers must maintain consistent standards of cleanliness, safety, and communication, with compliance requirements set out by government guidance and local authorities (HM Government, 2026). As a result, the quality and reliability of staff performance play a direct role in business success.

Right now, HR practices within the organisation are very informal and centralised. When it comes to managing performance, the firm is using handmade lists and checks visually if work is completed properly. Additionally, feedback from tenants or clients is helpful in identifying any errors. This approach is practical for small teams, but it has several limitations, including difficulties in monitoring employees across multiple locations and reactive performance evaluations. Similar challenges are seen in many small firms, where HR practices are often underdeveloped and tend to be more reactive than strategic (CIPD, 2023).

The absence of a structured approach results in inconsistent service delivery and imposes a substantial burden on management. Moreover the reliance on the CEO for performance oversight creates a restriction, limiting focus on strategic activities like business development and investment. Research indicates that such informal systems are hard to maintain as companies expand, typically leading to inefficiencies and reduced accountability (Aguinis, 2024).

Another limitation of informal HR practices is the lack of standardisation in performance expectations. When employees are managed through ad hoc processes, there is a higher risk of inconsistent evaluations, which may lead to perceptions of unfairness among staff. This can negatively impact motivation and trust in management. According to David Guest (Guest, 2017), consistency and clarity in HR practices are essential for building a strong psychological contract between employer and employee.

In the context of Lions Property Management Limited, where employees often work independently across different properties, the absence of clear and measurable performance criteria may further increase variability in service delivery. Over time, this inconsistency can damage the company's reputation, particularly in a sector where tenant satisfaction is closely linked to repeat business and referrals. Addressing this issue requires the introduction of structured systems that ensure fairness, transparency, and accountability across all operational activities.

Employee engagement presents an additional challenge. Communication is primarily conducted through channels such as WhatsApp and email, which, while efficient, do not provide a structured approach to feedback or employee involvement. Although the organisation has introduced a reward system in the form of tips for good performance, engagement remains almost fully transactional. Employees tend to focus on completing tasks rather than understanding or contributing to broader organisational goals.

This is part of a bigger trend in operational roles in fields like property management, where employees often work alone and don't have much contact with their supervisors. Low levels of engagement are especially common in these kinds of settings and are linked to lower productivity and service quality (Gallup, 2026a). Engagement is also based on employees experiencing a psychological connection to their work, requiring consistent communication and a sense of purpose (Kahn, 1990). These factors are now underdeveloped within the company.

3. Strategic Role of HR Technology

For Lions Property Management Limited, the use of HR technology represents a strategic response to the challenges associated with growth. As the firm expands its property portfolio and workforce, the limitations of manual processes are likely to become more intense. They can increase the risk of operational inefficiencies and gradually decrease service standards.

Digital HR technologies allow organisations to introduce structure without significantly increasing administrative complexity. By automating everyday tasks and providing real-time data, these systems allow managers to focus on higher-value activities such as business development and relationship management (Deloitte, 2025). In service-based industries, this shift is particularly important, as it keeps up consistent service delivery and improved customer satisfaction.

In the property management sector, the use of digital systems is becoming more frequent, particularly among larger firms that manage extensive portfolios. These organisations rely on technology to coordinate maintenance, track performance, and communicate with multiple tenants. While Lions Property Management Limited operates on a smaller scale having only around 25 tenants, taking on similar concepts can provide a competitive advantage, especially in a market where reputation and service quality are key differentiators (Propertymark, 2025).

HR technology also contributes to sustainability by improving resource efficiency. For example, digital scheduling systems can reduce unnecessary travel and ensure that employees are deployed effectively, which has both economic and environmental benefits. Until now, manually prepared schedules have led to errors in a fast-changing environment. However, the success of such technologies depends on their alignment with organisational needs and the willingness of workforce to adopt them (Bondarouk and Brewster, 2016).

