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ASSIGNMENT: HOW TO ENGAGE EMPLOYEES
THROUGHOUT THE EMPLOYEE LIFECYCLE

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INTRODUCTION

The present essay will discuss about the employee engagement during an employee lifecycle. Within this essay it will be presented the role of human resource department in a hotel to make sure they engage the employees throughout their employee cycle within a specific company. Employee engagement measures how much a worker feels valued and benefited by their employer, which in turn makes them enthusiastic about their work (Townsend et al., 2014). Employee engagement is essential for business success because organizations with highly engaged workers generate four times more revenue than those with low employee engagement levels (Beheshti, 2019).

HOW TO ENGAGE EMPLOYEES THROUGHOUT THE EMPLOYEE LIFECYCLE

The epidemic has put a significant amount of psychological and financial strain on the workers, despite all the efforts made by the hotel business to keep the personnel motivated in their profession. As a result, it is common for employees to lack motivation and passion for their jobs. Given that 47% of workers look for new employment owing to a poor work environment, employee engagement is a critical necessity (Gretz and Jacobson, 2018).

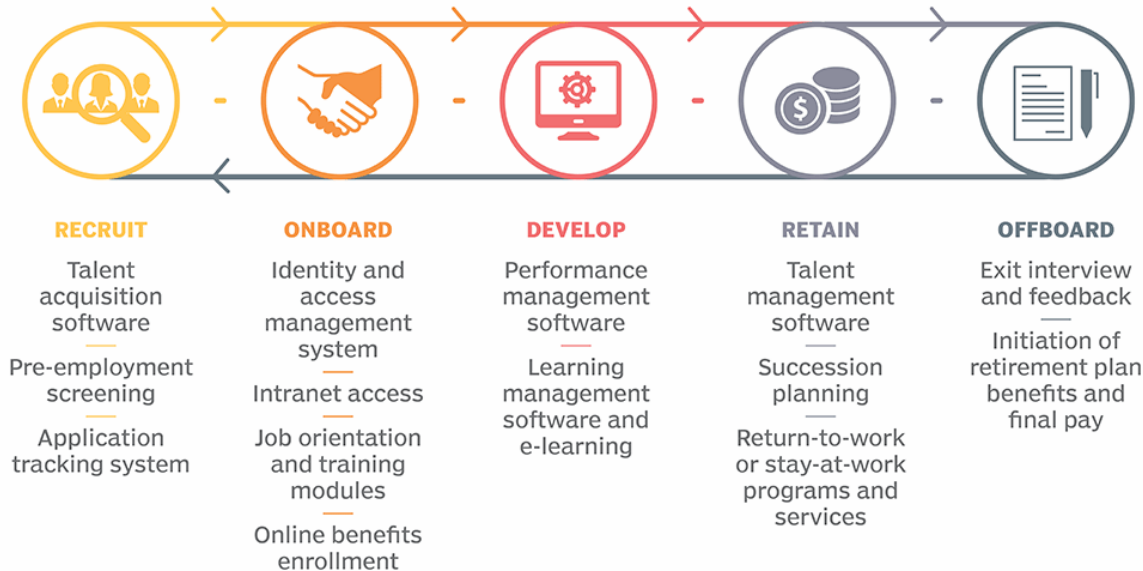
Because it affects all facets of HR, employee engagement is a more complicated issue than it first appears to be. The best supervisors and co-workers, the use of the appropriate talents, the proper employment for them, and the perception that their careers are progressing are all characteristics of engaged workers. HR must have a comprehensive understanding of the employer-employee contract to ensure good employee engagement. HR must continue to develop staff to sustain engagement and make sure individuals have clear career progression pathways in order to guarantee that employees have the skills, resources, and environment necessary to accomplish their tasks to the best of their abilities. Employees that are motivated and engaged are aware of their responsibilities and have personal and professional goals to strive toward.

Employee engagement measures how much a worker feels valued and benefited by their employer, which in turn makes them enthusiastic about their work (Townsend et al., 2014). Employee engagement is essential for business success because organizations with highly engaged workers generate four times more revenue than those with low employee engagement levels (Beheshti, 2019). Low employee engagement leads to a significant problem with staff turnover. Thousands of hotel employees were laid off and furloughed as a result of the COVID-19 epidemic, which reduced employee motivation, increased work uncertainty, and raised concerns about the safety and security of jobs. All of these elements are therefore anticipated to have an effect on the general state of staff engagement in a hotel.

