

A STUDY ON PERFORMANCE APPRAISAL PRACTICES IN HOSPITALITY MANAGEMENT

Submitted in partial fulfillment of the requirements for the award of
Bachelors of Business Administration

By

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**DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF MANAGEMENT STUDIES**

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC

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SATHYABAMA

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BONAFIED CERTIFICATE

This is to certify that this Project Report is the bonafide work of **SEERAT LATEEF (39280087)** who carried out the project entitled **"A study on performance appraisal practices in hospitality management" students of Sathyabama Institute Of Science and Technology** under my supervision from January 2022 to March 2022.

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Submitted for viva voice examination held on _____

Internal Examiner

External Examiner

DECLARATION

I SEERAT LATEEF (39280087) hereby declare that the project report entitled “ A STUDY ON PERFORMANCE APPRAISAL SYSTEM IN HOSPITALITY MANAGEMENT” done by me under guidance of P Hameem khan ,MBA ,MSCS (PhD) at SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY, CHEENAI is submitted in partial fulfillment of the requirements for the award of bachelor of business administration.

DATE:

PLACE:

SIGNATURE OF CANDIDATE:

A rectangular box containing a handwritten signature in black ink. The signature is stylized and appears to be 'Seerat Lateef'.

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I am pleased to acknowledge my sincere thanks to Board of Management of SATHYABAMA for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

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ABSTRACT

The purpose of this study is to explore performance measurement practices in the context of hospitality industry . Performance appraisal (PA) is increasingly becoming a part of strategic approach to integrate HR activities and business policies. Performance appraisal refers to all those procedures that are used to evaluate the personality, the performance, and the potential of its group members. Performance appraisal is a powerful tool to provide management valuable information regarding the quality of its human resource. Performance appraisal is a key decisive factor of success in service (hospitality) organizations.

Performance appraisal thus becomes all the more critically important in service industries than in other type of industries. In this paper, we propose a framework for the selection of appraisal methods and compare some performance appraisal methods in order to facilitate the selection process for organizations. The value of this framework lies in its use. Organisations can evaluate their performance appraisal method with respect to the key features of it , before implementing any method as well as expending extra costs.

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STATEMENT OF PROBLEM

Human capital is essential to the success of hotel industry. As this is a service oriented industry, and the nature of hotel business is extremely people intensive. Qualified employees are necessary to provide superior services toward their customers. When the qualified employees decided to leave hotel industry, quality of services provided will be affected. Therefore hotel industry should have bundles of human resource practice to keep a sufficient labor pool.

Performance appraisal is a formal system of periodic review and evaluation of an individual's job performance. It occurs constantly in both public and private organizations. When it is properly done, performance appraisal provides feedback to employees that will improve their performance and thus organizations also benefit by ensuring that employees' effort and ability make contribution to organizational success.

.Lack of timely performance appraisal could result in: employees are not provided with performance feedback on time, It is difficult to identify employee training needs, lack of documented criteria used to allocate organization rewards, lack of formal basis for personnel decision –salary (merit) increase, disciplinary actions, etc., less communication between the employees and administration, inappropriate selection techniques and human resource policies to meet equal employment opportunity requirements. Therefore, the focus of this exploratory study will be to determine if the hotel industry are using performance appraisal with their staff as an important management tool.

CHAPTER 1

1.1 INTRODUCTION

In today's competitive business world, it is well recognised that organizations can only compete with their rivals by innovating. Organizations can be innovative if they manage their human resources well. In this respect performance appraisal (PA) serves a good role. Performance appraisal is a formal and systematic process of identifying, observing, measuring, recording and developing the job -relevant strengths and weaknesses of employees. Performance appraisal is a systematic way of evaluating the standard of a worker's performance on his job and the potential for development. There arises a critical basic need for any organization to evaluate its employee's performance continually to ascertain their improvement and to know their situation in the organization. Performance appraisal is a valuable tool that can be used to a) make employment decisions viz., determining pay and promotions, b) identify professional development needs, and c) identify factors in the work environment that help or hinder performance effectiveness.

The principles behind performance management are (a) career management and (b) better performance. The line managers should recognise that performance management is a useful contribution to their team management and not an ordeal. Performance management is an ongoing and continuous process of communicating and clarifying job responsibilities, priorities, and performance expectations to ensure an understanding between supervisor and employee

Performance appraisal is variously named as a performance review, performance evaluation, career development discussion, or employee appraisal. It is a method by which the job performance of an employee is documented and evaluated. It is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Performance appraisal is the process of measuring

quantitatively and qualitatively an employees' past or present performance against the background of his expected role performance, the background of his work environment, and about his future potential for an organisation.

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 industrialization. Thus, the relationship of employees and employees is always a base for better service 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. The performance appraisal is a pivotal subsystem of human resource management to measure and appraise the employees performance in order to achieve organizational objectives. Therefore , hotel organisation also use and 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.

1.2 INDUSTRY PROFILE

The hospitality industry is generally referred to as businesses that provide accommodation and food service. Traditionally an entrepreneurial business, it now includes organizations ranging from small independent cafés to large multinational corporations. Businesses in the hospitality industry have many organizational structures, including whole ownership, franchising, consortia, and management contracts as key configurations. Affected by capital investment, travel and tourism trends, threats and opportunities, the hospitality industry has proved resilient.

The hospitality industry is unique in many aspects of organization and strategy. In addition, the hospitality product is generally part service and part product, produced and consumed simultaneously, and includes the customer as part of the delivery process. Inventory is perishable. Human resources play a significant

role, as the hospitality industry is labor intensive.

The hospitality industry is ripe with opportunity and challenges. Global expansion is increasingly a part of the modern hospitality industry. The hospitality industry faces many challenges. The ongoing threat of terrorism to travel remains a concern. Cost and availability of capital for expansion can be an obstacle in some markets. Technology has changed the distribution of the hospitality product. Pricing transparency in lodging and accommodations threatens commoditization.

Sectors of the Hospitality Industry

There are broadly five facets of the Hospitality Industry:

1. Tourism Management :

Tourism is the temporary, short-term movement of people to destination outside the places where they normally live and work and their activities during the stay at each destination. It includes movements for all purposes. Tourism management is the profession of providing positive and successful experiences for such travelers and for the businesses that cater to them.

2. Hotel Management : Hotel Management involves a combination of various skills like management, marketing, human resource development, financial management, interpersonal skills, dexterity, etc. Hotels are a major employment generator in the Hospitality industry. Work in the area of Hotel Management involves ensuring that all operations, including accommodation, food and drink, and other hotel services run smoothly.

3. Event Management:

Event Management is the management of events starting from conception to reporting and evaluation. Event planners execute all details related to a variety of meeting formats including seminars, conferences, trade shows, executive retreats, incentive programs, golf events, and other programs.

4. Convention Management:

Some industry experts consider conventions to be the fastest-growing segment of the tourism industry. Special events and conventions are being recognized as great income generators for a community. A Convention Planner is responsible for some of the most significant details of a convention, like securing an event location, but also for the smallest logistics, such as printing an event program. Convention Management and Planning involves coordinating with many different people, maintaining a tight budget, and effectively marketing yourself and the event that you are planning.

Departments In Hospitality Industry

Let us understand the different departments that run the entire Hospitality Industry. These are the pillars on which the concept of Hospitality stands.

Housekeeping :

Housekeeping is more than just how to use a mop and broom. This department is responsible for cleaning and maintaining hotel premises which include public area, guest rooms, lobby, swimming pool area, etc. generally this department is not visible to the guest. It works for guest satisfaction working round the clock to keep the environment clean and hygiene. This department works to give a pleasant look at the hotel to the guest.

Front Desk :

A front office is the area of a business where clients and employees interact. It is the most important department in the hotel. The main function of this department is to give warm welcome to the guests. This is the first department where the guest comes in contact with. It generates the maximum revenue for the hotel as it sells room to the guests.

Food & Beverage: It is a department that serves food and beverage to the guest in a very attractive and pleasing manner, which creates a good impression on the guest. The food and beverage division is responsible for all of the dining rooms, restaurants - bars, bars, the galleys (kitchens), clean up, and provisions.

Engineering :

This department provides the day to day basic utility services, electricity, hot water, air-conditioning, and other services and is responsible for repair and maintenance of the equipment, furniture, and fixtures in the hotel.

Health/ sports/ recreation :

The main purpose and motive of this department are to provide health and recreation to the people. With the increasing need to concentrate on health issues, many hotels have come up with health gyms, spas, swimming pools, sports areas like billiards, golf, etc. The aim is to provide a healthy environment both to the guests and the employees.

Safety/ security :

The security of guests, employees, personal property, and the hotel itself is the foremost concern for the hotel. In the past, most security precautions concentrated on the prevention of theft from guests and the hotel. However, today such violent crimes as murder and rape have become a problem for some hotels. Unfortunately, crime rates in most major's cities are rising. Hence today the security department also concentrates on these additional criminal activities too.

