

IMPACT OF PERFORMANCE MANAGEMENT SYSTEM ON EMPLOYEE'S JOB SATISFACTION IN HOTEL INDUSTRY

Kritika Raj*, Anupama Verma**

**Bachelor of Business Administration, Department of Management, Usha Martin University, Ranchi, Jharkhand, India.
Email: kritikaraj322@gmail.com*

***Assistant Professor, Department of Management, Usha Martin University, Ranchi, Jharkhand, India. Email: anu_verma001@yahoo.com*

Abstract

India has a very rich cultural and historical heritage which attracts tourist from all over the world making it the world's 34th most attractive destinations according to the World Economic Forum. As per the government statistics, the country saw 10.5 million tourists in the preceding year. Infrastructure development, rise in living standards and disposable income of middle class propelled the growth of the hospitality sector. The hotels of the Western India and the tourist destinations provide world class service to their domestic and foreign customers to compete against internationally renowned hospitality chains.

This paper tries to capture the motivation level of hotel employees of Jharkhand which is not a tourist hub but contributes significantly in the economic growth of India. This is a study on the impact of Performance Management System on Employees Job Satisfaction in the Hotel Industry. Questionnaire method was adopted to gather data from the respondents. A total of 314 completely filled questionnaires were used to explore the impact of PMS on Job Satisfaction. A hypothesis was formulated to know whether PMS significantly impacts Job Satisfaction or not. The results show very interesting patterns.

Keywords: *Performance Management, Job Satisfaction, Hospitality Industry, Employees Satisfaction, Economic Growth*

Introduction

In the present competitive scenario, the role of HR managers has evolved dramatically from an appraiser to the strategic manager who is translating the corporate philosophy into concrete action plans while protecting interest of individual employees. This gradual shift in the focus of HR managers has enabled the major corporate successfully execute its strategies. HR managers try to align its strategy with corporate strategies to get the competitive edge over other firms.

All the major activities and functions of HR are driven towards development of high performance leaders and strengthening employee motivation. So, it can be well said that the role of HR managers have evolved from being merely an appraiser to a facilitator and an enabler. In the recent times, Performance management is the buzzword and is a necessity in the today's cut throat competition. Performance management is thus a much broader term and a complicated function of HR. It is basically concerned with evaluating and enhancing performance of employees as individual as well as in groups to achieve organizational goal. It is a continuous process which encompasses numerous activities like setting of goals, performance evaluation, feedback, training and development programs for improved performance and rewarding achievements in monetary as well as non-monetary form.

It should be emphasized that performance management is not just about appraising and compensating the employees in return of their work. However, it is equally concerned with the employee's motivation and satisfaction which results in increased job satisfaction among the employees. The process of performance management starts with the recruitment of a new incumbent in a system and ends when an employee leaves the organization. It is fundamentally about managing individual employee's performance at work and aims at enhancement of employee's efforts, skills and their contribution in the organization.

The hotel industry being a service industry is completely dependent on the delicate fabric of customer-employee relationship. Nowadays this is a multi-billion-dollar industry that relies heavily on the availability of disposable income of the customers. So, the success of this business depends largely on how efficient the hospitality team is handling their customers and their satisfaction. It is a domain which demands employee's innovation, strategy, and novelty at each step while handling their wide range of guests. Like all

other service sectors, the hospitality industry demands focus; staff leniency, good relationship management, and other integrated marketing skills for its smooth running and expansion. The employee performance is attributed by number of factors like level of job satisfaction, motivation, compensation, reward system, and organizational culture etc. This can be achieved by maintaining a proper Performance Management System.

Theoretical Framework

(Brewster et al., 2003) Performance management (PM) is a set of activities that ensure goals are met in an effective and efficient manner. Performance Management can focus on the performance of an organization, a department, an employee, or the processes in place to manage particular tasks. (US Office of Personnel Management) Performance management standards are generally organized and disseminated by senior leadership at an organization, and by task owners.

The term performance management was coined by Aubrey Daniels in the 1970s, but it gained its popularity in early 1980, when total quality management program got recognition as of utmost importance for achievement of high standards and quality performance. In addition to it, different managerial tools and functions like job design, leadership development, training and reward system received an equal boost. By the early twenty first century, leading companies incorporated in its operations holistic approach to performance management and appraisals. They began measuring operational performance by adopting brand new metrics as part of their appraisal process such as communication, group conflicts, teamwork, problem solving capability etc. and by linking individual and team goal with organizational goals.