However, the implementation of HR technology is not without challenges. One of the most significant risks is employee resistance, particularly in smaller organisations where informal working cultures are already established. Employees may perceive new systems as a form of increased control or surveillance, which can reduce trust and engagement if not managed carefully. Research by Deloitte (Deloitte, 2024) highlights that successful digital transformation depends not only on the technology itself but also on effective change management and communication strategies.

To minimise resistance, organisations should involve employees in the implementation process and clearly explain the purpose and benefits of new systems. In the case of Lions Property Management Limited, positioning HR technology as a tool for support rather than monitoring will be essential. This includes demonstrating how such systems can reduce workload, improve scheduling fairness, and provide clearer feedback. By taking a people-centred approach, the company can increase adoption rates and maximise the value of its investment in HR technology.

4. Employee Performance: Technology Evaluation

The way Lions Property Management handles performance depends on manual processes and informal oversight. It doesn't offer a consistent or scalable solution. Introducing a digital performance management tool would allow more structured monitoring and provide better feedback to the employee efficiency.

One suitable option is Deputy, which offers scheduling, time tracking, workforce management functionality as well as AI forecasting. By providing real-time data on employee attendance and task completion, Deputy addresses the limitations of the current system and reduces reliance on manual verification methods (Deputy, 2026a). This is consistent with findings from CIPD (2024), which highlight the importance of transparency and accountability in building employee experience and company's effectiveness.

An alternative is Hubstaff, which provides more detailed tracking and analytics like project tracking or productivity monitoring (Hubstaff, 2026). While this can offer great insights, it also raises concerns regarding employee privacy. Wood et al. (2019) suggest that increased monitoring and algorithmic control can negatively affect worker autonomy and perceptions of the employment relationship. It would also be more valuable for a company to use this software after achieving more than ten employees. It's because implementing it would require specific preparation to ensure openness. It would also be out of firm's budget at current stage.

A broader HR system such as BambooHR provides additional features, including employee records, compensation planning and even onboarding tool (BambooHR, 2026). However, its functionality may also exceed the immediate needs of the company, making it less suitable at

present. Small organisations often benefit more from targeted solutions that address specific challenges rather than complicated systems that may be underutilised (CIPD, 2023).

Overall, the introduction of a basic structured performance management system would allow the firm to move from reactive oversight to proactive management, improving consistency and reducing errors in scheduling.

5. Employee Engagement: Technology Evaluation

Employee engagement within the organisation lacks structure at the moment. While the use of financial gratuity provides some level of motivation, it doesn't address the underlying issue of limited communication and connection to organisational goals.

A platform such as Officevibe offers a practical solution by introducing regular feedback mechanisms and engagement analytics (Officevibe, 2026). This allows employees to always share their views, rather than only when issues come to light. Research highlights the importance of regular feedback and manager support in driving employee engagement and performance (Gallup, 2026b).

Other tools, such as 15Five, provide additional functionality but may be unnecessarily complex for a small team as they are best suited for mid-market companies (15Five, 2026). Similarly, TINYpulse focuses primarily on recognition (Microsoft, 2026). While it is still valuable, unfortunately it doesn't fully address communication challenges and it could be a bit too much for such a small business.

From a theoretical perspective, engagement is influenced by factors such as job meaningfulness and employees' connection to their work (Saks, 2006). Without structured communication, it is hard to develop this connection. Using an engagement platform provides a foundation for more consistent relationship, supporting both employee satisfaction and organisational performance.

6. Recommendations

Based on the analysis, a focused approach to HR technology investment is recommended and could help Lions Property Management to get to the next step of their growth. For employee performance, the implementation of Deputy would provide benefits by improving visibility, accountability, and consistency. The system is affordable and directly tackles the problems the company is facing now. However, its success will depend on clear communication with employees to ensure that it is perceived as a tool for support rather than surveillance. Deputy can make a difference if it's used in the right way.

For employee engagement, the adoption of Officevibe would introduce a structured approach to feedback and communication. This software would help the workforce feel more

connected to the organisation and identify its goals. Given the company's growth plans, this is a major step in developing a more united personnel.

