

Student Name: Noah Adegboyega Olujide

Student Number: 2011890

Course Code: BMSW5102

Lecturer Name: Nishi

1.0 Introduction

Life away from home can be uncomfortable. Psychologists explain that people have an affinity with their home environment. However, this effect does not lack flexibility. An important and explainable factor is the serenity of the environment. Whether home or away, people seek a place that assures both physical and psychological wellness. As such, these attributes define a hospitality target for many business-minded who seek to offer an abode; while maximizing the wellbeing of travellers or people in transit (King, 1995; Skandrani & Kamoun, 2014). I work in a hotel that seeks to provide comfort to people from all walks of life.

The Hilton Hotel, along Euston Road, London, in the United Kingdom, which opens for 24-hours, offers services that include: laundry, hosting conferences, health, and swimming pool services. The hotel has ten sub-units: front office, information technology, purchase, account, security, sales and marketing, food and beverage service, engineering and maintenance, human resource management (HRM), and housekeeping. The organization's services are not limited to bar services, room services, food services, and security. Finally, the company has been in operation for over two decades and is well-experienced in the hospitality service sector and its activities.

I work as a human resource manager (HRM) in the organization (Hilton Hotel). The role of HR officer comes with a lot of diagnostic and solution-focused responsibilities. As a human resource manager, a distinguishable expectation is to deliver on the vision and promise of the organization, as well as provision and maintenance of a consistent principle of high-quality talent (Van Eeden, 2014). Moreover, the need to ensure the effectiveness and efficiency of staff, develop and implement a set of policies, improve healthy and friendly relationships with clients, good rapport among staff, and social-emotional intelligence skills all lays at the table of the human resource manager. For instance, the organization has always considered two departments: sales and marketing, and food and beverage service, as emotional-laden tasks due to the need for kindness or friendliness gestures towards clients. As the HR manager of the organisation, the task of recruitments, promotion of staff are prime functions that require assessment of several skills and competence. Organizational success is touted to be optimized through techniques and tools of performance appraisal. Of course, modern corporations are data-driven, and decisions are anchored on the analyzed information derived from the processes.

Over years, the company has maintained its traditional way of administering a checklist to diagnose the task-skill balance of the workers and thereby provide intervention in training where necessary. This has largely helped with certain areas such as engineering and maintenance, information technology, purchase, and account department. There are reductions in the cost of maintenance, better accountability, and reduced expenditures on equipment that have all pointed to the diagnostic strength of the performance appraisal tool. However, the adopted HR performance appraisal tool has failed in aspect, particularly, in departments where interpersonal skills are highly probed. First, the customary checklist presented to the workers

does not reconcile clients' satisfaction with the servers. Many clients have rated poor the hospitality of its frontline service providers. Every attempt at underscoring low productive members of staff proved unsuccessful. Most often than none, some workers rated their skills higher than customers perceive and this leaves little room for determining the strategic nature of training required for the department. Secondly, there are noticeable low rapport among members of staff and most noticeably, in units where communication is highly required.

Problem

The uniformity in the performance appraisal practices within the organization may be linked to the poor satisfactory comments and reports by the customers. Anchoring the service-rendering on the certain defined behaviours or must-do of some staff may be misleading. A known fact is that when Hilton Hotel seeks to perform performance appraisal, it does in recourse to its expectation which rely heavily on the frontlines service providers. While the challenges are the means to maximize customers' experience through evaluation of workers' service-rendering, a general overlook is the skill (fit) of the workers in delivering the task defined. A particular issue is that of frontline service provision, as it is more of an emotional-labour job than activity, and appraising performance through defined behaviour may have failed in the respect. The direct implication is the need to find the best-fit appraisal methods for a specific unit of the organisation.

Objectives

The objective of the HRM is to provide a solution to performance problems leading to the recent poor rating of customers. The specific objectives include to:

1. Examine the low satisfaction complaint among customers in line with services provided.
2. Evaluate the performance appraisal technique that maximizes the organization objectives.

2.0 Literature Review

The Concept of Hospitality

There is no consensus definition of hospitality (Lashley, 2008; Skandran & Kamoun, 2014). Chan (n.d) defined hospitality as an act of kindness in welcoming and looking after the basic needs of customers or strangers, mainly concerning food, drink, and accommodation (p.11). Ferdous and Mim, (2021) refer to it as a variety of organizations and administrations connected to recreation and customer satisfaction (p.3). The most defining and exemplary emblems of the hospitality industry are hotels, restaurants, and tourist centres. Hotels provide hospitality services to people and purposefully satisfy them. Generally, there are underpinned characteristics of the hospitality industry. These characteristics include:

Product-Service Mix: Although many hospitality businesses strive to provide sell tangible products: foods and drink, and services, they are also concerned about how these products and services are delivered. Thus, the qualities of staff and products and services are delivered are important if not more, as much as the tangible products in making a hospitable experience satisfactory or unsatisfactory for the clients (Ali, Jabbar, Ali, Burhan., Abdalla, Mahmood et. al. 2021; (Chan n.d; Đorđević, Zečević & Stančić, 2016; Marić, Marinković, Marić & Dimitrovski, 2016).

