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Performance Appraisal and its Importance-A Study with Reference to Five Star Hotels in Jordan

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Abstract: ***Performance appraisal is essential to understand and improve employees' performance through HRM. Recent developments, however, indicate that performance appraisal is the basis for employee development. Performance appraisal indicates the level of desired performance level, level of actual performance and the gap between these two. To understand the importance of performance appraisal of employees thus becomes important. The researcher, therefore, chose to analyze five-star hotels situated in different parts of Jordan. A total of 263 employees from various Five star hotels were included in the present study. They were administered a structured questionnaire on performance appraisal and its importance developed by the researcher. Data was collected through a well-structured questionnaire and the data was analyzed using ANOVA test and desired results were obtained. Performance appraisal was measured in following three major aspects in this study:***

1) Current Performance Appraisal System (CPAS)
2) Fair Performance Appraisal (FPA)
3) Perceived Employee Performance (PEP)

Keywords: Performance appraisal, employee development, and Hospitality/Hotel Industry

I. INTRODUCTION

"Maximizing performance is a priority for most organizations today". This phrase is eye-catchy. A high level of performance requires a suitable performance management system, which comprises all the methods used by managers to monitor, guide, evaluate and improve employee performance, including rewards, job design, training, and performance appraisal. "A principal feature of performance management is thus that it connects the objectives of the organization to a system of work targets for individual employees. In such models of performance management objective setting and a formal appraisal are placed at the heart of the approach" (Redman &Wilkinson, 2006). If we want to know how well an employee is working, what his/her strengths and weaknesses are, we have to conduct a performance appraisal (Jain, 2009). The field of performance measurement has been the focus of much attention by academics and practitioners, in both public and private sector organizations, in recent years as a way to manage and control organizations(Othman, 2014). (Den Hartog, Boselie, &Paauwe, 2004) argued that the impact of individual and group performance on organizational performance is "mostly assumed rather than tested, and that to understand and change individual performance, one needs to understand the organizational context in which it occurs". The fact that humans have different individual life experiences, motivational levels, socio-demographic characteristics, knowledge, attitudes, values, and behavioral patterns may contribute to organizational excellence and effectiveness. Thus, researchers and practitioners need to know as much as possible about the determinants for employee performance in order for management to understand individual attitudes, beliefs and behaviors as contributing factors in achieving organizational goals (Othman, 2014). The importance of an employee in the hospitality industry becomes more significant because of its nature- manpower intensive industry. In the hospitality industry and hotel sector especially, it is very important for organizations to stay focused on employee performance and so how to get enhancement in employee performance. Hence, the importance andextent to which performance appraisal is practiced in hotels in the southernregion of Jordan is the main aim of the study.

II. REVIEW OF LITERATURE

A. Ibeogu and Ozturen (2015) in their study "Perception of Justice in Performance Appraisal and Effect on Satisfaction: Empirical Findings from Northern Cyprus Banks" aimed to understand the perceptions of employees towards performance appraisals. The overall perception of respondents shows a positive rating towards interpersonal justice, distributive justice and procedural justice in performance appraisal (PA). While the respondents agreed to rate PA system positively, metrics that define high satisfaction with the PA system was statistically low and non-significant. Furthermore, satisfaction with PA system can only be translated when the employees see that a positive appraisal results in pay rise, promotion, training and development, awards, other monetary incentives such as benefits and insurance.

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B. Haraisa (2016) proposed a model under the topic "The Impact of Human Resource Management Practices on Innovation Performance: An Empirical Study on Jordanian Private Hospitals" identified the impact of human resource management practices on the innovation performance of the (14) Jordanian private hospitals operating at Amman city. The sampling unit and analysis (respondents) composed of (182) manager working in the target hospitals. In order to achieve the study objectives, the researcher designed a questionnaire consisting of (25) paragraph to collect the required data from the study sample. The multiple regression analysis was used to testing the hypotheses. Empirical results found that human resource management practices have a positive impact on innovation performance, and the highest impact was for the training and development, while the lowest impact was for the performance appraisal. Based on the results the study recommended to conduct more researches and studies in the subject of human resource management practices in other sectors, especially in the manufacturing companies.

C. Mollel (2017) conducted study "Perception of public service employees on performance appraisal management in Muheza District, Tanzania" had investigated the perception of public service employees on performance appraisal management system in Muheza District in Tanzania. The target population was 2232 employees and a sample of 339 was randomly selected. The questionnaire and interview schedules were validated by experts before actual data collection. Cronbach's Alpha ranging between 0.76 and 0.95 ensured acceptable reliability of the questionnaire. The study concludes that although training and development are perceived to be essential for effective job performance, their modalities were not effective. Also, though promotion is perceived to be an important ingredient for effective individual performance, appraisal recognition seemed to lead employees to get satisfied with their jobs. Finally, management should promote employees regularly as promotion is perceived to be an important ingredient for effective individual performance, something which may increase their productivity.

