

# REDESIGNING PERFORMANCE MANAGEMENT SYSTEM FOR OPTIMISING ORGANIZATIONAL PERFORMANCE - A STUDY OF HOTEL INDUSTRY IN RAJASTHAN

---

**Harvinder Soni\*, Yashwant Singh Rawal\*\*, Yakup Durmaz\*\*\***

*\*Professor, Taxila Business School, Jaipur, Rajasthan, India.  
Email: harvindersoni1@gmail.com*

*\*\*Associate Professor, Parul Institute of Hotel Management and Catering  
Technology, Parul University Vadodara, Gujarat, India.  
Email: yashwantr84@gmail.com*

*\*\*\*Associate Professor, Hasan Kalyoncu University, Turkey.  
Email: yakup.durmaz@hku.edu.tr*

## **Abstract**

*Organizational performance is a matter of strategic concern for management in the present uncertain, volatile, competitive and ambiguous environment. To achieve organizational goals, employee performance needs to be managed on an on-going basis. This paper seeks to investigate the system of managing employee performance in five-star and four-star hotels of Rajasthan. It analyses the various dimensions of a performance management system and presents a comparative view of the five-star and four-star hotels in this respect. Research has been conducted on 200 employees working in hotels selected through convenience sampling. Statistical tools like percentage, mean, standard deviation-test have been applied for data analysis and hypothesis testing. Results indicate that five-star hotels have a better system of performance management as compared to four-star hotels. However, in some dimensions of the system, non-significant difference was found between the hotels of these categories. The findings and implications of the research paper are significant not only for hotel industry but for all the other sectors because organizational performance, profitability and consumer satisfaction*

*cannot be attained by any enterprise without having a logical, unbiased and continuous basis for enhancing and improving employee performance.*

**Keywords:** *Performance Management, Hotel Industry, Employee Performance, Employee Development*

## **Introduction**

In the present era of globalization, organizations need to respond more rapidly to threats and opportunities and create a climate of continuous evaluation and organic growth. To compete successfully in the twenty-first century global markets, companies have to realize that the critical success factors are moving inexorably from capital, scale and efficiency to knowledge, collaboration and innovation. In this context, a performance management system which integrates the strategy and organizational processes to HR processes is required to gain sustainable competitive advantage. This is in fact, one of crucial aspects for organizational effectiveness. Performance management is considered as a key process for accomplishing the work and should be on top priority of the managers. It is a process which focuses on fostering employee engagement which leads to enhanced performance. As per Armstrong (2006) the principal objective of performance management is to set up a high-performance culture in which people and teams take responsibility for the continuous development of business techniques and for their own capabilities and contribution inside a framework furnished by effective leadership. According to Adler (2011), performance management involves activities that companies implement with the aim of making sure that their goals are achieved consistently and efficiently. The scope of performance management varies and can be carried out at diverse organizational levels consisting of personnel, departments, the whole organization and system. From this definition, Adler (2011) infers that the primary objective of performance management is to ensure that organizational strategies are carried out correctly in an effort to facilitate the fulfillment of organizational goals. In today's competitive world organizations can only compete with their competitors by making their human resource system innovative and strong. In this respect performance management system can play a vital role if it is implemented properly.

Performance management system is a dynamic process of identifying, measuring and developing the performance of individuals and teams and aligning their performance with the strategic goals of the organization. It is a strategic process which focusses on improvement of performance of individuals working in an organization for the achievement of organizational

goals and objectives. It comprises of defining the evaluative criteria for different levels of performance, monitoring and review of performance, providing constructive feedback and adopting corrective actions to remove deficiencies in performance. Performance Management is a joint process which involves both supervisor and employee in identifying common goals (correlated to the higher goals of the organization) resulting in the establishment of written performance expectation later used as measures for feedback and performance evaluation (Roger Davis, 2004). It focuses on communication and adding value to the organization by fostering improved job performance and encouraging skill development. Performance management includes specifying the job duties, defining performance standards and documenting, evaluating and discussing performance with each employee. Performance appraisal is a limited and reactive function of evaluating past performance undertaken once or twice a year. Performance management, on the other hand, is a continuous and ongoing proactive mechanism to manage the performance of an employee and ensure that the employee achieves the set targets on a real-time basis with continuous reviews and corrective actions from time to time.

