

# Performance Appraisal Practices in Indian Hotel Industry: An Investigation of Employee's Perceptions

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**Abstract** *This paper has a two-fold purpose: to explore the extent of inclusion of performance appraisal practices as perceived by the employees working in sample hotels and to find if these practices depend on the organisational demographic characteristics. Based on a survey of 396 hotel employee's perceptions on performance appraisal practices were assessed by 20 practices and 5 demographic variables. To find the association of the demographic variables with performance appraisal practices Bivariate test was used. Results indicated that performance rating is based on objective ; Performance is Proper Evaluation ;There are set standards for my job; Employee performance is easy to measure ;Performance is Continuous Monitoring ;The performance appraisal system is used to set my performance goals ;Modern methods are used to evaluate the employees ; All employees in the business are evaluated may constitute the most important performance appraisal practices in the Indian hotel industry. Further, the results indicate that there is a negative association between the number of staff and most performance appraisal practices variables these findings reveal that the hotels having a large number of staff rated the additional importance of performance appraisal practices as compared to hotels with less number of staff. The study makes a modest effort to add statistics to the little empirical information available concerning the performance appraisal practices in Indian hotel industry.*

**Keywords:** *Performance, Appraisal, Hotel, Practice, Industry, India*

## INTRODUCTION

Today, tourism & hospitality industry has been recognised as a powerful instrument for growth and development of Indian economy. In fact, this young & dynamic industry has been appreciated as pivotal consequents of the service sector in India. India is well known for its rich cultural & historical heritage, marvellous mountains, valleys, forests, variety in ecology, terrains and places of natural beauty etc. Tourism & hospitality is also appreciated as a potential for huge employment generator besides a significant source of foreign exchange as well as a socio-economic instrument for the overall growth of India. Recent, economic forecasts indicate that India's growing middle class and increasing disposable incomes has continued to support the growth of domestic and outbound tourism.

The hotel sector occupied a important place within the Indian service industry and has witnessed an incredible growth throughout the recent decade. According to Ministry of tourism (2017) domestic tourists to various States/Union Territories (UTs) have increased to 1.65 billion (15.5%) during 2016 and the top 10 States/UTs have contributed about 84.2 per cent to the total domestic tourist arrivals. On the other hand international tourist arrivals have shown a tremendous growth over the years. Moreover, Foreign tourist arrivals has increased 18 per cent i.e. 7,23,000 in September 2017 where as FTAs on e-Tourist Visa has increased 71 per cent & reached 1,18,000 in the same year. Further, the report indicates that India's Foreign Exchange Earnings (FEEs) increased to US\$ 2.176 billion almost 16.1 percent during 2017. The HVS (2017) forecasted that India is predicted to leap up to 5 ranks among the top five business travel market

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globally and as business travel spending within the country is predicted to extend from US\$ thirty billion in 2015 to US\$ ninety billion by the end of 2030.

This incorporates a profound impact on the International hotel chains which will probably extend their expansion and investment plans in India and are expected to account for fifty % share from the present forty four % share within the Indian hospitality industry by 2022 (Ministry of Tourism, 2017).

The hotel industry has been closely related to the expansion and development of commerce and trade. In fact, the hotel industry has been emerging as a powerful industry after the industrialization. Thus, the relationship of employees and employers is always a base for better services to guests. Since hotel industry is understood as individuals intensive industry, so that the service quality and service responsiveness of employees became essential for overall success and survival of this industry in today's hospitality marketplace. Thus managing the employee performance has become a vital element in the human resource management context. The performance appraisal is a pivotal subsystem of the human resource management system which helps the management to measure and appraise the employee performance in order to achieve organizational objectives. Therefore, hotel organisations also use & apply this system to increase competency level of the employees and their work performance and guest satisfaction viz-a-viz services quality to achieve the competitive advantages in the industry.

Thus, this paper aims to explore the performance appraisal practices followed by hotels depend on the organizational demographic characteristics.

## LITERATURE BACKGROUND & HYPOTHESIS DEVELOPMENT

Over the last 3 decades, hotel industry has fascinated research scholars and presented a venue for different types of research. India is simply emerging in this direction and specializing in conceptual and empirical researchers, however, to attain desired results there's a requirement of hour to feature valuable exploratory info to hospitality management literature.