III. IMPORTANCE OF PERFORMANCE APPRAISAL

Performance appraisal is a method by which the job performance of an employee is evaluated (generally in terms of quality, quantity, cost, and time) typically by the corresponding manager or supervisor. A performance appraisal is a part of guiding and managing career development. It is the process of obtaining, analyzing, and recording information about the relative worth of an employee to the organization. Performance appraisal is an analysis of an employee's recent successes and failures, personal strengths and weaknesses, and suitability for promotion or further training. It is also the judgment of an employee's performance in a job based on considerations other than productivity alone (Daley, 1992). Performance appraisal is a process designed to evaluate, manage and eventually improve employees' performance. It should allow the employer and its employee to openly discuss expectations of the organization and the employees' achievements especially for the future development of the employee. It becomes part of a more strategic approach to put together human resource activities and business policies. It is important to assess employees and develop their competencies, enhance performance and distribute rewards (Fletcher, 2001). Performance appraisal is clearly a very much researched area in organizational behavior (Murphy & Cleveland, 1991), it is also a widely debated topic with very confusing findings, contradicting from each other (Wright, 2002) and an important managerial process of performance management (Longenecker & Goff, 1992), that links organizational objectives, performance standards and performance evaluation, which is used to measure the effectiveness and efficiency of the employees (Redman, Snape, Thompson, & Yan, 2000). Most appraisal methods used throughout the world today are based, to some extent at least upon the following techniques: Graphic rating scales; behaviorally anchored rating scales (BARS), behavioral observation scales (BOS); mixed standard rating scales; and management by objectives (MBO). Most commentators agree that goal-based appraisal systems, in which an employee's work performance is measured against specific goals, are the most satisfactory (Dorfman, Stephan, & Loveland, 1986; Latham, 1981; Locke & Latham, 1984).Performance appraisal is important in providing the organization with data to analyze and plan for the resources of the organization. Kavanagh, Benson, and Brown (2007), emphasizes that the employee performance appraisal can be used to observe the organizations' performance.

IV. OBJECTIVES OF THE STUDY

To assess the Performance Appraisal and its importance in selected Hotels in Jordan.

The hypothesis of the Study

HI: Performance Appraisal in Five Star Hotels in Jordan is adequate.

1) *Sample:* This study was based on five-stars rated hotels in operation in South Area of Jordan (Aqaba, Petra, Dead sea) and around 18 Hotels were chosen.
2) *Statistical Tools Employed:* The study employed statistical tools in order to analyze the data. The tools used for the study were descriptive statistics tools like percentage, mean and standard deviation, One Sample t-test, ANOVA and ANCOVA.

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V. RESULTS: DATA ANALYSIS AND INTERPRETATION

A. *Current Performance Appraisal System (CPAS)*

Table 1: Descriptive statistics for Current Performance Appraisal System (CPAS)

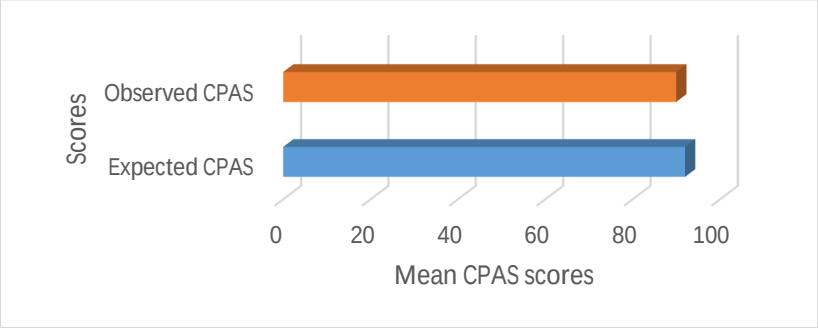
Variable	N	Mean	Std. Deviation	Std. Error Mean
Performance appraisal	263	89.98	11.257	.694

Table 2: Results of one-sample 't' test for mean Current Performance Appraisal System (CPAS)

Variable	Test Value = 92			
Performance appraisal	t	df	P value	Mean Difference
	-2.914	262	.004	-2.023

When one sample t test was performed to verify the adequacy of Current Performance Appraisal System in five star hotels in Jordan, taking 92 as standard, it was found that Current Performance Appraisal System was lesser than the expected. The observed mean for Current Performance Appraisal System was 89.98 as against expected 92.0 scores. 't' value of 2.914 was found to be significant at .004 level. In other words, there is need to improve Current Performance Appraisal System as perceived by the respondents.