It was defined by Alder (2011) as the activities that organization implements with the aim of achieving the goals consistently and efficiently. The scope of PM varies and can be implemented at various organizational levels including individual employees, departments, the entire organization and processes.

Literature Review

Performance Management System (PMS) seems to be a determining factor in predicting the behavior of employees in the workplace. The impact

of PMS has been noted in diverse fields. In hospitality industry, the impact of PMS is studied on the employee's Job Satisfaction to notice their behavior while working at their workplace.

Singh et al. (2016) summarized the paper as job related parameters should be employed to assess performances of employees. Use of non-performance parameters should be avoided. The industry is still using old pattern and unrevised PA methods. There is a need to replace them with new contemporary tools and techniques. Job descriptions must be properly revised and improved and each employee must know exactly what he is supposed to do and what is expected from him as job description is prerequisite of a good PAS.

Numes and Machado (2014) focused on two specific goals- to identify the methods of performance evaluation used by hotel industry and the second one was to analyze the link between hotel characteristics and the performance evaluation methods used. The result fills the gap in understanding as the empirical data shows the existence of the relationship between the legal form of the company and methods used to evaluate performances. The result suggests using new variables to measure organization's dimension in hotel industry.

Eldeen and Abdien (2012) revealed that the four dimensions of Employee Performance Appraisal System (EPAS) were investigated by the researchers and were implemented in the participating sample. The research also investigated the potential of any discrepancy between managers' and employees' perceptions as regards the dimensions of EPAS. It is established that EPAS is the system that clarifies performance expectation from the employee in advance and involves all persons related to the employee's performance. It should also give frequent feedbacks to employees, adopt fair procedures, reward employees without bias, and support the personal relationships between the supervisor and the employee.

Karatepe O. (2013) in his research paper found that work engagement plays a mediator role between HPWPs (high performance work practice) and performance outcomes. According to him when organization takes care of the employee by bonuses, reward and other benefits which are given by the organization leads to greater work engagement. The result showed that availability of HPWPs, as manifested by training, empowerment and reward led to work engagement. It proposed a tested research model that shows how all these are related to each other and how HPWPs works as a mediator between

performance outcomes. In today's global competitive market environment, a good knowledge of HPWPs lead to more work engagement and employees work performance outcomes.

Zigan and Zeglat (2001) concluded that the research purpose was to understand the importance of intangible resources in performance management whereas it shows that traditional financial data are no longer leading indicators of the performance in hotel industry. The author found that direct relation between customer and employee leads to greater work engagement which plays major role in building trust and customer employee relationship.

Brymer R. (2012) in the paper attributed the role of social media in Performance Management in hotel industry. This is because at present social media plays an important role in formation of people perception about hotel industry. Customer's feedback, reviews and opinions are shared on number of social media networks and a favorable comment which helps employees get motivated. These also help in employee's performance evaluation which is basically based on customer reviews. Effective use of online review leads to better performance management owing to which hotel industries have started investing money for social media and its networking with increasing involvement in online reviews. They also analyzed the influence of online review in hospitality sector.

Jauhari and Manaktola (2007) found that issues to be addressed in hospitality industry are manpower attrition, education competencies and skill development. They concluded that these factors are strong enough for growth of the industry and has considerable contribution in the economic growth. The study also intended to find out the importance of skill management and significance of trust culture and consequence of openness and fairness in all the levels of organization in order to manage it efficiently. Practice should be adopted which contributes not only to positive customer experience but also towards employee experience. This leads to better reward and recognition system that can help to identify and foster talent in the firm.

Hoque K. (1995) concluded in the paper that HRM practice leads to high performance outcomes among hotel managers pursuing; cost-reducer strategies effect performance management. However, no relationship between the absenteeism measures has been observed. There is no awareness among the hotel manager about more effective practice of HRM. The result showed

that the poor practice of HRM by the manager in the hotel industry leads to mismanagement by the staff personnel.