Although there are many more departments working backends to keep the hotels running, these are majorly the departments that cluster under the hospitality.

CHAPTER 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

In this Chapter, the researcher has made an attempt to study and understand the complex concepts of performance appraisal practice . For this, the researcher has used various books, research Journals and websites. The detailed list is further elaborated in the Bibliography. Through this Literature Survey researcher wants to find out which are the important issues of performance appraisal practices.

2.2 LIST OF REVIEWS

- **Basu, Mihir K.,(1978)**- Performance Appraisal may be defined as a structured formal Interaction between a subordinate and supervisor, that usually take the form of periodic interview (annual or semi annual), in which the work performance of the subordinate is examined and discussed, with a view of Identifying weakness and strengths as well as opportunities for improvement and skills development.
- **Wilsted and Taylor (1978)¹⁰** state that appraising employee performance has long been regarded as an important part of the management function, for purposes of salary administration and recognizing future management potential.
- **Yoder, Dale, (1980)**- Performance appraisal includes all formal procedures used to evaluate personalities and contributions and potentials of group members in a working organisation. It is a continuous process to secure information necessary for making correct and objective decisions on employees.
- **Cascio Wayne F, (1995)** - Performance Appraisal has many facets. It is an exercise in observation and judgment, it is a feedback process,

and it is an organizational interventions. It is a measurement process as well as an intensely emotional process. While it is fairly easy to prescribe how the process should work, description of how it actually works in practice are rather discouraging.

- **Mondy and Noe (2005)** claim that most common appraisal errors can be minimised or eliminated by allowing more than one person to evaluate the performance of an employee.
- **Yukl and Lepsinger (1995)** also explain that this (360 degree feedback) is an approach which relies on feedback from an employee's superiors, subordinates, colleagues and sometimes customers.
- **Winston and Creamer, (1997)** There are various methods of conducting employee performance appraisals, however not all methods are
- suitable for every organisation. An effective performance appraisal system should be fair and open, should clearly identify the strengths and weaknesses and also highlight the productivity of employees.
- **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;
- **ROHAN SINGH , MADHUMITA AND MOHANTY A.K (2010)** stated that performance appraisal has become an essential requirement of every organization to properly evaluate the performance of its employees.
- **MATHEW and JHONSON (2015)** stated that the performance appraisal system used to improve the employee performance that will lead towards the organization success.
- **According to Dessler (2005)**, performance appraisal means evaluating employees' current and or past performance relative to his or her performance standards.
- **Amit Hole and Dr. Ashutosh Misal (2013)** found out Employees who

work related with sale of insurance policies in private sector general insurance companies is performing good than employees who work related with sale of insurance policies in public sector general insurance companies.

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- **Christoph Reichard and Jan van Helden (2015)** in the research paper discovered that the differences between performance management practices in the public and private sector are less stringent than expected with regard to more or less fundamental differences between both sectors.
- **Sameera Begum, K. Sarika & G. Sumalatha (2015)** compared performance both public & private sector as a whole based on the parameters like two-way communication between appraise and appraiser, feedback system in which peers, Superiors, and Junior Employees give feedback to every employee, adopting technologies, monetary and non-monetary benefits, job security, Leave Management System as well as Process of Recruitment & Selection.
- **Kona Yasoda (2016)** detailed the elements of an Ideal Performance Management System. The important elements are job descriptions, performance expectations, appraisals, compensations, disciplinary policies and commendations. She described globally trending models like Team Performance Appraisal, 360 Degree Appraisal, Rank and Yank strategy, the new model and real-time feedback.
- **Ramila Ram Sign & S. Vadivelu (2016)** mentioned in their paper about the performance appraisal in India. Retention of the employees in the organization is a difficult task for the management. Motivation play a key role in this aspect. Performance appraisal is a tool to know the employees performance in various aspects. It is useful for salary increment,

promotion, staff retention and to reinforce staff behavior. The above referred literature shows that Performance Appraisal is only tool in assessing the employee's tasks and responsibilities matching their capability. A comparison has been done in public and private sector enterprises where private sector appraisals have been more effective.

- **Armstrong & Baron (2005)**, performance is not only a matter of peoples achievement, rather it is how they achieve it. Performance is a multidimensional concept in which its measurement depends on a number of factors.
- **Lansbury (1988)**, also defined performance appraisal as “The process of identifying, evaluating and developing the work performance of employees in the organization”; as a result of this the organization goal and objectives would going to be effectively achieved, simultaneously, the employee would benefit in terms of recognition, receiving feedback, catering for work needs and offering career guidance.

CONCLUSION:

Different authors defined performance appraisal in different ways and contexts; some of them are mentioned above. From those many definitions the definition given by Kumari and Malhotra got the best suited this research:

“What is expected to be delivered by an individual or a set of individuals within a timeframe? What is expected to be delivered could be stated in terms of results or efforts, tasks and quality, with specification of conditions under which it is to be delivered?”(Kumari & Malhotra 2012 p.78).

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Need For The Study:

- ❖ The present study of performance appraisal has been carried out to the employee perception and satisfaction with regard to performance appraisal system in organisation.
- ❖ The study is under taken to know the satisfaction level and to suggest ways and means to improve the moral of employees which ultimate strengthen to the organization
- ❖ This study helps building progress towards organizational goals, that helps the superior to have a proper judgement to extract work with their subordinates.which ensure organizational effectiveness through correcting the employee for standard and improved performance and suggesting the changes in employee behavior,providing information about the performance ranks/ helps to counsel/ facilitate fair and equitable compensation.

3.2 Scope Of The Study:

- This study is conducted for information about performance appraisal system that is used in the organisation. The focus on the employee satisfaction with regard to performance appraisal system.

- This study helps to know the level of importance of appraisal system .The payroll and compensation decision, training and development needs, promotion , demotion transfer which including job analysis and providing superior support, assisting and counsellinggiving strength to job peformance and personnal qualities of an employee in organisation.

3.3 Objectives Of The Study:

- To know the satisfaction of employees towards the performance appraisal conducted by organisations.
- To find out the different appraisal system followed by the organization.
- To find out who appraises the employees.
- To analyze and study the benefits of the appraisal system.
- To study the change caused by performance appraisal system on employee performance .

3.4 Research Design:

3.4.1 Descriptive Research Design

Descriptive research is a study designed to depict the participants in an accurate way. The research design captured in this study is descriptive resserach design.As authors Creswell(2014), would suggest that, the above-mentioned research design has their place in forming a better understanding of a problem or issue. Specifically, the researcher chose a semi structured questionnaire for this study because it is a flexible method that permits a respondent to give the necessary information freely without the influence of external body or any other third interference. The secondary data would substantiate whatever the evaluation system is from both the interview and survey.

3.5 Source Of Data

Data collection is the term used to describe a process of preparing and collecting data.

Primary Data – Questionnaire given to 110 respondents.

Secondary Data - Websites and online journals, Published reports & Review of literature from published articles to study.

Structure questionnaire will be used to gather primary data, while secondary research data will be used to gather more information that confirmed the veracity of information collected through survey.

3.6 Structure of Questionnaires:

The kind of questionnaires were choosed are structured questionnaires. Questionnaires were divide into 2 sections . In the Section “A” to know the general information of employees and in the Section “B” consists the respondents opinion towards the cuurent appraisal practices.

3.7 Sampling Technique:

A convenience sample method is used in this study which is main type of non-probability sampling method. A convenience sample is made up of people who are easy to reach.

3.8 Period Of The Study:

The period of study is from Januaury 2022 to March 2022 which is three months of study.

3.10 Limitations of the study:

- There was a lack of time to conduct the in depth research.
- Further, there was a lack of sufficient knowledge provided from both ends to conduct the proper research.
- The data collected for the research is fully on primary data given by the respondents . There is chance of personal bias. So the accuracy is not true.
- Respondents didn't exposed their views frankly.