Both technologies fall within the organisation's financial constraints, with costs remaining below £1,000 annually altogether. The Deputy system may cost approximately £480 for 10 workers registered in the software (Deputy, 2026b). In contrast, Officevibe may cost approximately £450 for 10 employees, depending on the extent of software usage (Vendr, 2026). Ethical considerations must also be addressed, especially in relation to data privacy and transparency. Ensuring compliance with UK data protection regulations is essential to maintaining trust and supporting successful implementation (HM Government, 2026). Lions Property Management would need to adjust their privacy notice and other internal regulations to include the usage of both softwares in their daily activities.

7. Conclusion

Lions Property Management Limited is breaking into a phase of growth where its current informal approach to HR management is becoming increasingly difficult to continue. While existing practices have supported the business in its early stages, they are unlikely to provide the level of consistency and control required for future expansion. Their recent activities are becoming more difficult while the business is developing. That can cause errors occasionally which should be addressed before it becomes a large issue for the company.

The adoption of HR technology offers a practical solution to these challenges. By implementing structured systems for performance management and employee engagement, the organisation can improve operational efficiency, enhance communication, and reduce reliance on manual oversight. This is particularly important in the property management sector. Service quality and following the government laws have a huge impact on the overall success.

As shown in Appendix A, the recommended technologies provide complementary benefits. The Deputy software delivers immediate operational improvements through enhanced performance tracking, while Officevibe supports longer-term organisational development by strengthening employee engagement. Together, they create a balanced approach that supports both efficiency and organisational culture.

Ultimately, these investments represent a strategic step towards building a more scalable and resilient business. By adopting appropriate HR technologies at this stage, Lions Property Management Limited can position itself for sustainable growth while maintaining the standards required in a competitive and regulated market.

8. Appendix A: HR Technology Appraisal Summary

This appendix provides a structured comparison of two HR technologies, assessing their functionality, value, costs, and impact on organisational performance.

Criteria	Deputy (Employee Performance)	Officevibe (Employee Engagement)
Primary Function	Workforce management, scheduling, and time tracking.	Employee engagement, feedback, and communication.
Key Organisational Need Addressed	Lack of structured performance monitoring and over-reliance on manual oversight.	Lack of structured communication and low employee engagement.
Value Delivered	Improves visibility of employee activity and ensures more consistent service delivery across properties.	Enhances communication, captures employee feedback, and supports motivation.
Impact on Business Performance	High impact on operational efficiency and service quality, particularly in managing remote cleaning staff.	Moderate to high impact on employee satisfaction, which indirectly improves performance and retention.
Competitive Advantage	Enables more reliable and professional service delivery, strengthening reputation in the local property market.	Supports a more engaged and motivated workforce, improving long-term organisational stability.
Scalability	Highly scalable as the workforce grows, particularly with increased number of properties and staff.	Scalable across a growing team, maintaining communication as the organisation expands geographically.
Ease of Implementation	Moderate – requires initial setup and employee adaptation to time tracking.	High – simple interface and minimal disruption to existing workflows.
Cost (Estimated)	Low (approximately £2–£4 per user per month; under £500 annually).	Low (approximately £3–£5 per user per month; under £500 annually).
Risks and Limitations	Potential employee resistance due to monitoring; risk of perceived surveillance if poorly implemented.	Risk of low participation or disengagement if feedback is not acted upon by management.
Ethical Considerations	Data privacy concerns related to tracking employee activity require transparency and compliance with GDPR.	Confidentiality of employee feedback; risk of misuse if anonymity is not respected.
Sustainability Contribution	Improves efficiency in workforce allocation, reducing wasted time and unnecessary travel.	Supports long-term employee retention, reducing recruitment and training costs.
Overall Assessment	Strong operational tool with immediate and measurable impact on performance and control.	Valuable cultural tool that strengthens communication and engagement over time.

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