Chang et al. (2011) gave some advices on an appropriate performance management style of Hotels Corporation in China. The purpose of this paper is to provide organizations with an understanding about business performance management (BPM) and its potential value in Chinese hotel industries.

Otoo and Mishra (2018) indicate that some human resource management practices influence organizational performance through their impact on employee competencies. Career planning and performance appraisal however, do not impact employee competencies of the industry. The research was undertaken in the hotel industry and the data were analyzed based on cross sectional data which cannot be generalized across broader range of sectors and international environment. The findings of the study have the potential to help the stakeholders and management of hotels in adopting well-articulated HRM practices in building human capital and stimulating the necessary behaviors that create advantage for the organization in long run.

Ozgen et al., (2011) concluded that managing human resources is very complex. The difficulty lies in the complex nature of beings as they are not only composed of bones and flesh but feelings, emotions, needs, values and so on which forms the complex and continuously changing expectations and demands from their organization and when these expectations are not met, they can react either overtly or covertly. PA is a tool which helps management to know better the quality of its human resources and how well they can convert their competencies into performance. If used correctly, PA can provide management with the valuable information that may serve as a basis of good decision making. However, in the hands of incompetent manager this tool can be a devastating weapon. Different appraisal methods should be used for different groups of employees in an organization. Standard performance should be developed so as to compare the actual performances of the employees. Who is going to evaluate whose performance must be clearly defined and stated? Instead of appraising the employees at the end of the calendar year, appraisal can be done at the end of tourism session.

Objectives of the Study

After going through the above literatures, following objectives have been formulated for the study:

- To know the level of awareness about the term “Performance Management System” among the employees.
- To know the effect of PMS in employees job satisfaction.
- To know whether the employees are satisfied with their organizational Performance Appraisal System.

Hypotheses

H₀: PMS significantly impacts the Job Satisfaction of Employees of Hotel Industry of Ranchi.

H_a: PMS do not significantly impact the Job Satisfaction of Employees of Hotel Industry of Ranchi.

Significance of the Study

In the today's era of cut throat competition and globalization, organizations have realized the significance of strategic HR practices for gaining a competitive edge over the competitors. Performance management is an effective tool for aligning all the major organizational functions and sub functions so that the focus can be directed towards achievement of the organizational goal. The main theme of the research is to study the impact of effective performance management system on employee motivation of the hotel industry in Ranchi city and its association with the job satisfaction of the employees.

Today managing the performance of the employees is one of the toughest challenges posed to the organizations. A well planned and managed mechanism for reward practice and feedback system serves as an important tool for employee motivation and development. In the era of shifting paradigms, business must be able to develop their human resources as a source of competitive advantage.

Employee job satisfaction and motivation is the key to the success of hotel organizations. This is a significant area for focus and study as employee satisfaction and motivation leads to organizational success especially in hospitality which is a labor-intensive sector. The matter of concern about this industry is that its employees are the backbone and key to the growth. The satisfaction and development of employees becomes critical in order to maintain the sustainability and growth of the organization as the satisfied

employees can only make their customers satisfied. This is the reason why employee motivation and satisfaction is always a matter of consideration. So, the concept of PMS effectiveness in keeping the employees satisfied and dedicated towards their job has been taken for study.

Research Methodology

There are numerous hotels operating in the state of Jharkhand catering service to the different categories of customers. The selection of the Ranchi district (Jharkhand) has been done as it the capital city and so closely reflects the overall population of the research area of the Jharkhand state. The questionnaire method has been used to collect information and data for the purpose of making business decisions. There are around 66 hotels in Ranchi district. Collection of data from all these hotels is not possible. So, by simple random sampling technique, samples of 45 hotels have been selected. The questionnaire employed for the survey had 15 questions, consisting of two variables viz. Performance Management System (PMS) and Employee Job Satisfaction. Out of these 15 questions, 8 questions were from PMS and 7 were from Job Satisfaction. Questionnaires were provided with the proper request to the respondents to complete the same for the purpose of the research. 400 questionnaires were distributed and 314 responses were received from the employees of different hotels of Ranchi district, Jharkhand. The response rate was 78.5%. Responses of 314 employees with complete details in the questionnaire were taken for the study and for further analysis. The other methodologies include research publication, interviews and other research techniques including both present and historical information.