CHAPTER 4

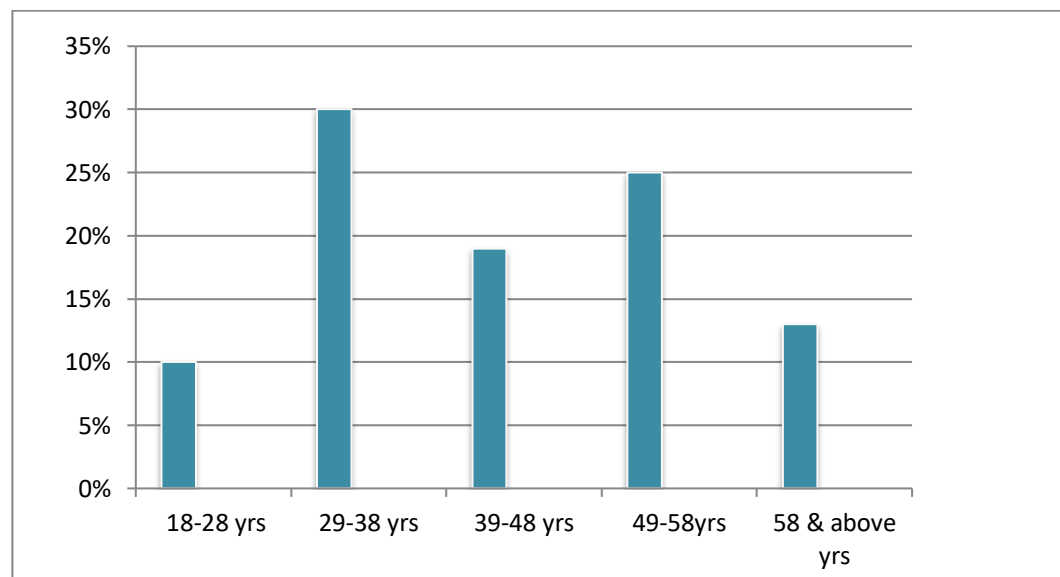
DATA ANALYSIS AND INTERPRETATION

4.1 Percentage analysis

(PERSONAL DETAILS)

TABLE 4.1 AGE OF RESPONDENTS

S.NO	PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
1	18-28	12	10%
2	29-38	34	30%
3	39-48	21	19%
4	49-58	28	25%
5	58 and above	15	13%
	TOTAL	110	100%



(FIG 4.1)

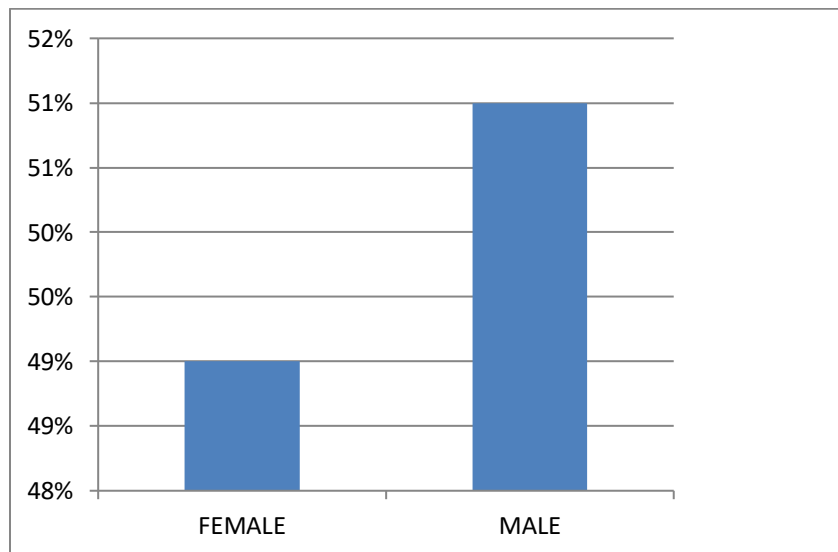
Source: Primary Data

INTERPRETATION: From the above analysis 10% of respondents belongs to age of 18-28 years, 30% respondents to the age 29-38 yrs , 19% of respondents belongs to 39-48 yrs, 25% belongs to 49-58 yrs and 15% of respondents belongs to 58 and above years of age.

INFERENCE: Majority (30%) of respondents are from the age between 29- 38 years.

TABLE 4.2 GENDER OF RESPONDENTS

S.NO	PARTICULARS	NO.OF RESPONDENT	PERCENTAGE
1	Male	53	49%
2	Female	57	51%
	Total	110	100%



(FIG4.2)

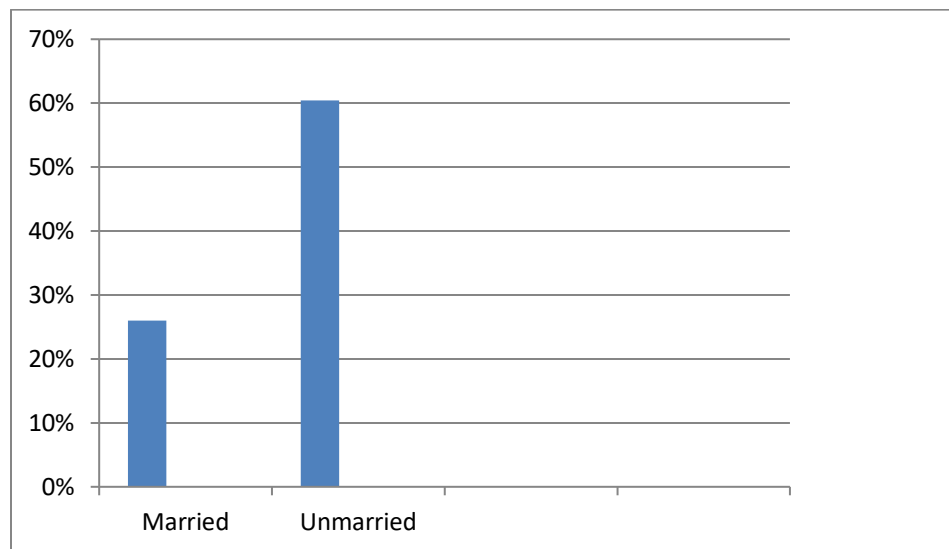
SOURCE: Primary data

INTERPRETATION: From the above analysis it is interpretation number of male respondents are 49% , female respondents are 51%.

INFERENCE: Majority (51%) of respondents are females.

TABLE 4.3 MARTIAL STATUS OF RESPONDENTS

S.NO	PARTICULAR	NO.OF RESPONDENTS	PERCENTAGE
1	Married	45	26%
2	Unmarried	65	60.4%
	TOTAL	110	100%



(FIG 4.3)

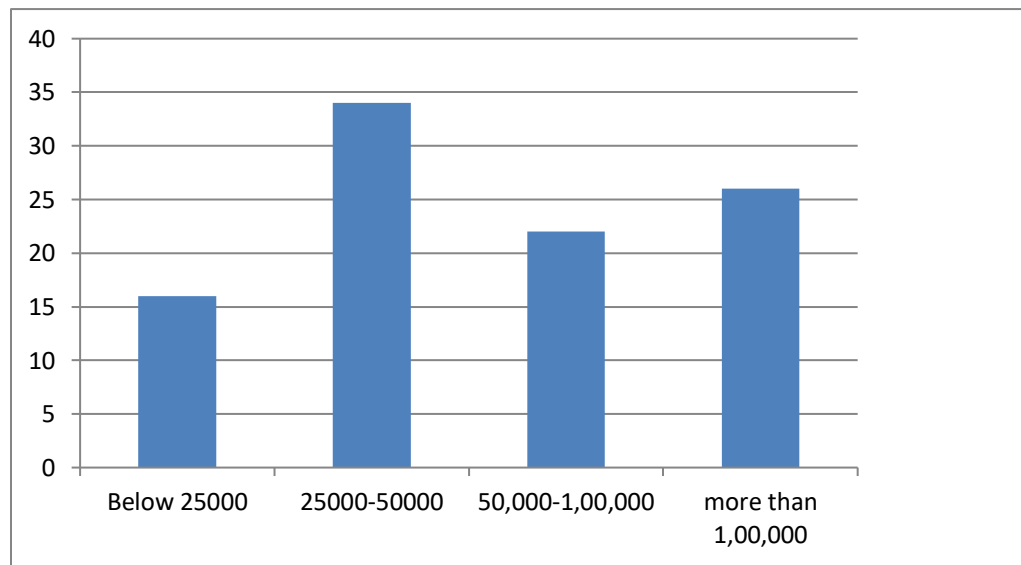
SOURCE : Primary Data

INTERPRETATION: From the above analysis 26 % of respondents are married and 60.4% of respondents are unmarried.

INFERENCE: Majority (40.6%) of the respondents are unmarried.