Two-way Communication:

Two-way communication is an important aspect of the hospitality industry. It is a critical factor that defines customer and service staff involvement and participation in the service delivery process (Annan, 2015; Lahap, O'mahony & Dalrymple, 2016). Communication works through interactions with customers, especially on actions that increase customer satisfaction. Furthermore, communication works through interactions between internal staff or inter-department as the total customer experiences can only be maximized when hotel staff work together and exchange vital information within the work environment (Adebayo, 2019; Yildiz, 2015).

Relationship Building

For continuity, the hospitality industry, such as hotels and tourist centres, relies on repeated customer experiences. As a result, developing long-term relationships with clients help the hospitality industry to generate stable revenues while also developing brand reputations through positive information from customers (Mmutle & Shonhe, 2017). Furthermore, most hospitality business owners believe in the informal ways of building relationships between front-line staff and customers as a high level of personal attention and customization may maximise customer loyalty in the long run (Kandampully, et al 2015; Ferdous, & Mim, 2021).

Cultural Diversity

Employees in a hospitality organization are constantly interacting with customers from different regions, as well as working and interacting with other colleagues who may come from different backgrounds (Grobelna, 2015; Bagozzi, et al 2010). Because staff members have diverse religious beliefs and values, conflicts and miscommunications are common. As a result, they (staff) must be open-minded and collaborate to solve issues in their duties.

Labour Intensive

The hospitality industry is a service-oriented business outlet; and therefore requires a huge supply of skills (labour) to create a holistic experience for the customers (Solnet, Baum, Robinson, and Lockstone-Binney, 2016). This is true of the hospitality business that targets top-class customers from all walks of life. In this kind of provision, their adequate preparation is needed considering the diversity of expected customers, as this dictates the potential need for varieties of taste, environment, lifestyles, etc. As a result, the staff-to-guest ratio is expected to be relatively balanced and thereby means that more skilled personnel will be aimed at providing one-on-one services to their customers. Although, technology is a considerable option for many large-scale hospitality business outlets, yet, the number of the departments still varies with the staff requirement since human resources are required to put the machine to work (Nam, et al, 2021).

Performance Appraisal System (PAS)

The term performance appraisal refers to the methods and processes that organizations use to assess their employees' levels of performance (Van Dijk & Schodl, 2015). The objective of the system is to evaluate the performance of employees in the hospitality organisation system and to improve employees' performance (Department of Human Resources Development, 2001). Other objectives include:

- Deciding performance expectations,
- Determining if performance expectations/requirements are being met and how well they are being met.
- Have periodic supervisor/employee performance discussions.
- Objectively document employee performance.
- Informing employees of any performance strengths and/or weaknesses.

- Bringing about constructive changes in work performance.
- Serving as a consideration in making promotion decisions

Performance Appraisal Methods

There are different methods used for analysing the performance of an employee. There are traditional and modern methods. Traditional include:

Rating Scales: These are made up of several numerical scales that represent job-related performance criteria such as dependability, initiative, output, attendance, attitude, etc.

Checklist: A checklist of staff trait statements in the form of Yes or No questions is being prepared. In this case, the rater only reports or checks, and the HR department performs the actual appraisal.

Graphic rating scales: This necessitates the evaluator indicating on a scale the degree to which staff exhibits a specific trait, behaviour patterns, or performance result.

Paired comparison analysis: In this method, employees are paired up and their models are compared to those of other pairs.

Forced Distribution Method: A forced distribution is a type of comparative evaluation in which an evaluator assigns ratings to subordinates based on a fixed distribution.

Critical Incidents Method: The approach focuses on critical employee behaviour patterns that make or break performance.

Others are Behaviourally Anchored Rating Scales, Field Review Method, Performance Tests & Observations, Confidential Records, Essay Method, etc.

Modern Methods

There are also modern methods of performance appraisal. They were developed to improve the traditional methods especially concerning biases, subjectivity, etc. (Khanna & Sharma, 2014; Rajkumar, n.d; Aggarwal & Thakur, 2013). These include:

Management by Objective: Employees are evaluated based on how well they met a specific set of objectives that have been determined to be critical to the job's success.

Psychological Appraisals: This technique assists in determining an employee's rational, emotional, intellectual, altruism, motivation, and other characteristics that are necessary to predict his/her future performance potential.