Findings and Conclusion

The hotels of the Ranchi district have been selected by dividing them into clusters as it was not feasible to get data from all the 66 hotels. The hotels were first divided into clusters on the basis of blocks from which clusters were picked up randomly.

The data were collected from the hotels which fell under these selected clusters. The hypothesis formulated for this study was tested on the basis of responses gathered from the questionnaire.

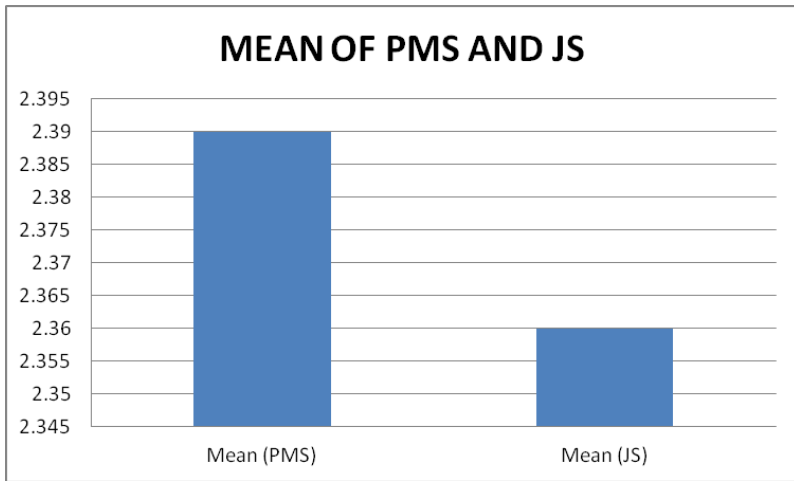


Fig. 1: Mean of PMS and JS

Reliability Analysis

Cronbach’s alpha is a measure that assesses the internal consistency of a set of scale or test items. Internally consistency provides a way of how well a test or survey is actually measuring what you want it to measure. It is most commonly used when you have multiple Likert questions in a questionnaire that form a scale and you wish to determine if reliable or not. The following Table 1 and 2 gives the value of internal consistency predicates corresponding to Cronbach’s alpha calculated value:

Table 1: Effectiveness of PMS

| | |
|-------------------------------|------|
| CRONBACH’S ALPHA (α) | 0.82 |
|-------------------------------|------|

The calculated value of Cronbach’s alpha is 0.84 which suggests that questions formulated are very consistent and reliable for evaluating the Performance Management System for the hotel employees. The internal consistency of the questions is excellent as the questions taken in the questionnaire are related with one another.

Table 2: Effectiveness of Job Satisfaction

| | |
|-------------------------------|------|
| CRONBACH’S ALPHA (α) | 0.78 |
|-------------------------------|------|

The calculated value of Cronbach's alpha is 0.78 which suggests very consistent and reliable questions we formulated for the Job Satisfaction. The internal consistency of the questions is good.

Item Analysis of Performance Management System

Table 3: Mean Analysis (PMS)

| Sr. No. | | Questions | Mean |
|---------|------|--|------|
| 1 | PMS1 | Do you think PMS is clearly defined in your organization? | 2.14 |
| 2 | PMS2 | Do you think PMS has a significant impact on job satisfaction? | 2.18 |
| 3 | PMS3 | Do you get any formal feedback regarding your performance? | 2.14 |
| 4 | PMS4 | Are you satisfied with your existing PMS & PAS? | 2.38 |
| 5 | PMS5 | Do the PMS implemented in your organization create a participative environment? | 2.41 |
| 6 | PMS6 | Do the promotion are strictly based on PMS? | 2.68 |
| 7 | PMS7 | Are there any steps to improve the performance if not up to the mark? | 2.56 |
| 8 | PMS8 | Do you feel free to express to your appraiser your disagreement regarding the appraisal decisions? | 2.65 |

Above Table 3 gives us the mean responses of each question that were asked for measuring the Effectiveness of Performance Management of the respondents of Hotel Industry. Most of the respondents of hotel industry agreed that PMS is not clearly defined in their organization (mean = 2.14) also the values are supporting to the fact that PMS has no significant impact on the job satisfaction (mean = 2.18). The mean score of 2.14 suggest that the employees of hotel industry of Ranchi do not get formal feedback about their performance and are not satisfied with the existing PMS and PAS. The values also shows that the employees are dissatisfied with the promotion policy of the organization which they feel is strictly based on the PMS. The PMS employed in the hotel industry in Ranchi does create participative environment for the employees on an average as can be seen from the mean score of 2.41. However, the mean score of 2.56 emphases that 50% of the employees agree that necessary steps are taken within the hotel industry to improve their performances from time to time. The mean score 2.65 describes that more than half of the employees feel free to express their disagreement regarding the appraisal decisions to the appraisers in their organization.