Many researches show high employee turnover in hotel industry which is a serious concern for the management. A good performance management system can really contribute in retaining the employees of the company and increase the satisfaction level of employees which will lead to improved performance of the hotel. In hotel industry there's a need for effective performance management system that caters to the needs of both the personnel and the organization. There is a need to align the employee and organizational objectives and concentrate on the performance management system instead of using performance appraisal in hotel industry. This paper seeks to investigate and compare the systems adopted by five-star and four-star hotels of Rajasthan for managing employee performance. It explores the various aspects to examine the extent to which hotels are shifting from traditional performance appraisal to a continuous performance management system. The paper incorporates the implications of the research for hotel industry and other sectors for effectivizing individual and organizational performance.

## **Review of Literature**

(Gruman & Saks, 2011) contended that by the implementing performance management system effectively hotels can develop high level of engagement of employees which will lead to the high performance. They suggested that managers and supervisors should get training on employee engagement as they need to know what employee engagement feels like and looks like, how to develop, facilitate, assess and include it in appraisal system and feedback

system. They suggested a model to improve the employee engagement. In the model performance agreement and engagement facilitation feed into employee engagement.

(Alleyne, Doherty & Howard, 2012), in their study on hotel industry in Barbodas found that in four hotels which did not have an HR Department, formal performance appraisal system did not exist practically. One of these hotels, however, planned to establish a system of performance appraisal in future. Three other hotels which had the HR Department had a formal performance appraisal system and ongoing feedback and discussions between the managers and subordinates for developmental purpose. In four of the hotels performance appraisal was considered very important and there was a provision for annual appraisal forms for managers and employees for assessing themselves and each other. Training was also provided to managers to conduct appraisal.

(Xiang & Hui, 2014) studied the effect of employee's engagement on service performance. It was depicted that generally work engagement increases with age, education level, work position, length of service and salary. However, it was also noticed that staff who had been working for more than eleven years had a declining engagement with work. It was analyzed that employees with higher engagement level performed better than those with lower work engagement. It was suggested that organizations should focus on developing employees' engagement to increase the service performance.

(Hazra, Sengupta & Ghosh, 2014) In their study aimed to find out the role of motivation and its components like performance appraisal, training and development and promotion practices in hotel industry. It was observed by the researchers that effectiveness of motivation plays a vital role in their performance. For retaining right person at right job, hotels need to redesign their reward and recognition system. Every organization should build or develop its own motivation system based on compatibility between organization and individual goals.

(Law & Tam, 2015) used focus group interviews with hotel employees of Hong Kong to understand their perception of performance appraisal. The appraisers reported lack of adequate training in conducting appraisals and clarity in goals, guidelines, time periods and action plans in the appraisal system. It was suggested that the annual appraisal which was more of a formal event at the end of a year should be replaced by an on-going performance management system. Moreover according to appraisals, unclear performance standards and personal bias affected the validity of the system. It was also pointed out that the performance feedback given by managers lacked clarity

did not contain any supportive examples. There was no mechanism for on-going monitoring and evaluation of employee performance. It was suggested that managers should provide the feedback or comments on the employees' performance on continuous basis for setting a reminder for the employee to deliver quality service.

(Narban, Narban & Narbam, 2016) Explored the appraisal methods used in hotel industry wherein they found that hotels are still using the old method of appraisal. A face-to-face appraisal is conducted by the managers and the results are not disclosed to the appraisees, which makes it difficult for the employee to know as to how has he performed and where he needs to improve. 89% of manager mentioned that appraisal should not be kept secret, rather, should be shared with employees.

(Kumar & M, 2018) studied the relationship between good practices of Human resource management and the performance of organization. In their study they included five major HR practices viz. staffing, training and development, performance appraisal, performance rewards and internal communication system. They noticed a significant impact of effective HR practices on performance of organization.