During recent past, numerous scholars have made remarkable contribution to the exiting performance appraisal practices such as Deepa & Kuppusamy, (2014), Boswell & Boudreau (2002); Judge & Ferris (1993); Yehuda Baruch, (1996); and Akinyele (2010) made a remarkable statement by focusing on the performance part that Performance Appraisal system is the only tangible metric way by which an organization can know the level of performance of its diverse employees. And Performance Appraisal has a positive correlation with productivity; according to Deepa & S Kuppusamy, (2014)

had a further broader approach as they concluded that it helps in defining roles and responsibilities more clearly, organizational goals and objectives, review and verify job descriptions, which result in continuous learning and team building. Additionally researches has also found that the performance appraisal has a affirmative and major association with employee satisfaction (Mahdiah Darehzereshki, 2013; Ismail, Mashkuri, Suleiman, and Wong, 2011; Rabia Karimi 2011). Similarly, Roberts, (2003); Saddam Husain, (2011) concluded that participatory performance appraisal is an important part of a fair and moral evaluation of an employee performance and lead to a higher job satisfaction. Further, Ono Koichi (2003) linked it with career satisfaction. Ari Warokka et al (2012) added that the performance appraisal leads to enhanced performance. Hasan Salih Suliman Al-Qudah et al (2011) found that with the practice of performance appraisal the efficiency of employee's increases.

Today's employees want to know not only how they fit in with the targets of the organization for which they work but also what aspects of self-improvement is needed in their performance. Rohan Singh, Madhumita & Mohanty. A.K (2010) stated that performance appraisal has become an essential requirement of every organization to properly evaluate the performance of its employees. Similarly, Mathew and Johnson (2015) stated that performance appraisal system used to improve the employee performance that will leads towards the organization success. The results indicate that there is a set of performance appraisal practices which are widely used in the industry. Bernardin and Russell, (1993) assured that the Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period. Webb (2004) pointed that performance appraisal is not just a once-a-year assessment effective managers incorporate performance review and feedback as part of their day-to-day communications with employees. Fletcher (2001) demonstrated that performance management is a management process for ensuring employees is focusing on their work efforts in ways that contribute to achieving the organization's mission.

Interestingly, performance appraisal system is not only appreciated as a tool of HRM to develop their employees, but is also used by different companies to reward their employees in form of bonuses, promotions, and pay raise etc. Performance appraisal has been regarded as the most critical human resource function within organizations by which assessors or supervisors analyse and assess performance of their subordinates (Page and Levy, 2000). Kinicki, Prussia, Ben and McKee-Ryan (2004) recommended that a good performance appraisal environment helps the employees to receive exact, regular, and on time feedback. Similarly many scholars suggested that perceived accuracy of appraisals is one of the most widely used criteria for effectiveness in appraisal research and is related to various appraisal

outcomes such as appraisal satisfaction and motivation to improve performance (Giles and Mosslander, 2000; Wood and Marshall, 2008; Selvarajan and Cloninger, 2009; Cardy and Dobbins, 1994).

Today, performance appraisal is used as one of the strategic component of HRM practices, for obtaining maximum benefits by the organization. Performance appraisal is observed as a subject that covers various activities (Fletcher, 2001). Cascio (1991) stated that performance appraisal should serve as a development tool for personnel. Similarly, Cardy and Dobbins (1994) said, "Performance appraisal should be more than simply the assessment of the past. It should also focus on the future and on the skill level of the rates". Because of the interplay between performance assessment and training, these human resource functions can be considered together as development activities. Further, Kuvaas, (2006) pointed out that performance appraisal is one of the most important theories of human resources management and is one of the subjects which have been studied and investigated in the psychology of work extremely.

Considering the situation in performance appraisal practices, it is important to find out which performance appraisal (PA) practices work with special reference of Indian hotel industry. Moreover, there has been very minimal or less empirical research to investigate the performance appraisal practices especially in exploring the perception of employee towards these in the hotel sector.

The study provides 2 hypotheses sequentially to explore performance appraisal practices and to understand its relationship with particular characteristics of hotel organisations.