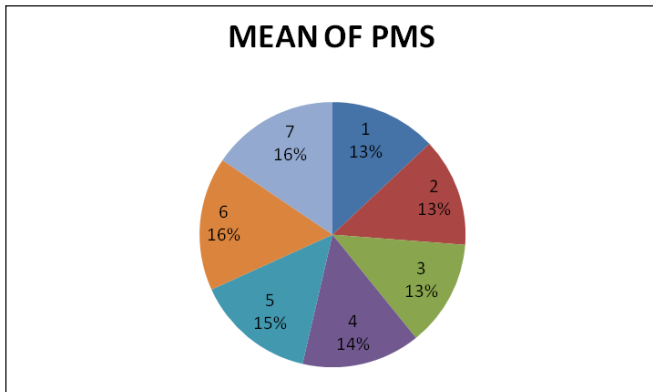


Fig. 2: Pie Chart of Mean Analysis of PMS

Table 4: Mean Analysis (JS)

| Sr. No. | | Questions | Mean |
|---------|-----|--|------|
| 1 | JS1 | Do you believe that the company has a great future and would you recommend this organization to your friends and family members? | 2.38 |
| 2 | JS2 | Do you think PMS helps people to set and achieve meaningful goals? | 2.13 |
| 3 | JS3 | Do you think your excellence in performance & achievement of results are rewarded in time? | 2.43 |
| 4 | JS4 | Do you think your future growth opportunities look great here? | 2.08 |
| 5 | JS5 | Do you agree that your performance has a significant impact on your salary? | 2.20 |
| 6 | JS6 | Does your superior provide guidance and take keen interest in your development? | 2.63 |
| 7 | JS7 | Whether your senior management encourages your ideas & innovation at the workplace? | 2.68 |

Similarly, the Table 4 above shows the mean response of each respondent in terms of Job Satisfaction. On an average employees of Hotel Industry of Ranchi, believe that the company has a great future and they will recommend the organization to their friends and family members (mean = 2.38). The mean value of 2.13 shows that most of the employees feel that PMS helps to set and

achieve meaningful goals. The mean value of 2.43 suggests that only 48.6% employees think that their excellence in performance and achievements are rewarded in time. Most of the employees think that their future growth opportunities does not look good here (mean = 2.08). The mean 2.20 suggests that only 44% of respondents agree that their performance has a significant impact on the salary. 53% of respondents with mean 2.63 agreed that their superior provide guidance and take keen interest in their development and they also encourage their ideas and innovation at the workplace (mean = 2.68).

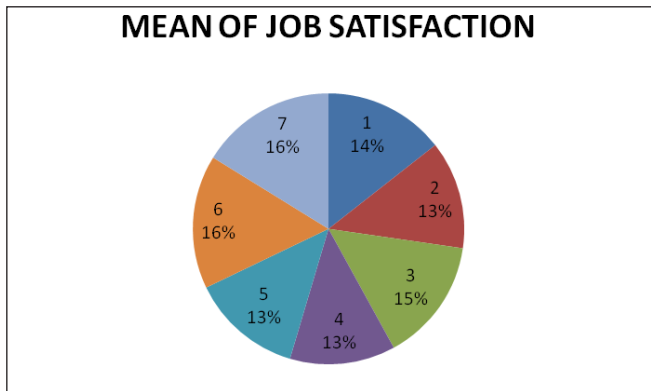


Fig. 3: Pie Chart of Mean Analysis of JS

Table 5: Standard Deviation Analysis of PMS

| Sr. No. | | Questions | STD |
|---------|------|---|----------|
| 1 | PMS1 | Do you think PMS is clearly defined in your organization? | 0.90706 |
| 2 | PMS2 | Do you think PMS has a significant impact on job satisfaction? | 0.965841 |
| 3 | PMS3 | Do you get any formal feedback regarding your performance? | 0.863329 |
| 4 | PMS4 | Are you satisfied with your existing PMS & PAS? | 0.815458 |
| 5 | PMS5 | Do the PMS implemented in your organization create a participative environment? | 0.747724 |
| 6 | PMS6 | Do the promotion are strictly based on PMS? | 1.02373 |