(Chand & Ranga, 2018) believed that in the current scenario personnel no longer just wanted to know how they matched with the objectives of the employer for whom they worked but additionally were interested in understanding what factors of self-improvement are needed for their performance. Performance appraisal has turned out to be an essential requirement of every enterprise to properly examine the overall performance of its personnel. Performance appraisal system is used to improve the employee overall performance with the intention to lead towards the direction of fulfillment of organizational goals. Further, the results imply the hotels having a higher number of workforces attached greater importance to performance appraisal practices in comparison to hotels with less numbers of employees.

(Jams, 2018) conducted a study to evaluate the relationship between the worker's perceived fairness and effectiveness of a recently performed performance appraisal and a manager's IPT (implicit person theory) disposition and FFM (Five Factor Model) personality attributes. It was found that employee perceptions towards the appraisal process impacts the efficacy of the appraisal system which in turn influences organizational productiveness and profitability. It was suggested that it would be beneficial for hospitality organizations to assess IPT dispositions of managers conducting performance evaluations. The study provided an empirical evidence that this would improve employee performance evaluation outcomes resulting in enhancement of ROI related to performance evaluation system in hospitality organizations.

Soni and Khilnani (2019) assessed the extent of inclusivity and innovativeness in the performance management system of IT and ITES sector of India. A comparative analysis based on gender and work experience of employees revealed that there was a significant difference in the opinion of highly experienced and less experienced employees with regard to performance management system being inclusive and innovative in their organization. Research results indicated that the experienced employees were of the opinion that there is a great need for incorporating inclusivity and innovativeness in the performance management of organizations in IT and ITES sector. The research also identified the need to train the managers who were responsible for providing performance feedback to employees.

(Dheera & Krishnan, 2020) Explored the impact of human resource management practices on the organizational commitment of employees working in hospitality industry. They included various factors of HRM practices viz., employee motivation, performance appraisal, training and development employee engagement. They noticed significant positive relationship between six HRM practices and commitment to organization and career. It was suggested that the grievance system and performance appraisal system of the hotel be applied in more effective manner to motivate employees to perform better way.

## **Research Gap**

Through the above review it is depicted that most of the hotels follow the annual appraisal system to measure the performance of the employees. Researchers also studied about the relationship between the employee's engagement and performance reward system followed by the hotels to keep their employees motivated. Very few studies have investigated into to the various dimensions of a performance management system which operates on a continuous basis rather than being just a one-time event.

## **Research Methodology**

### ***Research Questions***

An in-depth study of existing literature and previous work done in this area the research gap was found and on the basis of the gap found, following research questions were framed:

- Are behavioural competence and individual results linked to the strategic goals of the organizations?

- Is the performance management system aligned with the development needs of employees?
- Are regular discussions between superiors and subordinates, feedback and coaching an essential part of the performance management system in hotels?
- Is performance measurement system based on KRAs and competency model?
- Are managers competent and trained about the execution of the performance management system?
- Are rewards and increments being linked to performance?
- Are appropriate appraisal methods including self-rating being used to measure performance?
- Do the employees feel motivated with the performance management system in their organizations?

### ***Objectives of the Research***

Based on the research questions, the objectives of the research were framed. The main objectives of the research are as to analyze and compare the performance management system in five-star and four-star hotels with regard to the following aspects:

- Linkage of behavioural competence and individual results to strategic goals of the organization.
- Alignment of performance management system to the development needs of employees.
- Regular discussions between superiors and subordinates, feedback and coaching being an essential part of the performance management system in hotels.
- Performance measurement system being based on KRAs and competency model.
- Managers being competent and trained about the execution of the performance management system.
- Rewards and increments being linked to performance.
- Appropriate appraisal methods including self-rating being used to measure performance.

- Motivation level of employees of 5-star and 4-star hotels with the performance management system.