Assessment Centres: Employees are evaluated over a while, such as one, two, or three days. This is accomplished by observing employees' behaviour across a series of pre-selected exercises or work samples.

360-Degree Feedback: This technique is dependent on the input of an employee's superiors, colleagues, subordinates, customers, suppliers, and so on.

Human resource method: The organization can rely on information provided by people who are valuable resources to a company or organization.

720 Degree: The 360-degree appraisal method is used twice in 720 degrees. When a 360-degree appraisal is completed, the employee's performance is evaluated, and if there is a good feedback mechanism in place, the employee or department head (boss) sits down with the employee a second time and provides feedback and tips on meeting the set targets.

Theoretical Review

The Harvard Model

Beer, Spector, Lawrence, Quin Mills, and Walton (1984) popularized the Harvard model, which serves as a strategic map for all managers in their interactions with employees and focuses on the human or soft aspect of HRM. Commitment, competence, congruence, and cost-effectiveness are the four human resource outcomes in the Harvard version of HRM. According to Wood (1995), the model's goal was to improve employee commitment rather than judgement or control. The model is based on the idea that employees must be congruent, competent, and cost-effective. Human resource flows into the organization are used for recruitment, selection, placement, and promotion; and out of the organization as termination pay. The reward system was organised to attract and motivate to keep employees. More so, employee influence was tailored on controlled authority and decision-making. Beardwell, et al (2004) pointed to the fact that focusing on employees' commitment through an understanding of task-skill balance maximises job performance. Moreover, it also helps in the recruitment process as applicants are chosen on basis of competence while also embracing suitability and flexibility.

Empirical Review

Bhat and Maheshwari (2021) conducted a study on employees' sensitivities towards the hotel industry's performance appraisal practices. While employing a total of 400 employees working in the hospitality sector in Jammu and Kashmir, their findings concluded that employees' proper evaluation system is necessary for the successful implementation of performance appraisal practices for employees' motivation.

Florea (2016) explored the correlation between employee performance appraisal satisfaction and the motivation to improve performance among Irish hotel employees. The study employed a total of 113 managerial and non-managerial employees in the survey. The findings emphasized the importance of Irish hotels adopting and implementing a fair and effective performance appraisal system that positively influences employee performance and future development.

Nunes and Machado (2014) investigated whether there is a link between hotel characteristics and the methods of evaluation used. The survey and interviews were conducted with the financial officers of 275 four and five-star hotels in Portugal. It was concluded that there is a relationship between hotel characteristics and the performance evaluation methods used.

3.0 Methods

A comparative approach was adopted in designing in best-fit performance appraisal tool/technique for respective departments or sub-units of the organisation

Professional Development Plan

In the light of the failure encountered in performance appraisal practices in the Hilton Hotel, the study offers an eclectic strategy for evaluating staff for the tasks within the organisation. The table below shows how tools are spread across each unit of the organisation

units	Proposed tool
Front office,	Graphic rating scales/ Rating Scale
Information technology,	Forced Distribution Method
Purchase	Critical Incidents Method:
Account	Critical Incidents Method:
Security	Assessment Centres
Sales and marketing	Essay Method
Food and beverage service,	Essay Method
Engineering and maintenance,	Graphic rating scales/ Rating Scale
Human resource management (HRM)	Management by Objective
Housekeeping	Rating Scales

The proposed assessment technique is subjective to periodic evaluation every four years to keep track of trends with the system changes e.g. technologies that may force a different modality on an existing process. The template provided is expected to help with promotion and the needed incentive for workers. For instance, the Essay method can provide a scenario on how a server can respond to a client's particular need, and rating on such a basis can serve as a good template to promoting and or incentivizing frontline workers. This template can as well guide the recruitment process.