Employees that are involved in their job are more committed to the task at hand and feel much more devoted to it (Chebet et al., 2019). As a consequence, the workers may contribute to productivity, job quality, idea generation, and problem-solving effectiveness. High levels of engagement also encourage staff retention, which may drastically save costs for the organization (Presbitero, 2017). Compared to disengaged organizations, highly engaged employees often have a 41% lower absence rate (Wickham, 2020). They experience a great drive to prove themselves as they feel assessed. Companies with significant employee turnover must spend between \$5,000 and \$10,000 each year on hiring new hires (Beheshti, 2019). Hotels are in the service sector, and because of this, they place a high value on effective employee support. This makes it simple for staff members to experience extreme strain. Maintaining a healthy, open workplace where hotel staff members feel free to work is therefore crucial.

Because it works with the most important asset of the company—its employees—employee life cycle management is seen as a critical duty of the HR division. Establishing a life cycle program allows businesses to examine data, such as what employees disclose during offboarding, which may result in HR improvements while providing employees with a consistent sequence of stages throughout their employment in a firm. An employee lifecycle has couple of phases through which an employee is going through: attraction, recruitment, onboarding, development, retention and separation.

Stages of employee life cycle



Attraction of the employees starts with HR. the employer brand is the key within this stage, to attract new talent that can met the company's needs.

Recruitment - All the procedures up to and including the employment of a new employee are included in this phase. Some businesses use talent acquisition software to plan and automate every step of the recruiting process, including the usage of an application tracking system, pre-employment screening, scheduling interviews, and applicant follow-up. Recruiters can attract top talent and expedite the recruiting process with the use of talent acquisition tools.

Onboarding - Employees who have accepted employment offers at this point join the staff of the business. They receive the knowledge and resources necessary to work more productively and fit in with the corporate culture during onboarding. Employees go through training and learn about the company's rules, practices, and job responsibilities. Additionally, they are included in the organization's identity and access management system.

Development - This phase covers all the procedures used to provide workers with feedback on their work through meetings, one-on-one check-ins, and performance

reviews. Regular feedback is a crucial component of this stage because it gives executives insight into what drives employees and makes it clear to workers how they are doing in relation to their goals. Employee engagement can also be increased through frequent feedback.

Retention - The next problem is keeping the worker on board and guaranteeing ongoing professional growth when an employee has been fully assimilated into the organization and has a solid knowledge of his or her function. For maintaining employee engagement and keeping the employee at this point, ongoing review, recognition, and training are essential. To track ongoing education and to identify potential promotion prospects, HR professionals frequently employ succession planning and talent management software. Retention is continuous, even though it is the fifth step on the list, exactly like development. Since turnover is an expensive and time-consuming issue, retention is essential. This stage has a unique metric. The number of people that remain with the company during a specific time period is indicated by the retention rate. Retention will also be shown by engagement rate. The retention rate declines as involvement rises.

Separation - The individual leaves their current position at this point in their career for a variety of reasons, including a new position, retirement, layoffs, personal reasons, or termination for breaking corporate policy. In any event, the offboarding process must be documented and follow the right protocols by the HR department. Normally, HR will let the employee know their final compensation and perks. Offboarding is essential for assisting firms in upholding a solid company reputation and obtaining insightful feedback from departing workers. In turn, this information aids businesses in strengthening HR procedures and employee retention.

The utilization of artificial intelligence and 360-degree feedback are two notable trends from recent years (AI). Peers, superiors, and subordinates all provide anonymous online feedback to employees as part of 360-degree feedback. Although they have gained popularity, these feedback methods are not without debate. Such software tools, according to critics, weaken employee confidence and collaboration. Supporters assert that it offers candid and frank comments. Meanwhile, the usage of AI has begun to permeate many phases of the employee life cycle. Because it makes it easier for

recruiters to swiftly filter through large numbers of applications and, presumably, reduces prejudice in the initial screening phase, it originally gained popularity for use in talent acquisition. AI was also being utilized more frequently in 2019 for employee retention and engagement.

Employee engagement model – Robinson Model

Furloughing has produced some unprecedented threats to employee engagement because the hotel business is particularly focused on meeting all of the needs of the employees and has a reputation for maintaining the improvement of the hotel employees (Reidhed, 2020). The employee engagement model may be quite useful for determining the requirements of an organization's workforce. This model serves as a guide for comprehending the elements that motivate employees to feel valued and productive. The Robinson Model, among other models, provides 10 unique variables that support the creation of engagement-related initiatives.