### ***Hypothesis***

On the basis of the research objective following hypothesis were framed:

*H01:* There is no significant difference in opinion of employees of 5-star and 4-star hotels regarding linkage of behavioural competence and individual results to strategic goals of the organization.

*H02:* There is no significant difference in opinion of employees of 5-star and 4-star hotels with regard to alignment of performance management system to the development needs of employees.

*H03:* There is no significant difference in opinion of employees of 5-star and 4-star hotels regarding regular discussions between superiors and subordinates, feedback and coaching being an essential part of the performance management system.

*H04:* There is no significant difference in opinion of employees of 5-star and 4-star hotels regarding performance measurement being based on KRAs (Key Result Areas).

*H05:* There is no significant difference in opinion of employees of 5-star and 4-star hotels with respect to the performance management system being based on competency model.

*H06:* There is no significant difference in opinion of employees of 5-star and 4-star hotels with regard to the managers being competent and trained about the execution of the performance management system.

*H07:* There is no significant difference in opinion of employees of 5-star and 4-star hotels with regard to rewards and increments being linked to performance.

*H08:* There is no significant difference in opinion of employees of 5-star and 4-star hotels with regard to appropriate appraisal methods including self-rating being used to measure performance.

*H09:* There is no significant difference in motivation level of employees of 5-star and 4-star hotels with the performance management system.



## ***Research Techniques***

Through convenience sampling total 200 samples were collected from four and five star hotels. Secondary data was used to find out the research gap and finalizing the study. To analyze the data, statistical tools like percentage, mean standard deviation, t-test, Cronbach alpha were applied. Likert's five-point scale was used to frame the questionnaire.

## ***Scope of the Study***

Research was conducted in leading hotels of Rajasthan. Rajasthan is well known tourism destination which attracts both national and international tourists. In Rajasthan world's top leading brands hotel are their viz: Taj Group of hotel, Oberoi group of hotels, Radisson group, Marriott group, Leela Group, HRH Group. Questionnaire was designed to collect the primary data from the employees of four-star and five-star hotels of Rajasthan.

The study has been conducted on the managerial level, middle-level and entry level employees working in major five-star and four-star hotels in the state of Rajasthan in India. The respondents were working at various positions like food & beverage manager, executive housekeeper, executive chef, assistant manager, restaurant manager, duty manager, floor supervisor, captain, CDP (Chef de Partie) and front office supervisor besides entry level employees. The study has analyzed employee's perception regarding performance management system adopted by their organization. The study was conducted on employees working in four- and five-star hotels of Rajasthan.

## ***Limitations***

The study has certain limitations. The study is confined to only a few major hotels of Rajasthan.

Moreover, due to time constraints only a limited number of respondents could be taken for the purpose of study. The current study has focused on mechanism of the management of employees performance in hotel industry, other sectors can also be studied for extensive research and analysis.

## ***Pilot Study***

The pilot study was conducted to check the reliability of the questionnaire. For this Cronbach alpha was applied on 25 items. Questionnaire was found reliable with the value of 0.931.

**Table 1: Reliability**

Number of Items	Cronbach Alpha Value
25	0.931

## Data Analysis and Discussion

**Table 2: Type of Hotel**

Hotel Type	N	%
4 Star	41	20.50
5 Star	159	79.50
Total	200	100.00

Table 2 shows that out of total 200 respondents, there were 79.50% respondents from five-star and 20.50% respondents from four-star hotels.

**Table 3: Level of Hierarchy**

Level of Hierarchy	N	%
Managerial Level	101	50.50
Middle Level	69	34.50
Entry Level	30	15.00
Total	200	100.00

From the above table it is depicted that more than 50% respondents were at managerial level like food & beverage manager, executive housekeeper, executive chef, assistant manager, restaurant manager, duty manager, followed by 34.50% middle level in hotel industry like floor supervisor, captain, CDP, front office supervisor and only 15% respondents were from entry level.

**Table 4: Type of Hotels**

Type of Hotels	N	%
Chain Hotels	175	87.50
Non- Chain Hotels	25	12.50
Total	200	100.00

Table 4 shows the 87.50% respondents were from chain hotels whereas from non-chain hotels only 12.50% respondents participated.