TABLE 4.4 MONTHLY INCOME OF RESPONDENTS:

S.NO	Particulars	No . Of Respondents	Percentage
1	Below 25,000	18	16%
2	25000-50,000	38	34%
3	50,000-1,00,000	25	22%
4	More than 1,00,000	29	26%
	TOTAL	110	100%



(FIG 4.4)

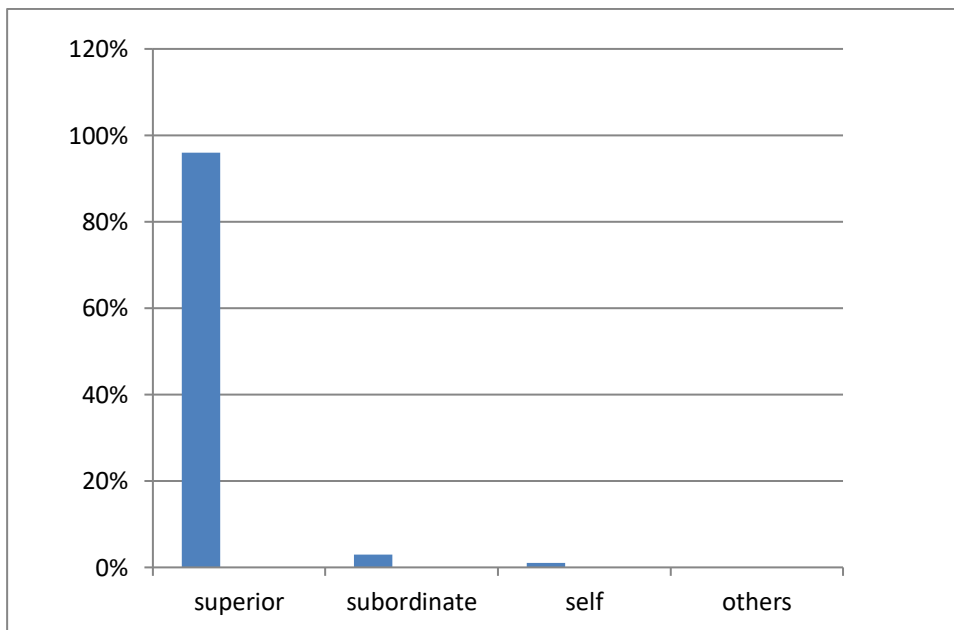
SOURCE: Primary data

INTERPRETATION: From the above analysis 16% of respondents have monthly income below 25,000, 34% of respondents have income between 25,000-50,000, 22% of respondents have income between 50,000-1,00,000 and remaining 26% of respondents have income more than 1,00,000.

INFERENCE: Majority (34%) of respondents have income between 25,000-50,000.

TABLE 4.5 APPRAISAL IS CONDUCTED BY

S.NO	PARTICULARS	NO.OF RESPONDENT	PERCENTAGE
1	SUPERIOR	106	96%
2	SUBORDINATE	3	3%
3	SELF	1	1%
4	OTHERS	-	-
	TOTAL	110	100%



(FIG 4.5)

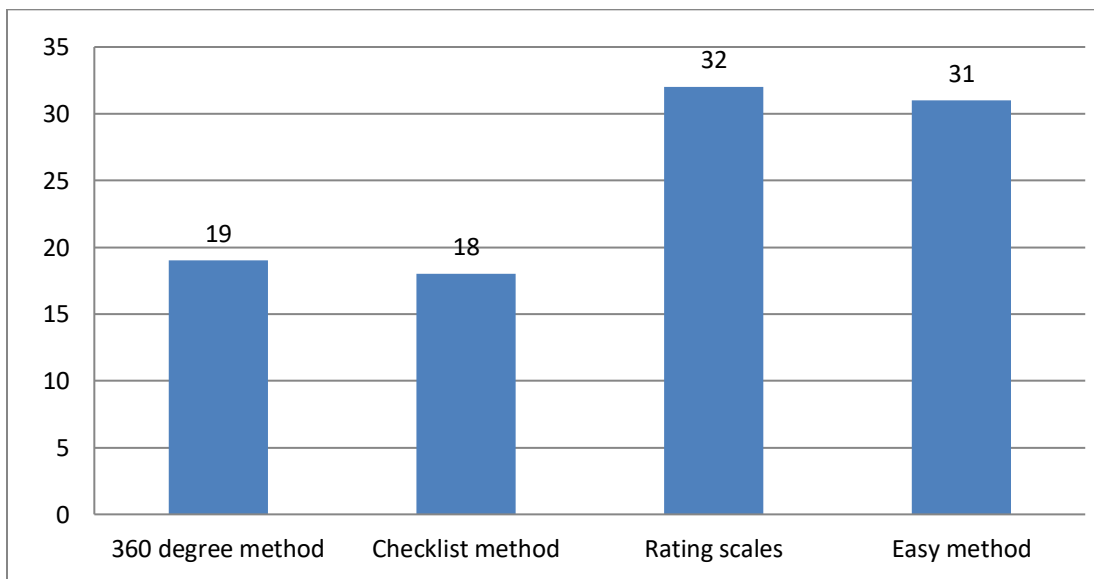
SOURCE: Primary data

INTERPRETATION: From the above analysis 96% of respondents agreed that performance appraisal is conducted by superior, 3% said by subordinate, 1% said by self. Conducted by others was nil.

INFERENCE: Majority (96%) of respondents said performance appraisal is conducted by superior.

TABLE4.6 EMPLOYEES PREFERABLE APPRAISAL METHOD

S.NO	PARTICULAR	NO . OF RESPONDENTS	PERCENTAGE
1	360 ⁰ method	21	19%
2	Checklist method	20	18%
3	Rating scales	35	32%
4	Easy method	34	31%
Total		110	100%



(FIG4.6)

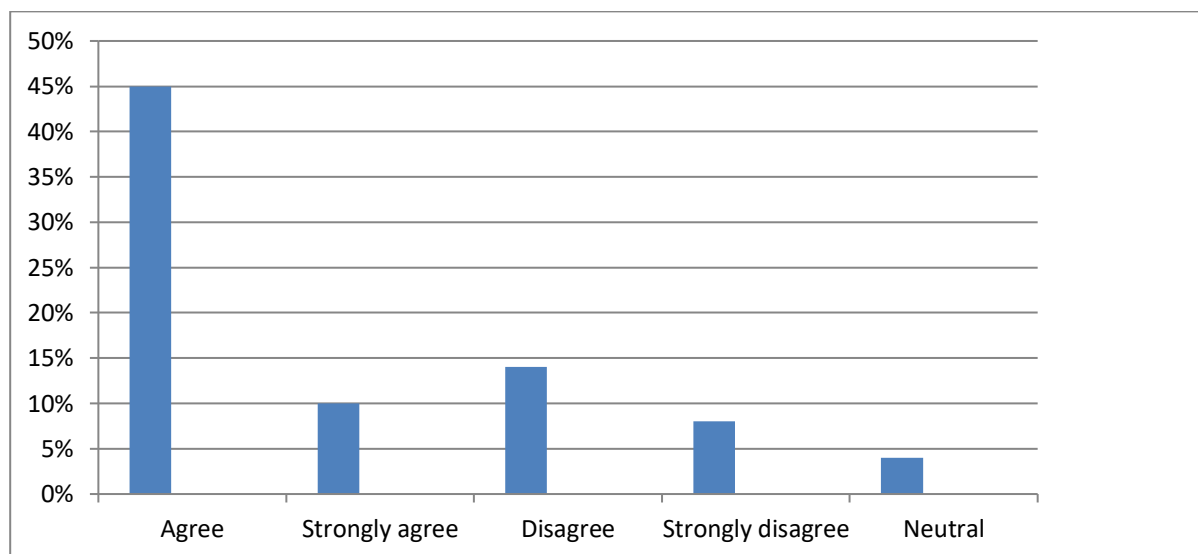
SOURCE: Primary Data

INTERPRETATION: From the above analysis 19% of respondents prefer 360 degree method, 18% prefer checklist method, 32% prefer rating scale method and 31% prefer easy method .

INFERENCE: Majority 32% of respondents prefer rating scale method.

TABLE 4.7 BEHAVIOURAL DIMENSION ARE CONSIDERD IN EMPLOYEES PERFORMANCE

S.NO	PARTICULAR	NO OF RESPONDENT	PERCENTAGE
1	Agree	50	45%
2	Strongly Agree	12	10%
3	Disagree	16	14%
4	Strongly Disagree	9	8%
5	Neutral	5	4%
	TOTAL	110	100%



(FIG4.7)

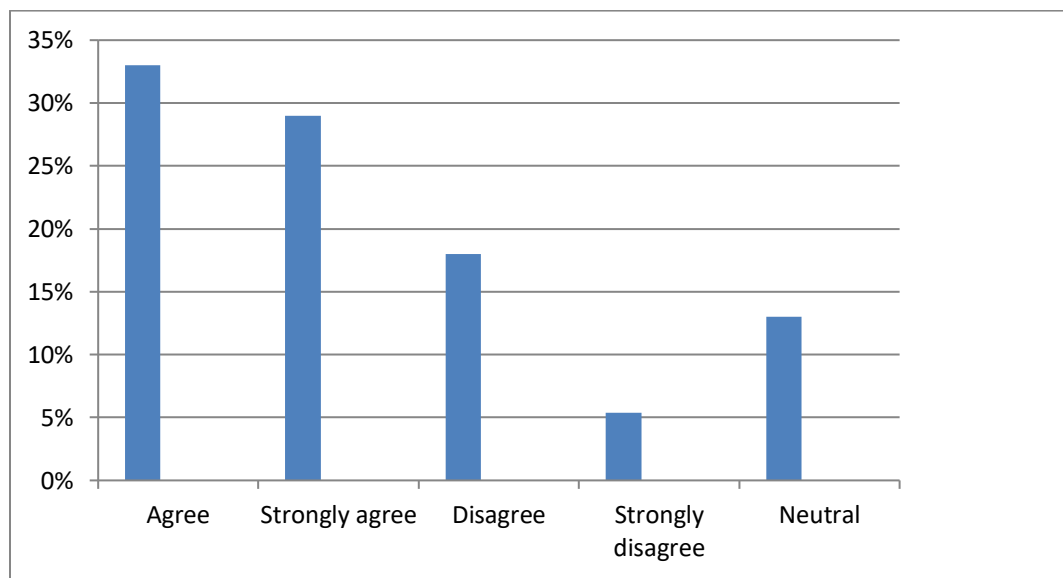
SOURCE: Primary data

INTERPRETATION: From the above analysis 45% of respondents agree that behavioural dimension are considered in employees performance, 10% of respondents strongly agree, 14% of respondents disagree, 8% of respondents strongly disagree and 4% of respondents are neutral .