References

- Adebayo, A.A., 2019. Impact of Communication on Customers' Satisfaction in Hospitality Industry in Kwara State, Nigeria (Doctoral dissertation, Kwara State University (Nigeria)).
- Ali, B.J., Gardi, B., Jabbar Othman, B., Ali Ahmed, S., Burhan Ismael, N., Abdalla Hamza, P., Mahmood Aziz, H., Sabir, B.Y., Sorguli, S. and Anwar, G., 2021. Hotel Service Quality: The Impact of Service Quality on Customer Satisfaction in Hospitality. Ali, BJ, Gardi, B., Othman, BJ, Ahmed, SA, Ismael, NB, Hamza, PA, Aziz, HM, Sabir, BY, Anwar, G.(2021). Hotel Service Quality: The Impact of Service Quality on Customer Satisfaction in Hospitality. International Journal of Engineering, Business and Management, 5(3), pp.14-28.
- Annan, C.Y., 2015. Exploration of management styles and communication practices of hotels in Gauteng province (Doctoral dissertation).
- Bagozzi, R.P., Belschak, F. and Verbeke, W., 2010. The role of emotional wisdom in salespersons' relationships with colleagues and customers. Psychology & Marketing, 27(11), pp.1001-1031.
- Beer, M., Spector, B.A., Lawrence, P.R., Mills, D.Q. and Walton, R.E., 1984. Managing human assets. Simon and Schuster.
- Bhat, I.M. and Maheshwari, D., A 2016. Study of Employees Sensitivities towards the Performance Appraisal Practices in Hotel Industry.
- Bratton, J., Gold, J., Bratton, A. and Steele, L., 2022. Human resource management. Bloomsbury Publishing.
- Carrel, M.R., Elbert, N.F. and Hatfield, R.D., 1995. Human resource management: global strategies for managing a diverse workforce. Prentice hall.
- Chan, B. n.d. **Manual on Module II Introduction to Hospitality**. Hong Kong Community College, The Hong Kong Polytechnic University; Mr Murray Mackenzie, School of Hotel & Tourism Management, The Hong Kong Polytechnic University
- Department of Human Resources Development, 2001. Performance Appraisal System. State of Hawaii
- Dorđević, A., Zečević, B. and Stančić, B.H., 2016. Importance of Various Service Types in Hotels-Empirical Analysis. Economic Themes, 54(3), pp.403-423.
- Ferdous, M.A. and Mim, S., 2021. Factors Influencing Customers Satisfaction in Hospitality Industry: Fine Dining Restaurants.
- Florea, M., 2016. Conducting performance appraisals in the Irish hotel sector: A study exploring employee performance appraisal satisfaction and its impact on the motivation to improve performance (Doctoral dissertation, Dublin, National College of Ireland).
- Grobelna, A., 2015. Intercultural challenges facing the hospitality industry. Implications for education and hospitality management. Journal of Intercultural Management, 7(3), pp.101-117.
- Kandampully, J., Zhang, T.C. and Bilgihan, A., 2015. Customer loyalty: a review and future directions with a special focus on the hospitality industry. International Journal of Contemporary Hospitality Management.

- Kandampully, J., Zhang, T.C. and Bilgihan, A., 2015. Customer loyalty: a review and future directions with a special focus on the hospitality industry. *International Journal of Contemporary Hospitality Management*.
- King, C.A., 1995. What is hospitality?. *International Journal of Hospitality Management*, 14(3-4), pp.219-234.
- Lahap, J., O'mahony, B. and Dalrymple, J., 2016. The importance of communication in improving service delivery and service quality in the Malaysian hotel industry. *Procedia-Social and Behavioral Sciences*, 224, pp.213-220.
- Lashley, C., 2008. Studying hospitality: Insights from social sciences. *Scandinavian Journal of Hospitality and Tourism*, 8(1), pp.69-84.
- Marić, D., Marinković, V., Marić, R. and Dimitrovski, D., 2016. Analysis of tangible and intangible hotel service quality components. *Industrija*, 44(1), pp.7-25.
- Mmutle, T. and Shonhe, L., 2017. Customers' perception of service quality and its impact on reputation in the hospitality industry. *African Journal of Hospitality, Tourism and Leisure*, Volume 6 (3):1-10
- Mmutle, T. and Shonhe, L., 2017. Customers' perception of service quality and its impact on reputation in the hospitality industry.
- Nam, K., Dutt, C.S., Chathoth, P., Daghfous, A. and Khan, M.S., 2021. The adoption of artificial intelligence and robotics in the hotel industry: Prospects and challenges. *Electronic Markets*, 31(3), pp.553-574.
- Nunes, C.R. and Machado, M.J.C.V., 2014. Performance evaluation methods in the hotel industry. *Tourism & Management Studies*, 10(1), pp.24-30.
- Skandrani, H. and Kamoun, M., 2014. Hospitality meanings and consequences among hotels employees and guests. In *Tourists' perceptions and assessments*. Emerald Group Publishing Limited.
- Solnet, D., Baum, T., Robinson, R.N. and Lockstone-Binney, L., 2016. What about the workers? Roles and skills for employees in hotels of the future. *Journal of Vacation Marketing*, 22(3), pp.212-226.
- Van Dijk, D. and Schodl, M.M., 2015. Performance appraisal and evaluation. In *International Encyclopedia of the Social & Behavioral Sciences: Second Edition* (pp. 716-721). Elsevier Inc..
- Van Eeden, D. 2014, *The role of the chief human resources officer: perspectives, challenges, realities and experiences*, Knowres Publishing, Randburg, Republic of South Africa.
- Yildiz, Ö., 2015. Internal communication function and hotel productivity—A comparative study. *American International Journal of Contemporary Research*, 5 (3), pp. 45-54