**Table 5: Work Experience**

<b>Experience</b>	<b>N</b>	<b>%</b>
Less than 2 years	28	14.00
2-4 years	66	33.00
4-6 years	34	17.00
More than 6 years	72	36.00
Total	200	100.00

In previous table it was shown that majority of respondents were from top level and middle level same can be relate with this table. It depicts that majority of respondents were working for more than six years (36%) and only 14% employees working for less than 2 years.

**Table 6: Age Wise Distribution**

<b>Age</b>	<b>N</b>	<b>%</b>
20- 30 years	147	73.50
31- 40 years	46	23.00
41- 50 years	7	3.50
Total	200	100.00

Table 6 depicts that most of the people working in the hotel industry are in the age group of 20-30 years hence it can be said that majority of workforce working in hotel industry are youngsters.

**Table 7: Gender Wise Distribution**

<b>Gender</b>	<b>N</b>	<b>%</b>
Female	24	12.00
Male	176	88.00
Total	200	100.00

The above table shows that majority of respondents (88%) were males whereas 12% were females.

**Table 8: Distribution According to Marital Status**

Marital Status	N	%
Married	46	23.00
Unmarried	154	77.00
Total	200	100.00

Table 8 depicts that majority of the employees working in the hotel industry are unmarried.

### *Hypothesis Test Results*

For testing the null hypotheses t-test was applied. Results below show the comparison between five-star and four-stars hotels with regard to performance management system.

**Table 9: Hypotheses Test Results - Comparison between Types of Hotels**

Hypothesis	Type of Hotel	N	Mean	SD	t	df	Result
H <sub>01</sub>	4 star	41	4.09	0.53	-2.56	198	*
	5 star	159	4.33	0.55			
H <sub>02</sub>	4 star	41	3.90	0.56	-2.05	198	*
	5 star	159	4.13	0.66			
H <sub>03</sub>	4 star	41	3.95	0.67	-2.29	198	*
	5 star	159	4.20	0.61			
H <sub>04</sub>	4 star	41	3.85	0.69	-2.38	198	*
	5 star	159	4.14	0.70			
H <sub>05</sub>	4 star	41	3.82	0.60	-2.68	198	**
	5 star	159	4.15	0.71			
H <sub>06</sub>	4 star	41	3.78	0.75	-0.13	198	NS
	5 star	159	3.80	0.75			
H <sub>07</sub>	4 star	41	3.91	1.00	-1.92	198	NS
	5 star	159	4.21	0.87			
H <sub>08</sub>	4 star	41	3.94	0.70	-1.41	198	NS
	5 star	159	4.11	0.69			
H <sub>09</sub>	4 star	41	4.07	0.75	-0.87	198	NS
	5 star	159	4.21	0.91			

To compare the opinion of employees of 4-star and 5-star hotels regarding different aspects of performance management system, nine hypotheses were framed which are given above. The various aspects covered under these hypotheses were (a) linkage of behavioural competence and individual results to strategic goals of the organization (b) alignment of performance management system to the development needs of employees (c) regular discussions and between superiors and subordinates, feedback and coaching being an essential part of the performance management system (d) performance measurement being based on KRAs (Key Result Areas) (e) Performance management system being based on competency model. (f) managers being competent and trained about the execution of the performance management system (g) rewards and increments being linked to performance (h) appropriate appraisal methods including self-rating being used to measure performance and overall performance management system (i) motivation level of employees with the performance management system in their hotel.

Test Results given above in the Table 9 show that out of eight null hypotheses regarding PMS five hypotheses were rejected in favour of 5-star hotel, whereas as three null hypotheses and one null hypothesis about motivation of employees with overall performance management system were accepted.