**Hypothesis 1:** *There is a set of performance appraisal practices which are widely used in Indian hotels.*

**Hypothesis 2:** *There is a positive relationship between performance appraisal practices and specific characteristics of hotel organisations like class, age, capital, number of employees and kind of ownership of the hotel.*

## METHODOLOGY

### Sampling and Data Collection

Sample hotels were selected from the respected directory of the Ministry of Tourism, Govt. of India & FHRAI that serves as a resource centre for business information and maintains significant databases of hospitality organisations. To begin the sample of 396 hotel employees were taken with the help of questionnaire. They represented a mix of industry, size and operation. A survey methodology was chosen because it had been deemed to be the foremost efficient method of reaching an oversized range of respondents.

Table 1: Presents the Number and Fraction of Respondents for This Study.

**Table 1: Distribution Of Sample According To Demographic Characteristics (N=396)**

	Number	Percentage
TYPE OF HOTEL		
INDEPENDENT HOTEL	139	35.1
NON CHAIN HOTEL	14	3.5
CHAIN HOTEL	243	61.4
CATEGORY OF HOTEL		
5* Deluxe	72	18.2
5*	149	37.6
4*	61	15.4
3*	111	28.0
2*	3	
AGE OF HOTEL		
≤ 5	84	21.2
6 – 10	98	24.7
11 – 15	79	19.9
≥ 15	135	34.1
NUMBER OF EMPLOYEES IN HOTEL		
≤ 50	24	6.1
51 – 100	93	23.5
101 – 150	38	9.6

	Number	Percentage
150 – 200	32	8.1
≥ 200	209	52.8
AGE		
20-25	122	30.8
26-30	148	37.4
31-35	87	22.0
≥ 35	39	9.8
GENDER		
MALE	319	80.6
FEMALE	72	18.2
MARITAL STATUS		
UNMARRIED	187	47.2
MARRIED	208	52.5
EDUCATION		
10+2 OR LESS	85	21.5
GRADUATE	261	65.9
POST GRADUATE	50	12.6
MONTHLY INCOME		
BELOW 15000	102	25.8
15001-25000	163	41.2
25001-35000	21	5.3
ABOVE 35000	110	27.8
JOB POSITION		
OPERATIONALS	157	39.6
SUPERVISORY	145	36.6
MANAGERIAL	93	23.5
HOW MANY YEARS YOU HAVE BEEN WORKING IN THIS HOTEL		
BELOW 3 YEARS	197	49.7
4-6	120	30.3
7-10	46	11.6
11-15	22	5.6
ABOVE 15	11	2.8
WOULD YOU LIKE TO CONTINUE YOUR SERVICE WITH THE SAME HOTEL		
YES	223	56.3
NO	43	10.6
UNCERTAIN	131	33.1

## Research Instruments

*Performance appraisal practices:* the research used existence of 396 (see Table 2) measured on a Likert-type 5-point scale ranging from the response scale for the questions is as below: 1= strongly Agree, 2= Agree, 3= Uncertain, 4= Disagree, 5 = strongly Disagree) the range includes the variety of attributes of performance appraisal as discussed in the literature review.

Table 1 presents the distribution of sample hotel organisations with respect to the demographics used in the study. In term of hotel organisation 139 (35.1%) are independent hotels 14 (3.5) are non chain hotel 243 (61.4) chain hotels. In terms of age of the property, 84 (21.2%) hotels existed for less than 5 years, 98 (24.7%) existed for 6 to 10 years, 79 (19.9%) existed for 11 to 15 years, 135 (34.1 %) existed for above 15years. In terms of number of Staff, there are 24 (6.1 %) hotels have less than 50 employees, 93 (23.5%) have 51 to

100 employees, 38 (9.6%) have 101 to 150 employees, 32 (8.1 %) have 150-200 employees and 209 (52.8 %) have more than 200 employees working in the organizations.