| Sr. No. | | Questions | STD |
|---------|------|--|----------|
| 7 | PMS7 | Are there any steps to improve the performance if not up to the mark? | 1.066389 |
| 8 | PMS8 | Do you feel free to express to your appraiser your disagreement regarding the appraisal decisions? | 1.080122 |

Table 6: Standard Deviation Analysis of JS

| Sr. No. | | Questions | STD |
|---------|-----|--|----------|
| 1 | JS1 | Are you satisfied with the existing PMS &PAS? | 0.922905 |
| 2 | JS2 | Do you believe that the company has a great future and would you recommend this organization to your friends and family members? | 0.814498 |
| 3 | JS3 | Do the PMS implemented in your organization create a participative environment? | 0.927441 |
| 4 | JS4 | Do you think your excellence in performance & achievement of results are rewarded in time? | 0.931355 |
| 5 | JS5 | Do you think your future growth opportunities look great hear? | 0.767469 |
| 6 | JS6 | Do the promotions are strictly based on PMS? | 1.0618 |
| 7 | JS7 | Does your superior provide guidance and take keen interest in your development? | 1.086935 |

The above Table 5 and 6 shows the standard deviation of the PMS and Job satisfaction adopted for the employees of Hotel Industry of Ranchi. As can be seen from Table 5, Standard Deviation of responses against the questions of PMS by the employees of hotel industry of Ranchi lies between 0.7 and 1.1. The lowest deviation i.e. 7.58164 is recorded for the question on participative environment for the employees through PMS while the highest deviation of 1.074625 is recorded for the interest and involvement of superior for the development of their employees. From the perspective of Job satisfaction the Standard Deviation varies from 0.78 to 1.07. Lowest deviation is observed for the question related to future growth opportunity at the organization while highest one is observed for the freedom of the employees to express their views regarding the appraisal system adopted.