INFERENCE: Majority (45%) respondents agree that behavioural dimension are considered in employees performance.

TABLE 4.8 EMPLOYEES OPNIONS DOES PERFORMANCE APPRAISAL DEVELOP THEIR SKILLS

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	Agree	37	33%
2	Strongly Agree	32	29%
3	Disagree	20	18%
4	Strongly disagree	6	5.4%
5	Neutral	15	13%
Total		110	100%



(FIG 4.8)

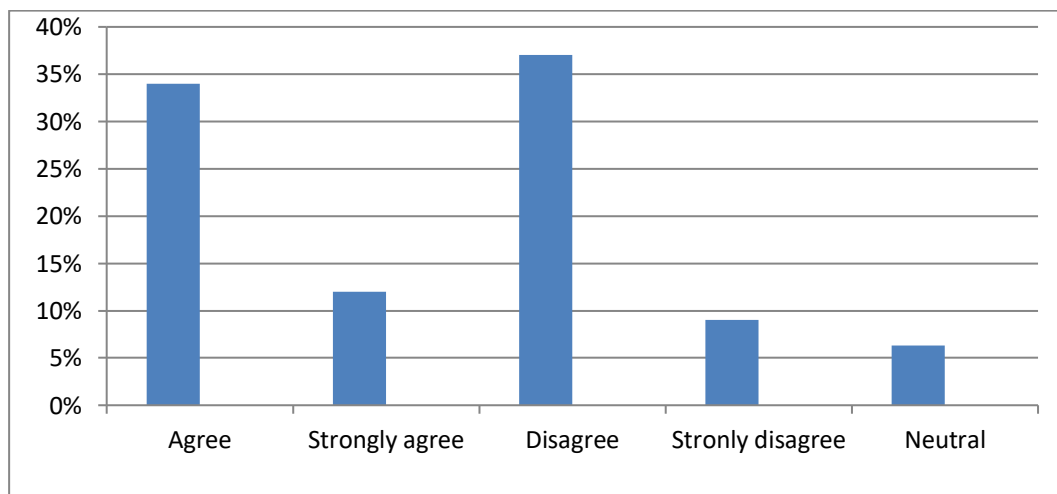
SOURCE : Primary data

INTERPRETATION: From the above analysis 33% respondents agree that employees skills are developed by performance appraisal , 29% of respondents strongly agreed, 18% respondents disagreed, 5.4 of respondents strongly disagreed and 13% of respondents answered it neutral.

INFERENCE: Majority (33%) of respondents agree that the employees develop their skills by the performance appraisal.

TABLE 4.9 ARE EMPLOYEES INFORM ABOUT THE APPRAISAL BEFORE CONDUCTED

S.NO	PARTUCULARS	NO.OF RESPONDENTS	PERCENTAGE
1	Agree	38	34%
2	Strongly agree	14	12%
3	Disagree	41	37%
4	Strongly disagree	10	9%
5	Neutral	7	6.3%
Total		110	100%



(FIG 4.9)

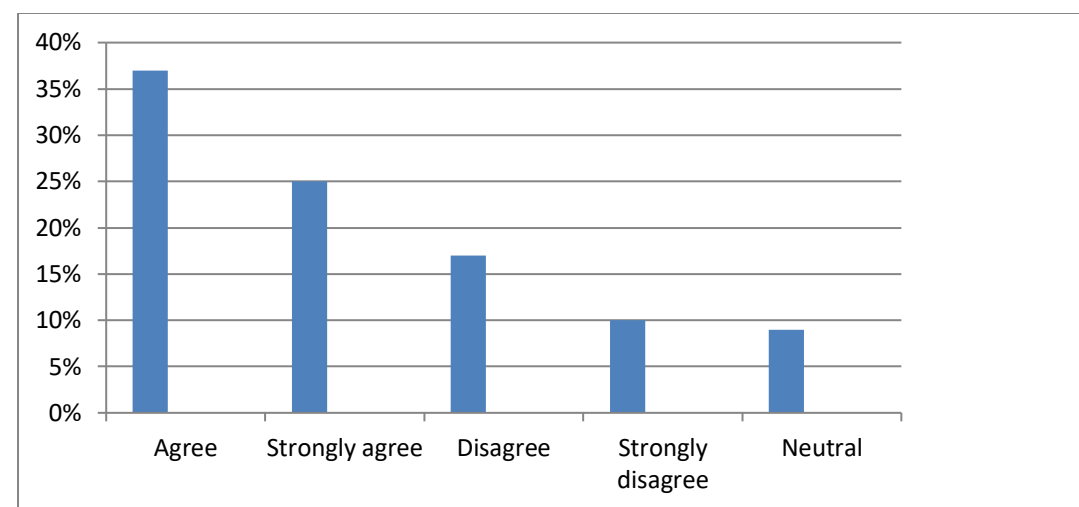
SOURCE:Primary data

INTERPRETATION: From the above analysis 34% of respondents agree that employees are inform about the appraisal before conducting it, 12% of respondents strongly agrees, 37% of respondents disagrees , 9% of respondents strongly disagree and 6.3% respondents answered neutral.

INFERENCE : Majority (37%) respondents disagrees that employees are inform before conducting the performance appraisal .

4.10 CO-OPERATION OF MANAGEMENT IN ACHIEVING THERE WORK STANDARDS

S.No	PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
1	Agree	41	37%
2	Strongly agree	28	25%
3	Disagree	20	17%
4	Strongly disagree	11	10%
5	Neutral	10	9%
Total		110	100%



(FIG 4.10)

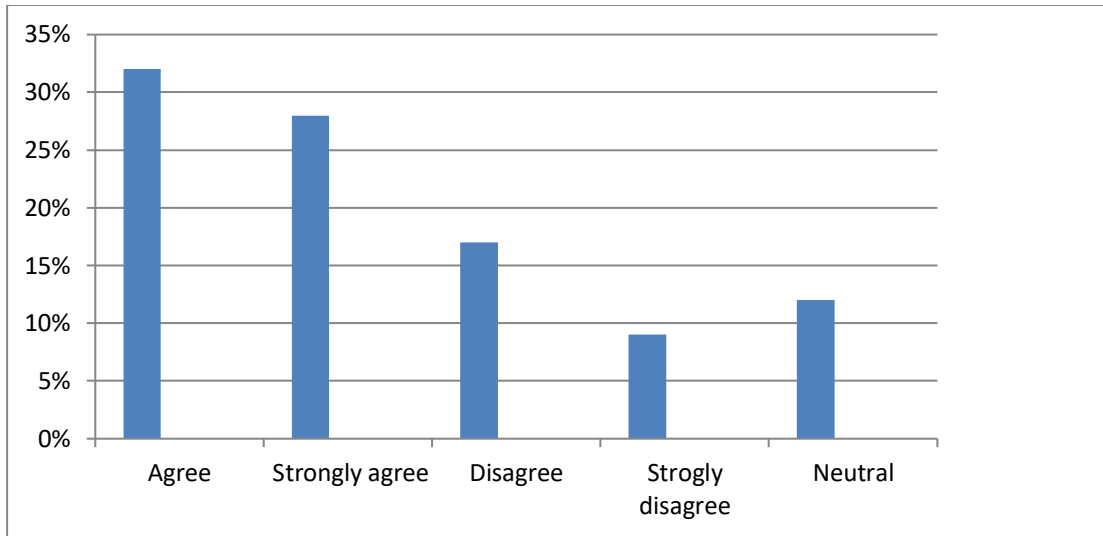
SOURCE: Primary data

INTERPRETATION: From the above analysis 37% of respondents agrees that co-operation of management achieves their work standards, 25% of respondents strongly agree, 17% of respondents disagree, 10% of respondents strongly disagree and 9% of respondents answered it neutral.

INFERENCE: Majority (37%) of respondents agrees that co-operation of management achieves their work standards.