Test Results show that there is a significant difference in the opinion of employees of 4-star and 5-star hotel employees regarding linkage of behavioural competence and individual results to strategic goals of the organization ( $t = -2.56, p < 0.05$ ), alignment of performance management system to the development needs of employees ( $t = -2.05, p < 0.05$ ), regular discussions and between superiors and subordinates, feedback and coaching being an essential part of the performance management system ( $t = -2.29, p < 0.05$ ), performance measurement being based on KRAs (Key Result Areas) ( $t = -2.38, p < 0.05$ ) and performance management system being based on competency model ( $t = -2.68, p < 0.01$ ).

For all these factors/aspects the rating of 5-star hotel employee were statistically significantly high above the ratings of 4-star hotel employees. In 5-star hotels employees have a better understanding of the behaviour and attitude needed for good performance of their job. Moreover, in 5-star hotels there is a greater linkage of employee competencies to the organization's strategic goals and critical success factors for the department and competencies are defined in terms of important job behaviours and expectations associated with them to a higher extent as compared to 4-star hotels. It was found that as compared to 4-star hotels more attention is paid by five-star hotels towards planning

for competence development during the review process and performance standards that are not currently being met are identified as development areas for employees. Regular discussions and between superiors and subordinates, feedback and coaching are an essential part of the performance management system in 5-star hotels. Performance measurement is linked to KRAs (Key Result Areas) and performance management system is based on competency model in 5-star hotels in a better manner as compared to in 4-star hotels

Though for rest of the aspect/factors of performance management system viz. managers being competent and trained about the execution of the performance management system, rewards and increments being linked to performance and appropriate appraisal methods including self-rating being used to measure performance, non-significant difference in the opinion of 4-star and 5-star employee was found, but the scores shows that ratings of 5-star hotel employees were high as compared to ratings of 4-star hotel employees. Thus, overall, it can be said that performance management system is better in 5-star hotels as compared to 4-star hotels.

## **Findings of the Research**

The major findings of the research are as follows:

- Demographic profile of the respondents results reveal that majority of the respondents were having a work experience of above 6 years and belonged to the top and middle-level management hierarchy.
- The performance management system in five-star hotels is more systematic and well-defined in five-star hotels as compared to that of four-star hotels.
- Behavioural competence and individual results are linked to strategic goals and developmental needs of employees are tied to performance management system in a more synchronized way in five-star hotels in comparison to four-star hotels.
- In four-star hotels there are comparatively lesser on-going discussions between the superiors and subordinates on performance-related issues and a feedback and coaching system still needs to be made an essential part of the performance management system.
- In both five and four-star hotels, Key Result Areas for the job roles are decided in advance and performance is measured with respect to the KRAs. Moreover performance management system is based on competency model and competencies are defined in terms of job

behaviors and expectations associated with them. However, the system is less rigorous in four-star hotels.

- Results show that there is non-significant difference between four and five-star hotels with regard to managers being competent and trained about the execution of the performance management system, rewards and increments being linked to performance and appropriate appraisal methods including self-rating being used to measure performance. However, the mean values depict higher scores for five-star hotels as compared to four-star hotels for these aspects.

## **Conclusion**

It can be concluded that there has been a paradigm shift in the performance appraisal system being adopted by organizations. Large organizations are moving from traditional performance appraisals to performance management system which is an on-going process rather than a one-time affair. Many hotels in Rajasthan have revamped their system by incorporating the various essential aspects of performance management system, setting Key Result Areas for various job profiles and building competency model for managing employee performance. Behavioural standards and individual goals have been linked with the strategic goals of the organization and regular discussions, feedback and coaching are becoming an essential part of the performance management system. Not only this, managers are being trained to enhance their competency in execution of the system. In this respect, five-star hotels have a better system in place as compared to four-star hotels. However, there is a scope for further improvements in the performance management system of both five and four-star hotels not only to enhance individual and organizational performance but also for increasing guest satisfaction.