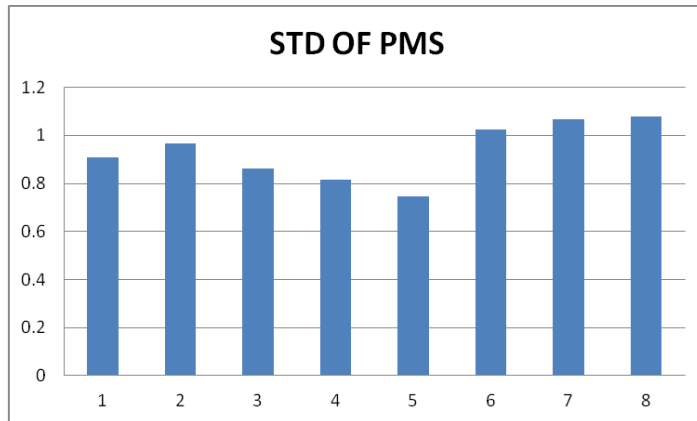


Fig. 4. Bar Chart of STD Analysis of PMS

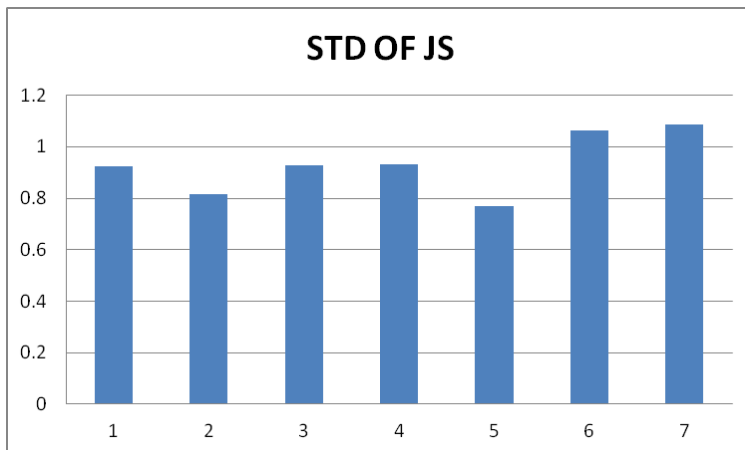


Fig. 5: Bar Chart of STD Analysis of JS

Table 7: Variance Analysis of PMS

| Sr. No. | | Questions | STD |
|---------|------|--|----------|
| 1 | PMS1 | Do you think PMS is clearly defined in your organization? | 0.82831 |
| 2 | PMS2 | Do you think PMS has a significant impact on job satisfaction? | 0.928603 |

| Sr. No. | | Questions | STD |
|---------|------|--|----------|
| 3 | PMS3 | Do you get any formal feedback regarding your performance? | 0.740685 |
| 4 | PMS4 | Are you satisfied with your existing PMS & PAS? | 0.66645 |
| 5 | PMS5 | Do the PMS implemented in your organization create a participative environment? | 0.555921 |
| 6 | PMS6 | Do the promotion are strictly based on PMS? | 1.061191 |
| 7 | PMS7 | Are there any steps to improve the performance if not up to the mark? | 1.128518 |
| 8 | PMS8 | Do you feel free to express to your appraiser your disagreement regarding the appraisal decisions? | 1.179433 |

Table 8: Variance Analysis of JS

| Sr. No. | | Questions | STD |
|---------|-----|--|----------|
| 1 | JS1 | Are you satisfied with the existing PMS &PAS? | 0.851753 |
| 2 | JS2 | Do you believe that the company has a great future and would you recommend this organization to your friends and family members? | 0.663407 |
| 3 | JS3 | Do the PMS implemented in your organization create a participative environment? | 0.860147 |
| 4 | JS4 | Do you think your excellence in performance & achievement of results are rewarded in time? | 0.867422 |
| 5 | JS5 | Do you think your future growth opportunities look great hear? | 0.589009 |
| 6 | JS6 | Do the promotions are strictly based on PMS? | 1.127419 |
| 7 | JS7 | Does your superior provide guidance and take keen interest in your development? | 1.181427 |

Table 7 and 8 above shows the variance of responses against each question of PMS and Job Satisfaction. Here also, the smallest variance is for the participative environment creation through PMS and the highest one is for the involvement of superior for the development of employees. Similarly, for the question on Job Satisfaction, smallest variance can be seen for the question related to future growth opportunity at the organization while highest one is

observed for the freedom of the employees to express their views regarding the appraisal system adopted.

Regression Analysis

A regression analysis approach has been applied on the data to see how the job performance of an employee depends on the PMS adopted. The result of the analysis is plotted below:

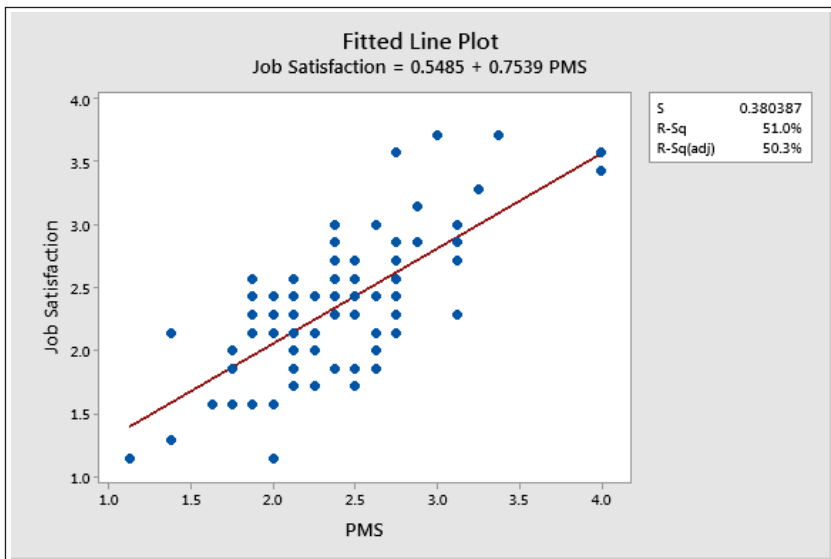


Fig. 6: Regression Analysis

As can be seen from the above graph that the job satisfaction of an employee of hotel industry in Ranchi depends on PMS with the following equation:

$$Job\ Satisfaction = 0.5485 + 0.7539 * PMS$$

The graph does not show any linear pattern which further emphasises that the adopted PMS do not linearly affect the job satisfaction of an employee of hotel industry of Ranchi.