TABLE 4.11 DOES ORGANISATION ENCOURAGES EMPLOYEES NEW IDEAS AND PERFORMANC

S.NO	PARTICULAR	NO. OF RESPONDENT	PERCENTAGE
1	Agree	36	32%
2	Strongly Agree	31	28%
3	Disagree	19	17%
4	Strongly disagree	10	9%
5	Neutral	14	12%
Total		110	100%



(FIG 4.11)

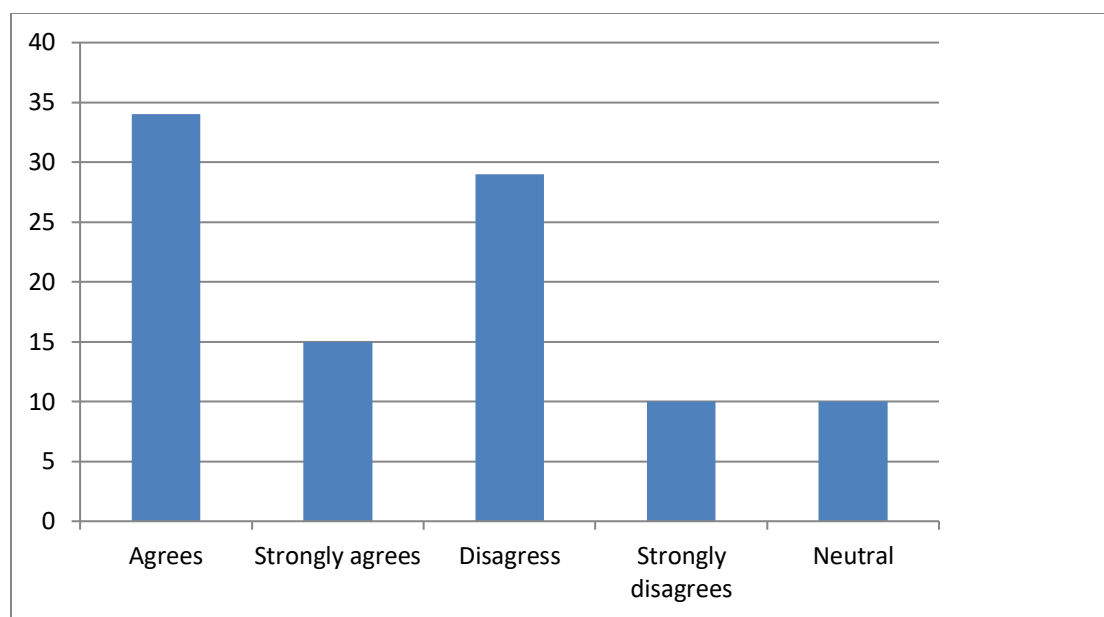
SOURCE: Primary Data

INTERPRETATION: From the above analysis 32% of respondents agrees organisations encourages employees new ideas and skills, 28% strongly agrees , 17% of respondents disagrees , 9% of respondents strongly disagrees and 12% of respondents answered it neutral.

INFERENCE: Majority (32%) of respondents agrees organisation encourages employees new ideas and skills.

TABLE 4.12EMPLOYEES RECEIVE FEEDBACK AFTER APPRAISAL

S.No	PARTICULARS	NO.OF RESPONDENT	Percentage
1	Agree	38	34%
2	Strongly Agree	17	15%
3	Disagree	32	29%
4	Strongly disagree	11	10%
5	Neutral	12	10%
Total		110	100%



(FIG 4.12)

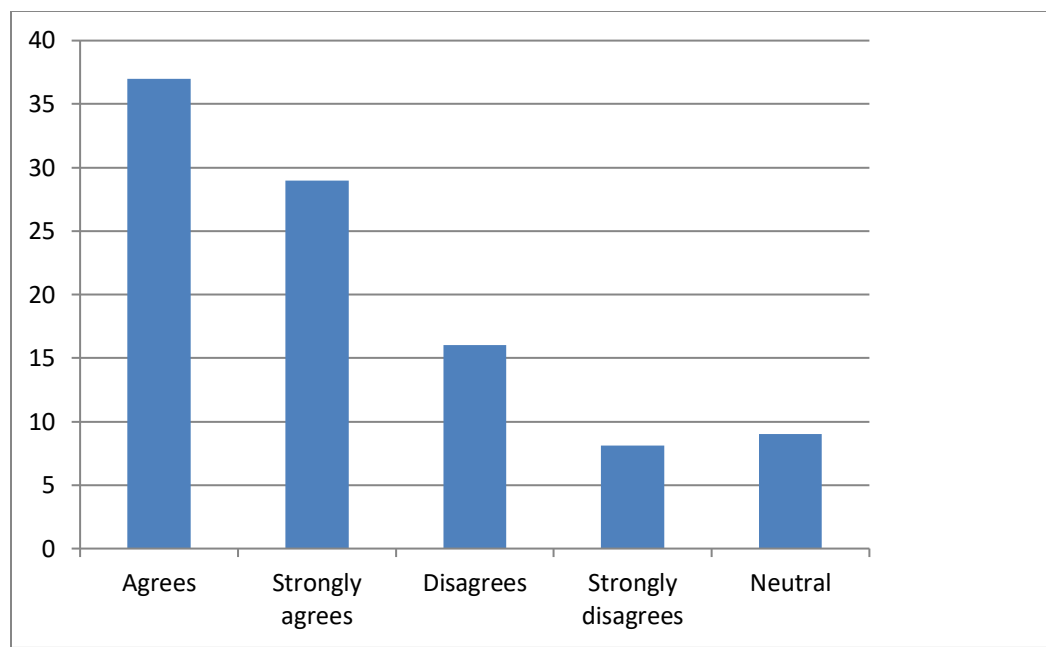
SOURCE: Primary Data

INTERPRETATION: From the above analysis 34% of respondents agrees that employees receives feedback after appraisal. 15% of respondents strongly agrees , 29% of respondents disagrees , 10% of respondents strongly disagrees and 10% of respondents answered neutral.

INFERENCE: Majority (34%) of of respondents agrees that employees receives feedback after appraisal process.

TABLE 4.13 PROBLEMS FACED BY EMPLOYEES DURING APPRAISAL PROCESS

S.No	PARTICULAR	NO.OF RESPONDENT	PERCENTAGE
1	Agree	41	37%
2	Strongly Agree	32	29%
3	Disagree	18	16%
4	Strongly disagree	9	8.1%
5	Neutral	10	9%
Total		110	100%



(FIG 4.13)

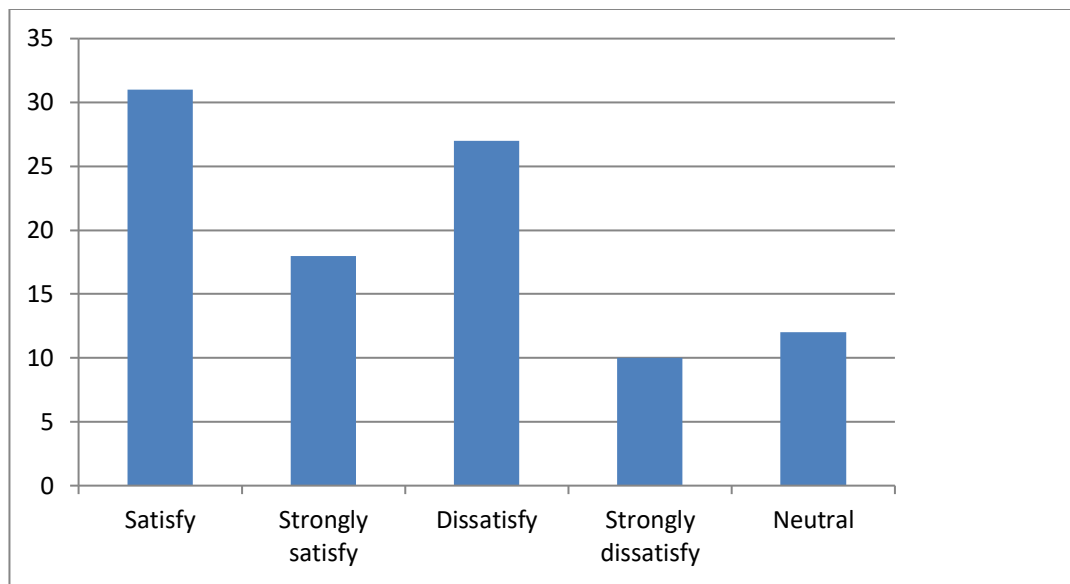
SOURCE: Primary Data

INTERPRETATION: From the above analysis 37% of respondents agrees that problem faced by employees during appraisal process, 29% of respondents Strongly agrees, 16% of respondents disagrees, 8.1% of respondents strongly disagree and remaining of respondents answered neutral.

INFERENCE: Majority (37%) of respondents agrees that problem faced by employees during appraisal process.