In term of age of employees 122 (30.8 %) are 20-25 years 148 (37.4%) 26-30 years 87 (22.0%) 31-35 years 39 (9.8%) 36 years above. In term of gender 319 (80.6 %) male 72 (18.2%) female were contacted. In term of job position 157 (39.6 %) operational 145 (36.6 %) supervisory 93 (23.5 %) managerial. In term of working in current hotel 197 (49.7) less than 3 years 120 (30.3 %) 4-6 years 46 (11.6 %) 7-10 years 22 (5.6%) 11-15 years 11 (2.8) above 15 years. In term of continue job in same hotel 223(49.7 %) yes 43 (10.6%) no 131 (33.1%) uncertain. Finally most hotel organisations are chain properties. This shows that almost all hotels have already established their names within the market, gained stability within the society, and so is a component of a growing hospitality industry. The findings denote that the number of staff was mostly enthusiastic about the structure set-up of the hotels and also the services offered. The findings indicate that the foremost of the staff are happy and need to continue working with the current organisation.

The Level of performance appraisal practices of hotels in Delhi NCR is presented in table 2.

The result shows the level of performance appraisal practices in hotels of Delhi Ncr have a very high (X=3.54) level of performance appraisal practices. And the lowest is (X=3.05)

the average mean for the performance appraisal practices in hotels of Delhi Ncr is (X=3.24).

This consider 'performance rating is based on objective' (X=3.54, SD=1.255) 'Performance is Proper Evaluation' (X=3.42, SD=1.245) 'There are set standards for my job'(X=3.42, SD=1.239) 'Employee performance is easy to measure' (X=3.41, SD=1.249) 'Performance is Continuous Monitoring' (X=3.39, SD=1.281) 'The performance appraisal system is used to set my performance goals'(X=3.30, SD=1.267) 'Modern methods are used to evaluate the employees'(X=3.24, SD=1.339) 'I am Satisfied with Appraisal systems' (X=3.16, SD=1.340).

'I clearly understand the purpose of performance appraisal process'(X=3.34, SD=1.262) 'Performance appraisal process encourages co-operation' (X=3.27, SD=1.454) 'It is based on Total Employee Evaluation'(X=3.08, SD=1.348) 'It provides Expected Results'(X=3.16, SD=1.383) 'Performance is effectively monitored'(X=3.17, SD=1.288) 'All employees in the business are evaluated'(X=3.12, SD=1.314) 'Performance appraisal is used as a decision making tool for the increasing the performance and set promotion standards?' (X=3.19, SD=1.212) 'Do you get feedback of your evaluation?' (X=3.13, SD=1.211) 'Do you wish to improve your result score?' (X=3.21, SD=1.278) 'Do you think the system followed by your organisation is not partial?' (X=3.05, SD=1.332) 'Do you think management implement any suggestion by employees in their appraisal?' (X=3.14, SD=1.334).

**Table 2: Performance Appraisal Practices of Indian Hotels**

Items	Mean	Std. Deviation	Scale
performance rating is based on objective	3.54	1.255	Always
Performance is Proper Evaluation	3.42	1.245	Always
There are set standards for my job	3.42	1.239	Always
Employee performance is easy to measure	3.41	1.249	Always
Performance is Continuous Monitoring	3.39	1.281	Always
The performance appraisal system is used to set my performance goals	3.30	1.267	Always
Modern methods are used to evaluate the employees	3.24	1.339	Oftentimes
I am Satisfied with Appraisal systems	3.16	1.340	Oftentimes
I clearly understand the purpose of performance appraisal process	3.34	1.262	Always
Performance appraisal process encourages co-operation	3.27	1.454	Oftentimes
It is based on Total Employee Evaluation	3.08	1.348	Always
It provides Expected Results	3.16	1.383	Oftentimes
Performance is effectively monitored	3.17	1.288	Always
All employees in the business are evaluated	3.12	1.314	Always
Performance appraisal is used as a decision making tool for the increasing the performance and set promotion standards?	3.19	1.212	Always
Do you get feedback of your evaluation?	3.13	1.211	Always

Items	Mean	Std. Deviation	Scale
Do you wish to improve your result score?	3.21	1.278	Always
Do you wish to make any changes in appraisal system	3.14	1.265	Oftentimes
Do you think the system followed by your organisation is not partial?	3.05	1.332	Oftentimes
Do you think management implement any suggestion by employees in their appraisal	3.14	1.334	Always
Over all mean	3.24		

In order to measure the affiliation between some of the controls (or demographic variables) and performance appraisal practices, or in other words to be proficient to test Hypothesis 2, bivariate analysis was done. The findings of this analysis specify that all means are a lot above level 3 in 5-level Likert scale. Table 3 describe the descriptive statistics and correlation in demographic variables and performance appraisal practices.