Effective Employee Performance Management System (EEPMS) is one of the very significant factors that affect employee satisfaction and is a tool for employee motivation. A deep study of the factors can remove many obstacles from the path of smooth functioning of the organization. The study on the

employee satisfaction of the hospitality industry is gaining momentum as this is a labor intensive industry. So, there is a need to keep the employees satisfied.

ANOVA Test

The results of the hypothesis are shown in the table 9 below. Based on the ANOVA test result, we accept our formulated Null Hypothesis (since sample F is less than F-critical) and conclude that “PMS significantly impacts the Job Performance of Employees of Hotel Industry of Ranchi”.

Table 9: Anova Test Result

| Anova: Single Factor | | | | | | |
|----------------------|-----------------|-----|-----------------|-------------|---------|----------|
| ANOVA | | | | | | |
| Source of Variation | SS | df | MS | F | P-Value | F-Crit |
| Between Groups | 0.06685 1266 | 1 | 0.0668 51266 | 0.241869477 | 0.62355 | 3.901761 |
| Within Groups | 43.1174 5996 | 156 | 0.2763 93974 | | | |
| Total | 43.18431 122 | 157 | | | | |

Limitations

The limitations with this research work were as follows:

- Sample size was small as the research had been narrowed down to a particular geographical area.
- Unwillingness of the employees in giving their response.
- Unawareness about the contribution of the research for the society at large.
- Excessive work load on the employees and unavailability of time.
- We have not considered any demographic factors in our study.

Conclusion & Suggestions

In this paper we studied the Impact of Effective Performance Management System on Employee Job Satisfaction of Ranchi, Jharkhand to conclude how they react to the PMS in the workplace and to know whether they are satisfied

with their organization's PMS or not. We formulated a hypothesis and tested it based on the responses gathered from the questionnaire. Based on the testing it was concluded that:

- PMS significantly impacts the Job Satisfaction of Employees of Hotel Industry of Ranchi.

We can infer that the employees of hotel industry are less aware about the existing Performance Management System. The Performance Management System should be more employee centric as it is not able to contribute in raising the job satisfaction level.

The study can further be done taking larger sample size of the employees of hospitality sector of Jharkhand. Also comparison can be made based on gender and age to know the level of the satisfaction among different groups.

Effective Employee Performance Management System (EEPMS) is one of the very significant factors that affect employee satisfaction and is also a tool for employee motivation. A deep study of the factors can remove many obstacles from the path of smooth functioning of the organization. The study on the employee satisfaction of the hospitality industry is gaining momentum as this is a labor intensive industry. So, there is a need to keep the employees satisfied. This can only be achieved by enhancing the reward system. Work should be equally distributed, so that no one is overloaded. Training programs should be organized to make the employees aware about the concept of PMS. Feedback of performance appraisal must be shared with the employees so that they could improve the areas where they lack. Organization should provide opportunities for career growth and advancement which will ensure employee motivation and thus will enhance their performance.

Hotels are the third largest foreign exchange earner and also the backbone of the country, which is emerging as a new economic hub for global trade and business. In this coal belt, hotels is not the leading sector but is providing good placement opportunities to the youth willing to build their career in the service industry. Hospitality sector alone accounts for 7.5% in GDP of India. This sector along with tourism has emerged as the key economic drivers providing 9.3% employment opportunities to the job seekers. This Industry is also associated with other major sectors of the economy like transportation, aviation, entertainment and recreation, food business and tourism. So, it should be understood that the performance of any individual employee is very vital for the organizational growth and can be enhanced only when he or she

is satisfied with his job. Job Satisfaction can be achieved only when level of contentment incumbent of an organization feel with their respective jobs.

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