

OBSTACLES IN CONDUCTING PERFORMANCE APPRAISAL IN THE HOSPITALITY INDUSTRY - A PRAGMATIC RESEARCH

Dr. Sanjeev Kumar Saxena*

Abstract:- Performance appraisal is a process of obtaining, analyzing and recording information about the relative worth of an employee. It is a systematic periodic and an impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job. A good appraisal system provides right feedback about the quality of performance of the employee. In spite of dislike by several employees, performance appraisal has become an inescapable feature. It imparts benefits not only to the employees but also to supervisors and management.

The objective of the research is to find out the most predominant obstacles to performance appraisal system and to suggest strategies how to make performance appraisal more effective.

Index Terms – Hotel , Appraisal, Performance, Hospitality.

*** Additional General Manager (Learning & Development), Jaypee Palace Hotel & Convention Centre Agra, India**

Introduction

Performance Appraisal though very widely used and probably sound in theory, but it presents a number of problems in actual practice. No doubt there are multiple uses of performance appraisal for management in the interest of organization efficiency and effectiveness, but obstacles are also many. Foremen are only human beings and they are not exception to commit errors in their judgment. “The rating form does not necessarily means the same to all foremen. Sometimes an employee may be rated low because his supervisor just does not give any high rating.”¹ According to Kellogg “ the appraisal of one human being by another is not scientific but subjective and the process involves some important ethical questions. There are a great number of shortcomings that generally come in the way to accurate rating.”² The shortcomings which are reported are quite common and more frequent includes:

- Unskilled Supervisors
- Ineffective Forms
- Inadequate Procedures
- Infrequent Evaluation
- Fear of offending employees and unfairness
- Failure to follow up
- Halo effect

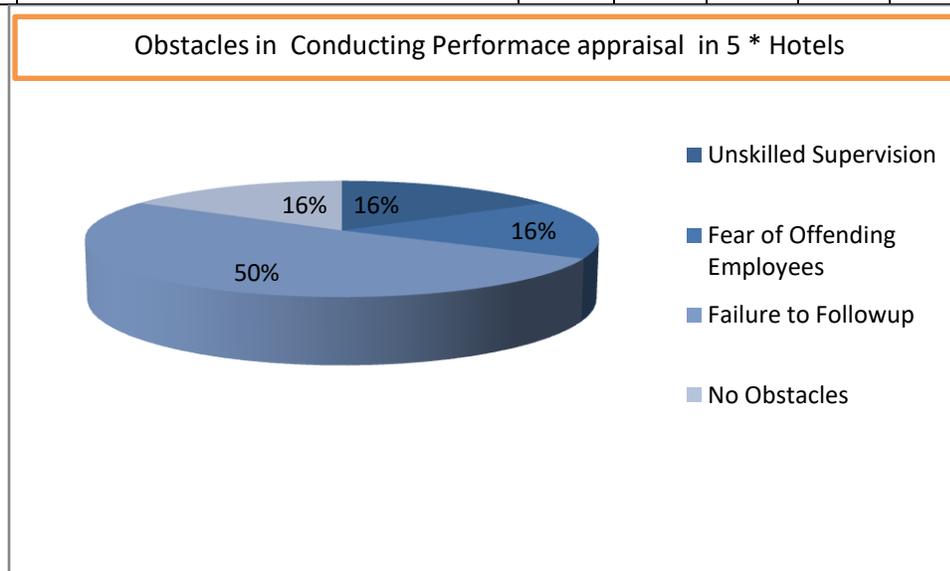
“The identification of the above obstacles is necessary to minimize their impact on the performance appraisal.”³

Obstacles in conducting performance appraisal in selected hotels units

The ideal approach to performance appraisal is that in which the evaluator is free from personal biases, prejudices and idiosyncrasies. This is because when an evaluation is objective, it minimizes the potential, capricious and dysfunctional behaviour of the evaluator, which may be detrimental to the achievement of the organizational goals. There are certain obstacles in implementing effective performance appraisal process system; an attempt was made to find out the obstacles faced in the selected hotel units. Following table shows the obstacles in performance appraisal.