It additional indicates the correlation between a hotel with relation to performance appraisal practices and demographic features. With relation to the class of hotel highest mean has been recorded. Whereas just in case of the number of staff employed negative correlation has been found. The size of 'types of the hotel' and 'no. of employees' found to be statistically important on all performance appraisal variables. Within the light of those results, relating to Hypothesis two, we tend to found that there's a positive relationship between performance appraisal practices and categories and there's

no relationship between performance appraisal practices variables & age of hotels.

Table 3 provides the correlation between the variable quantity of perceived performance appraisal practices and therefore the independent variables of specific hotel characteristics which square measure positive, starting from zero.01 to 0.86 and vital. In measure with previous work, this result provides preliminary support for the primary hypothesis. The magnitude of the correlations is usually little to moderate, however, probably commenting the difference regarding the substantive importance of some performance appraisal practices over others. This result additionally provides initial support for the second hypothesis.

Thus, the resultant correlation coefficients resulted that each one important correlations area unit positive, & are extremely important and in most cases their values area unit rather high. In context to these findings we may accept H2.

**Table 3: Descriptive Statistics and Correlations**

	Mean	SD	1	2	3	4	5
Types of Hotel	3.38	0.97	1.00				
Performance Appraisal practices	3.80	0.54	0.84*	1.00			
Category of Hotel	3.85	0.77	0.86**	0.11	1.00		
Ages(years)	3.70	0.32	0.60	0.41	0.01	1.00	
Number of Employees	3.56	0.70	0.74*	0.62	0.07	-0.05	1.00

Note: \*\*\*p, .001 (2-tailed); \*\*p, .01 (2-tailed); \*p, .05 (2-tailed)

## CONCLUSION

The scope of this paper was two-fold purpose: 1st, to explore performance appraisal practices within the Indian hotel industry and to research whether these practices are depended on the demographic characteristics of hotel organisations.

In general, it emanates that performance appraisal practices are slightly bit utilized in the industry but the thought is widely talked within the hospitality industry rather it has a profound impact on the human resource management. This study investigates many new performance appraisal dimensions that have not been tested before in hospitality literature. These new aspects mirror new insights from hospitality research. The hospitality management literature review shows a deep void within the context of performance

appraisal practices. hotel organisations need to find endlessly to develop new performance appraisal practices to achieve success and therefore the results of those and additional investigations are going to be of potential worth to the hotel and usually hospitality managers, because it can alter them to lot in specializing strategically and professionally in human resource practices.

**According to H1:** The findings of the study identified that the set of practices like 'performance rating is based on objective; Performance is Proper Evaluation; There are set standards for my job; Employee performance is easy to measure; Performance is Continuous Monitoring; The performance appraisal system is used to set my performance goals; Modern methods are used to evaluate the employees; I am Satisfied with Appraisal systems; I clearly understand

the purpose of performance appraisal process; Performance appraisal process encourages co-operation; It is based on Total Employee Evaluation; It provides Expected Results; Performance is effectively monitored; All employees in the business are evaluated; Performance appraisal is used as a decision making tool for the increasing the performance and set promotion standards?; Do you get feedback of your evaluation?; Do you wish to improve your result score?; Do you wish to make any changes in appraisal system; do you think the system followed by your organisation is not partial? And do you think management implement any suggestion by employees in their appraisal, may constitute the most important performance appraisal practices in the Indian hotel industry.

According to demographic findings, or H2: The results indicate that there's a negative relationship between the number of workers and most of the performance appraisal practices variables. These findings reveal that the hotels with an extensive range of workers laid more emphasis on performance appraisal practices as those compared to hotels with lesser number of workers.

The study had 2 limitations; The first one being, that the sample was drawn from a small range of hotel organizations. For better perception of the performance appraisal practices, a bigger sample size was required. In such cases of study, a larger number of organizations are required as the unit of analysis. Secondly: beyond the realms of hypothesis of the performance appraisal practices, the need of the research states that more explicitly considers many sampling problems that hold a strong probability to impact the consistency and legitimate value of pragmatic investigations.

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