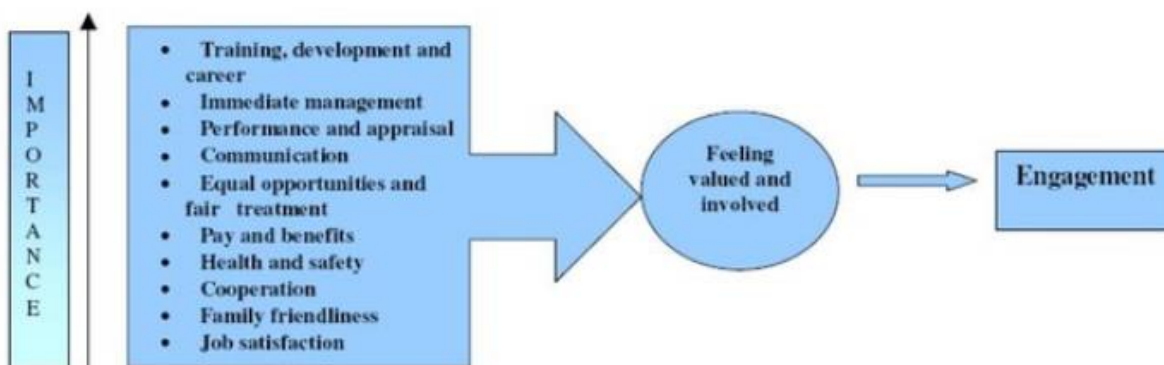


Figure 01: Employee Engagement - Robinson Model

(Source: Ngoisa, 2016)

For instance, in this post-COVID-19 epidemic, communication, equal opportunity, performance evaluation, health & safety, cooperation, and job happiness are most crucial for the employees of Hilton Manchester Deansgate Hotel. Employees need to be certain

that their bosses won't overlook them and that they'll have ample prospects for advancement.

Employers can make some changes within the development area to retain their staff. Training and development are described as particular actions taken by companies to enhance the abilities of their employees so that they can make the most of their potential when executing their employment (Ologbo and Sofian, 2013). Tahir, Yousafzai, Jan, and Hashim (2014) investigate the link between employee performance and productivity, which in turn contribute to employee engagement. The results demonstrate a considerable association between the two variables—employee performance and productivity—and training and development. This method is being used by the Hilton Manchester Deansgate Hotel, a subsidiary of Hilton Worldwide Holding Incorporation, to retain staff members.

Internal communication is another way with the help of which employers can engage their staff. Internal communication was described by Ryynanen, Pekkarinen, and Salminen (2012) as an organizational internal process that provides and shares information to foster a feeling of community and trust among employees. Building a transparent culture is crucial for management and staff so that they can include workers in the organization's aims (Mishra et al., 2014). For this, The Resident Covent Garden has implemented this internal communication with staff to make sure they are always informed and that their opinions count.

Reward and recognition is part of employee engagement as well. Armstrong (2009) states that incentives can be partial or entire and can be either money (extrinsic rewards) such as wages, bonuses, and other financial prizes provided to employees or non-financial such as additional holiday time or voucher program components. The effectiveness of the rewards system on employee engagement and commitment is significant. Additionally, it increases employee motivation, excitement, and interest, preparing them to positively identify with the aims and objectives of the organization's strategy. Through the use of employee engagement as a mediator, Hassan, Hassan, and Shoaib's (2014) study sought to investigate the impact of psychological empowerment, perceived organizational support, and incentive systems on employee happiness. For example, for two years

running, the Hilton hotel held the title of second-best workplace in the whole globe. Additionally, it was the lone hotel among the 25 rival businesses. The atmosphere, benefits, and travel opportunities are some of the best benefits of working with Hilton. They can compete with big businesses by giving real chances for both professional and personal growth. The hotel also provides remarkable staff perks. These benefits include paid time off, paid paternity leave, paid bereavement leave, and extended bereavement leaves for their employees. Hilton outperforms in terms of recognition. They often offer programs, activities, and prizes to recognize outstanding team members. Working well in Hilton never goes unnoticed, of course.

CONCLUSION

Understanding and defining the employee's job might be aided by a model of the employment lifecycle. According to this method, an "employee lifecycle" that includes hiring, dismissing, and rehiring occurs for the employee. This method blends the traditional personality model, which emphasizes the "why," with the "what"-focused conventional job description model. Although we all understand the fundamental idea behind the employee lifecycle, everyone actually has different tasks, priorities, and goals depending on their situation. The essay presented the engagement of the employee through different stages of employee lifecycle and an engagement model that can be used by the companies within the hotel industry. Employees are playing an important role within any hotel, and this is mainly because if they are motivated and engaged, they will provide quality services also.

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