Obstacles in Conducting Performance Appraisal in Selected Hotels

S.no	Obstacles in Performance Appraisal	5star	4 star	3 star	2 star	1 star	Heritage	Unapproved
1	Unskilled Supervision	16%	---	30%	40%	---	14%	20%
2	Ineffective forms	---	---	---	---	---	---	---
3	Inadequate Procedure	---	---	10%	20%	---	---	---
4	Infrequent Evaluation	---	---	---	---	---	---	---
5	Fear of Offending Employees	16%	---	10%	---	---	14%	---
6	Fear of Unfairness	---	---	---	---	---	---	---
7	Failure to Followup	50%	50%	---	20%	---	---	---
8	Halo Effect	---	---	---	---	---	---	---
9	No Obstacles	16%	50%	50%	20%	---	71%	---
	Performance Appraisal N/A	---	---	---	---	---	---	80%



The analysis regarding obstacles in conducting the performance appraisal indicates that most of the selected hotel units do not found any obstacles in conducting Performance appraisal. But 50% of five star and four star consider failure to follow up as a major obstacles in conducting performance appraisal and 16% of the five star hotels also believe that unskilled supervision and fear of offending employees are also an obstacles in conducting performance appraisal.

The analysis further suggest that in 10% to 40% of three star, two star and heritage hotels unskilled supervision, inadequate procedure, fear of offending employees are the major obstacles in conducting performance appraisal.

It is also noted from the analysis that 20% of unapproved hotels do not conduct performance appraisal because of unskilled supervision as a major obstacles, where as 80% of unapproved hotels do not have any system of performance appraisal therefore no question of any obstacles arises.

Thus Performance Appraisal system ideally is an organizational programme involving both the organization and the personnel to improve their capabilities, therefore it is essential that a sound performance appraisal system should be developed for assessing employee performance on a regular basis and should be done by immediate superior and be free from biasness.

Suggestion to make performance appraisal more effective

The performance Appraisal of employees is another important function of human resource management. It is generally observed that the employees don't take this exercise in its right spirit. In order to seek there willing cooperation the management must consider the following points: -

- The human resource management should instill confidence in the employees that it is a development exercise and is not meant to punish anyone.
- The employee should be aware of the performance in term of goals, targets, behavior etc. expected of them.
- It should be ensured that the appraisal system itself is job-related, performance-based, uniform and non-variable, fair, just and equitable, and that the appraiser are honest, rational, and objective in their approach, judgment and behavioral orientations.
- It is for the human resource management as well as the top management to decide which method or a combination of methods they like to use in their organization. The active involvement of line supervisor is a must in the process of any method of performance appraisal. It is suggested to use group method rather than leaving it to individuals.

- The organization should give emphasis in shifting from traditional to new employee development oriented performance appraisal mechanism.
- Performance appraisal reports should be examined meticulously before taking any positive or negative action.
- To promote intra and inter-departmental consistency and uniformity, line and staff coordination should be ensured.
- Supervisors responsible for performance appraisal should be well trained in the art and science of performance appraisal to ensure uniformity consistency and reliability.
- There should be provision of appeals against appraisals to ensure confidence of the employees. The employees should be given an opportunity to express their feeling on the performance reports.
- The appraisal should be less time consuming and less costly. At the same time, it should bring the maximum benefits.

Above all the improvement depends on the mutual respect, cooperation, cohesiveness, and empathic attitude covering all aspects of organizational activities.

Conclusion

The management of hotel industry has special role and responsibility to play in showing leadership in the area of Human Resource Management. They should make concerted efforts in this regard and serve by model for other organization. But that would require will and willingness in their part in the real sense and spirit treating man to man.

Population and Sample Methodology

To do a meaningful and in-depth study a sample of 40 hotels, which represents the universe of different class of hotels, that includes five star, four star, three star, two star, heritage and unapproved hotel from Rajasthan. The rationale behind this sample is to have proper representation and can have a comparative study.

Data and Sources of Data

The study was of descriptive, analytical and diagnostic in nature and comprises the essential elements of social sciences, enquiring to explain the organizational culture. This explorative study is based on both primary & secondary data. The primary data has been collected with the

help of a structured questionnaire and through direct interviews with hotels Human Resource Manager/ General Manager/ Managing Director/ Employees. Secondary data has been collected from internal records of the hotels as well as from other published sources.

REFERENCES

1. Lazer R.I, The Determination Danger in Performance Appraisal, Conference Board Review Vol 13, 1976, pg 60-64.
2. William W. Finely A Q Sartain Willies M Tate, Human Behaviour In Industry, McGraw Hills Book Co, New York 1954, pg 159.
3. Kellog O, the Ethics of employee Appraisal
4. Prasad L.M, Principles and Practice Of management, Sultan Chand and Sons, New Delhi 1993, pg 507.
5. Mamoria C.B, Personnel Management, Himalaya Publishing House, Mumbai 1993, pg 412, quotes from Strauss, G and Sayles L.R, Personnel-The Human Problem of Management 1971, pg 550-567.