TABLE 4.14 EMPLOYEES SATISFACTION TOWARDS CURRENT APPRAISAL SYSTEM

S.NO	PARTICULAR	NO. OF RESPONDENT	PERCENTAGE
1	Satisfy	35	31%
2	Strongly Satisfy	20	18%
3	Dissatisfy	30	27%
4	Strongly dissatisfy	11	10%
5	Neutral	14	12%
Total		110	100%



(FIG 4.14)

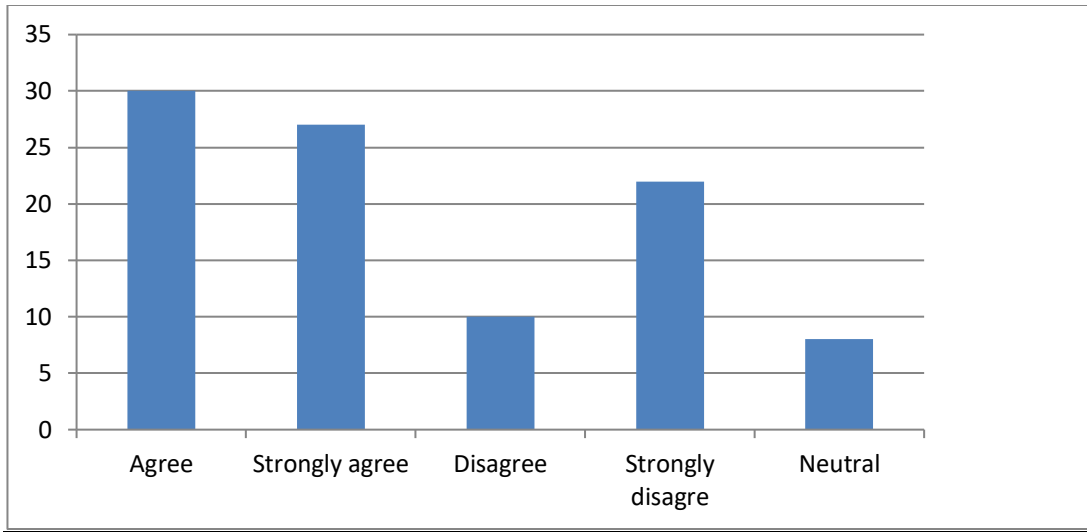
SOURCE: Primary data

INTERPRETATION: From the above analysis 31% of respondents satisfy that employees are satisfied towards current appraisal system, 18% of respondents strongly satisfy, 27% of respondents dissatisfy, 10% of respondents strongly dissatisfy and remaining 12% of respondents answered it neutral.

INFERENCE: Majority (31%) of respondents satisfy that employees are satisfied towards current appraisal system.

TABLE 4.15 DOES MANAGEMENT RECOGNISE EMPLOYEES SERVICES

S.NO	PARTICULARS	NO.OF RESPONDENT	PERCENTAGE
1	Agree	34	30%
2	Strongly Agree	30	27%
3	Disagree	12	10%
4	Strongly disagree	25	22%
5	Neutral	9	8%
Total		110	100%



(FIG 4.15)

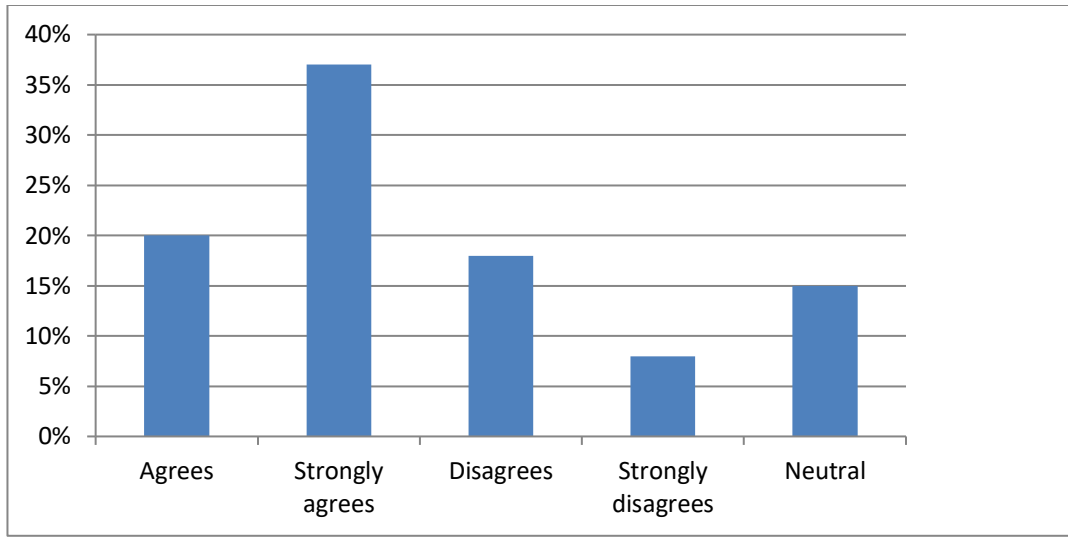
SOURCE:Primary Data

INTERPRETATION: From the above analysis 30% of respondents agrees that management recognize employees services, 27% of respondents strongly agrees , 10% of respondents disagrees, 22% of respondents disagrees and remaining of 8% of respondents answered neutral.

INFERENCE: Majority(30%) of respondents agrees that management recognize employees services.

TABLE 4.16 UNION INVOLVEMENT IN APPRAISAL PROCEES

S.NO	PARTICULARS	NO.OF RESPONDENT	PERCENTAGE
1	Agree	41	37%
2	Strongly Agree	23	20%
3	Disagree	20	18%
4	Strongly disagree	9	8%
5	Neutral	17	15%
Total		110	100%



(FIG 4.16)

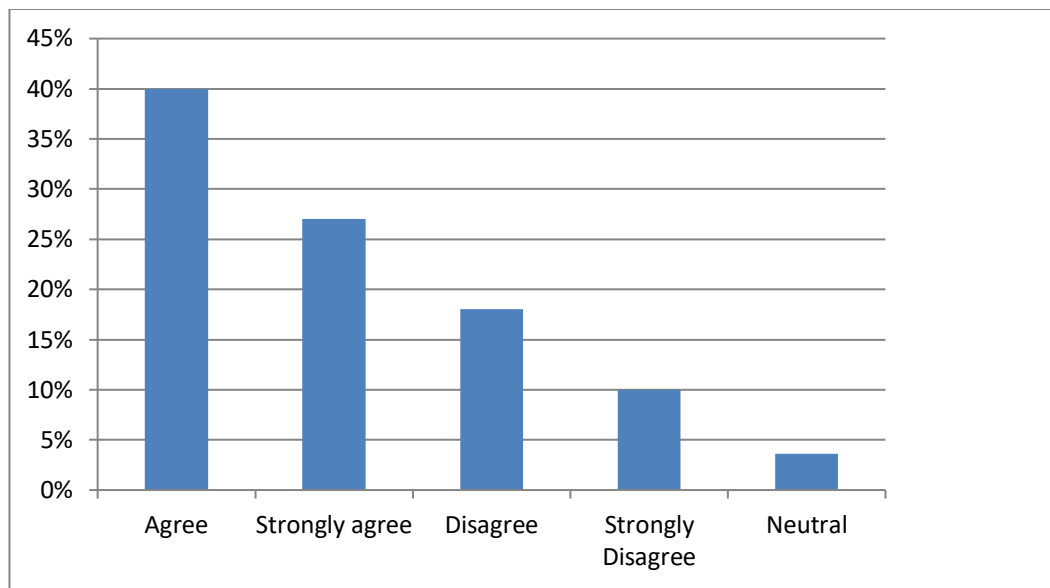
SOURCE : Primary data

INTERPRETATION: From the above analysis 37% respondents agree that there is union involvement in appraisal process, 20% of respondents strongly agree, 18% of respondents disagree, 8% of respondents strongly disagree, and remaining 15% of respondents answered it neutral.

INFERENCE: Majority (37%) of respondents agree that there is union involvement in appraisal process.