## **Implications of the Research**

The study has implications not only for the hotel industry but for all the sectors, as the management of an organization irrespective of the sector is always concerned about delivering quality products and services in the market. This becomes imperative for survival, and sustenance and enhancing profitability in context of the present highly volatile, uncertain, competitive and ambiguous environment. However, achieving this is not possible without strategizing for a system which functions on a continuous basis for improvement of organizational performance which in turn is dependent on employee performance. The research focusses on the various dimensions of managing employee performance on a continuous basis with a provision for

feedback on performance and coaching to be provided to the employees in the areas of weak performance. So that the system is not restricted to merely measurement of performance at the end of the year but goes a step further by incorporating the opportunity for improving individual performance on a regular basis.

As the research results indicate there is a need and scope for improvement in the performance management system in four-star hotels of Rajasthan. Even the five-star hotels should further refine their processes and ensure that discussions and feedback to employees on performance related issues is given by their superiors in a constructive manner which adds value to the job-related knowledge of the employees and helps in optimising their efficiency. The managers should be well-trained to handle the emotional and psychological issues of the employees. Also the KRAs for the employees should be laid down through a participatory process so that the system is inclusive and employees are motivated to achieve the targets. Performance standards that not achieved by the employees currently should be identified as their development areas. The managers should be competent enough to identify the training needs of employees through a proper training needs analysis (TNA). They should identify and design appropriate interventions (both on-the-job and off-the-job) for developing the skills and competence of employees. Performance evaluation should be done with participation of the employees and provision for self-appraisal on the KRAs laid down should be made.

## References

- Armstrong, M., & Baron, A. (2004). *Managing performance: Performance management in action*. London: Chartered Institute of Personnel and Development.
- Adler, R. (2011). Performance management and organizational strategy: How to design systems that meet the needs of confrontation strategy firms. *The British Accounting Review*, 43(4), 251-263.
- Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21, 123-136.
- Alleyne, P., Doherty, L., & Howard, M. (2012, September). A qualitative study of HRM and performance in the Barbados hotel industry. *Journal of Human Resources in Hospitality and Tourism*, 40-47. doi:[http://dx.doi.org/10.1300/J171v04n02\\_02](http://dx.doi.org/10.1300/J171v04n02_02)



- Hazra, K., Sengupta, P. P., & Ghosh, P. (2014). Role of motivation on employee's performance indifferent segments of catering sectors underhospitality industry: An empirical study. *IEEE*. 2014 2<sup>nd</sup> International Conference on Business and Information Management (ICBIM).
- Law, R., & Tam, P. (2015, April). Employees' perceptions of performance appraisal. *Journal of Human Resources in Hospitality & Tourism*, 25-42. doi:10.1300/J171v07n01\_02
- Narban, J. S., Narban, A. S., & Narbam, B. S. (2016). Performance appraisal practices in hospitality industry in New Delhi: An exploratory study. *IJARIE*, 2(2), 286-290.
- Refaie, A. A. (2015). Effects of human resource management on hotel performance using. *Computers in Human Behavior*, 43, 293-300.
- Chand, M., & Ranga, A. (2018). Performance appraisal practices in Indian hotel industry: An investigation of employee's perceptions. *International Journal of Hospitality & Tourism Systems*, 11(2), 45-49. Retrieved April 2020.
- Dheera, V., & Krishnan, J. (2020, January). Influence of human resource management practices on the organisational commitment with specific reference to selected hotels in Chennai. *International Journal of Intelligent Enterprise*, 7(1). doi:<https://doi.org/10.1504/IJIE.2020.104664>
- Jams, S. M. (2018). *Assessing hospitality industry employee perceptions of performance appraisals*. IOWA State University.
- Dinesh, L., & Kumar, V. M. S. (2018). Impact of HRM practices on organizational performance in the select star hotels of Coimbatore. *Journal of Advanced Research in Dynamical and Control Systems*, 10(12), 888-892. Retrieved January 2020.
- Xiang, Z., & Hui, Z. (2014). *Employee engagement and personal performance in hotel service industry of China* (pp. 1710-715).
- Soni, H., & Khilnani, L. (2019). Reinventing performance management system for inclusion and innovation - An analysis of IT and ITES sector of India. *Indore Management Journal*, 1-12.