TABLE 4.17 APPRAISAL IS CONDUCTED ON ADEQUATE INFORMATION

S.No	Objective	No. of respondents	Percentage
1	Agree	44	40%
2	Strongly Agree	30	27%
3	Disagree	20	18%
4	Strongly disagree	12	10%
5	Neutral	4	3.6%
Total		110	100%



(FIG 4.18)

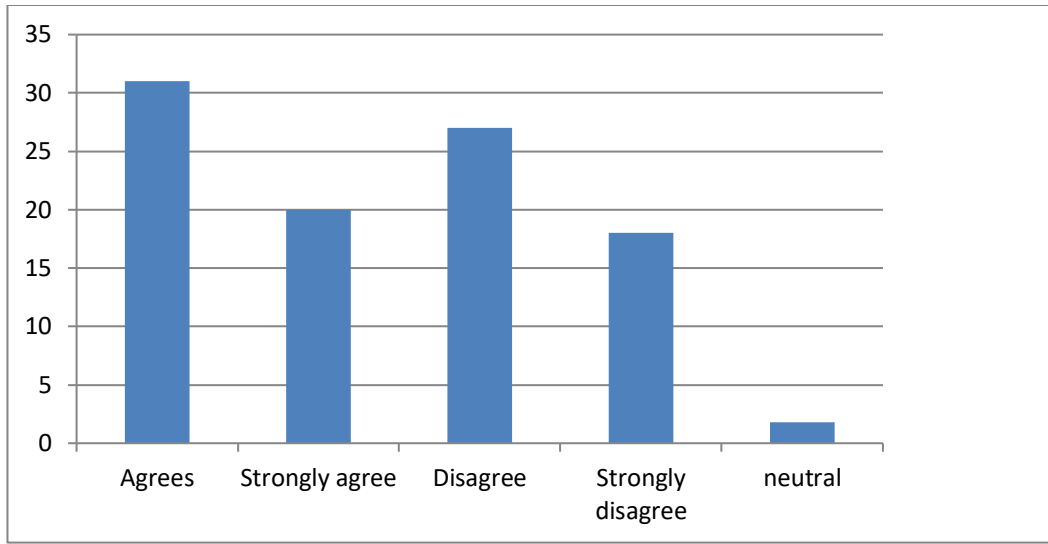
SOURCE: Primary data

INTERPRETATION: From the above analysis 40% of respondents agrees that appraisal is conducted on adequate information, 27% of respondents strongly agrees, 18% of respondents disagrees, 10% of respondents strongly disagrees and remaining 3.6% answered neutral.

INFERENCE: Majority (40%) of respondents agrees that appraisal is conducted on adequate information.

TABLE 4.18 APPRAISAL SYSTEM EXPLORE STRENGTH AND WEAKNESS OF EMPLOYEES

S.NO	PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
1	Agree	35	31%
2	Strongly Agree	23	20%
3	Disagree	30	27%
4	Strongly disagree	20	18%
5	Neutral	2	1.8%
Total		110	100%



(FIG 4.18)

SOURCE: Primary data

INTERPRETATION: From the above analysis 31% of respondents agrees that appraisal system explore strenght and weakness of employees, 20% of respondents strongly agrees, 27% of respondents disagrees, 18% of respondents strongly disagrees and remaining 8% of respondnets answered neutral.

INFERENCE: Majority (31%) of respondents agrees that appraisal system explore strenght and weakness of employees.

HYPOTHESIS:

A research hypothesis is a **specific, clear, and testable proposition or predictive statement about the possible outcome of a scientific research study based on a particular property of a population**, such as presumed differences between groups on a particular variable or relationships between variables.

CHI-SQUARE:

A chi-square test (also chi-square or χ^2 test) is a statistical hypothesis test that is valid to perform when the test statistic is chi-squared distributed under null hypothesis, specifically Person's chi-squared test and variants thereof.

Results						
	MARRIED	UNMARRIED				Row Totals
MALE	23 (25.54) [0.25]	30 (27.46) [0.23]				53
FEMALE	30 (27.46) [0.23]	27 (29.54) [0.22]				57
Column Totals	53	57				110 (Grand Total)

The chi-square statistic is 0.9382. The p -value is .332739. The result is *not* significant at $p < .05$

CHAPTER 5

RESULT AND DISCUSSION

5.1 FINDINGS:

- Majority (30%) respondents are age between 18-28.
- Majority (51%) of gender of respondents are female.
- Majority (40.6%) of the respondents are unmarried.
- Majority (60.4%) of the respondents monthly income is 25,000-50,000.
- Majority(96%) said that performance appraisal is conducted by superior
- Majority (37%) of respondents are strongly agreed that employees are informed about the appraisal before conducting it
- The majority (34%) of respondents agree they receive feedback after appraisal.
- Majority of respondents (39%)had strongly agreed problem faced by employees during appraisal.
- Majority of respondents(32%) prefer easy appraisal method.
- Majority of respondents(45%) have agreed behavioural dimensions are considered In employees performance.
- Majority of respondents (32%) Agrees that organization encourages employees new ideas and performance.
- Majority of respondents(31%) are satisfied towards the current appraisal system.
- Majority of respondents(30%) agreed with that employees services are recognized by management.
- Majority of respondents (40%) have agreed appraisal is conducted on adequate information.
- Majority of respondents(38%) are satisfied by the policies and procedures of the organization.
- Majority (31%) of respondents agrees that appraisal system explore strenght and weakness of employees

- Majority (37%) of respondents agrees that there is union involvement in appraisal process.
- Majority (37%) of respondents agrees that co-operation of management achieves their work standards

5.2 SUGGESTION AND RECOMMENDATION:

- ❖ The overall experience index from the study that the industry of hospitality with reference to is performing very well .
- ❖ The industry is found mainly using in a routine manner old and unrevised performance appraisal methods. They need to be replaced by more contemporary techniques, but before opting the new technique first of all the purpose of the appraisals should be defined by the establishments.
- ❖ It is better to customise and use different appraisal methods for different groups in the organization. Employees be conveniently categorised into groups - managerial and non-managerial, or as employees with high customer contact and those relatively less in contact.
- ❖ The employees should know who is going to evaluate their performances. Under the current practice multiple raters are involved in the process. This may be acceptable, as it reduces the disturbing results of the prejudiced appraisals.
- ❖ Performance standards should be developed so that the performances of employees can be compared and good performer and poor performer can be differentiated. Each employee should clearly know the standards and dimensions on which their performances will be evaluated. It will also help self evaluation of performance by the employee, which will lead to self satisfaction and appreciation of their performance results.
- ❖ The most important part of any performance appraisal system is the use of the results of the appraisal. The good performer should be rewarded.

CHAPTER 6

CONCLUSION

Performance appraisal is a vital process by which an employee's contribution to the organization during a specified period of time is assessed. Performance appraisal is a tool that helps management to better know the quality of its human resource and how good they convert their qualities into performance. Performance appraisal, when used correctly can provide management with valuable information that may provide basis for important decisions.

The scope of this study was two-fold purpose: 1st, to explore performance appraisal practices within the hospitality industry and to research whether these practices are depended on the demographic characteristics of hotel organizations. 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. The hospitality management literature review shows a deep void within the context of performance appraisal practices. hotel organizations 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.

APPENDIX

1. Name of the respondent:_____

2. Gender:

- a) Male
- b) Female

3. Martial status:

- a) Married
- b) Umarried

4. Age :

- a) 18-28
- b) 29-38
- c) 39-48
- d) 49-58
- e) 58 and above

5. Monthly Income:

- a) below 25,000
- b) 25,000-50,000
- c) 50,000-1,00,000
- d) more than 1,00,000

6. Who analyzed the performance appraisal system in the department?

- a) Superior
- b) Subordinate
- c) Self
- d) Others

7. What type of appraisal do you prefer?

- a) 360 degree method**
- b) checklist method**
- c) Rating scales**
- d) Easy method**

8. Does the organization follow any behavior dimensions while appraising employee performance?

- a) Agree**
- b) Strongly Agree**
- c) Disagree**
- d) Strongly Disagree**
- e) Neutral**

9. Do you think performance appraisal system helps you to develop your skills?

- a) Agree**
- b) Strongly agree**
- c) Disagree**
- d) Strongly disagree**
- e) Neutral**

10. Are the employees informed about the performance appraisal test?

- a) Agree**
- b) Strongly agree**
- c) Disagree**

d)Strongly disagree

e)Neutral

11. . Do you experience co-operations from all levels of management to achieve your standards?

a)Agree

b)Strongly agree

c)Disagree

d)Strongly disagree

e)Neutral

12. Do you receive feed back after appraisal process?

a)Agree

b)Strongly agree

c)Disagree

d)Strongly disagree

e)Neutral

13. . Do you face any problems during appraisal process?

a)Agree

b)Strongly agree

c)Disagree

d)Strongly disagree

e)Neutral

14. Do you satisfy the level of the current appraisal process ?

- a)Satisfied**
- b)Strongly satisfied**
- c)Dissatisfied**
- d)Strongly Dissatisfied**
- e)Neutral**

15. Is there any union involvement during appraisal process?

- a)Agree**
- b)Strongly agree**
- c)Disagree**
- d)Strongly disagree**
- e)Neutral**

16. Do you feel appraisal system is on adequate information?

- a)Agree**
- b)Strongly agree**
- c)Disagree**
- d)Strongly disagree**
- e)Neutral**

17. What is your opinion about co-operation of the management with the employees?

- a)Agree**
- b)Strongly agree**

- c)Disagree
- d)Strongly disagree
- e)Neutral

18. What type of appraisal do you prefer?

- a)360 degree method
- b)Checklist method
- c)Rating method
- d)Easy method

19. Do you agree the appraisal system helps you in exploring strengths & weakness?

- a)Agree
- b)Strongly agree
- c)Disagree
- d)Strongly disagree
- e)Neutral

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