Figure 1: Mean observed and expected scores on CPAS



B. *Fair Performance Appriasal (FPA)*

Table 3: Descriptive statistics for Fair Performance Appraisal scores (FPA)

Variable	N	Mean	Std. Deviation	Std. Error Mean
Fair performance appraisal	263	62.83	7.845	.484

Table 4: Results of one-sample 't' test for mean Fair Performance Appraisal scores (FPA)

Variable	Test Value = 64			
Fair performance appraisal	t	df	P value	Mean Difference
	-2.413	262	.017	-1.167

In the case of Fair Performance Appraisal, one sample t test revealed a significant difference between expected mean and observed values. 't' value of 2.413 was found to be significant at .017 level. The expected mean Fair Performance Appraisal scores were 62.83 as against expected scores of 64.00. We find the observed mean was significantly lesser than the expected ones. Hence, even in this case also there is a need to improve FPA SCORES as perceived by the respondents.

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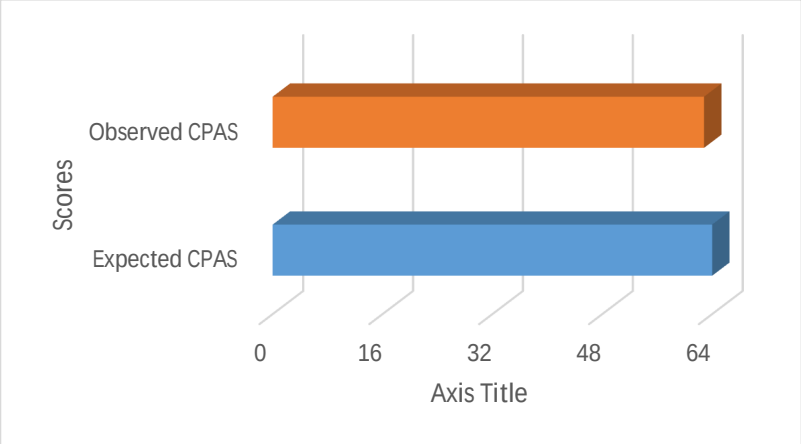
Figure 2: Mean observed and expected scores on FPA



C. Perceived Employee Performance (PEP)

Table 5: Descriptive statistics for Perceived Employee Performance (PEP)

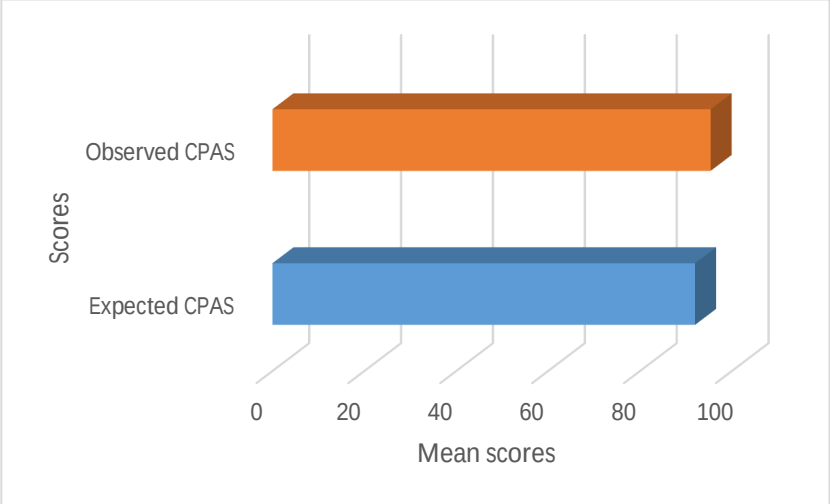
Variable	N	Mean	Std. Deviation	Std. Error Mean
Perceived Employee Performance	263	95.40	8.832	.545

Table 6: Results of one-sample 't' test for mean Perceived Employee Performance (PEP)

Variable	Test Value = 92			
Perceived Employee Performance	t	df	P value	Mean Difference
	6.248	262	.001	3.403

When one sample t test was performed to verify the adequacy of Perceived Employee Performance in five star hotels in Jordan, taking 92 as standard, it was found that Perceived Employee Performance was higher than the expected. The observed mean for PEP was 95.40 as against expected 92.0 scores. 't' value of 6.248 was found to be significant at .001 level. In other words, there is adequacy of Perceived Employee Performance, as perceived by the respondents.

Figure 3: Mean observed and expected scores on PEP



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VI. DISCUSSION

A. *Major Findings of the Study*

1) Current performance appraisal was significantly lesser than the expected
2) Fair performance appraisal was found to significantly lesser than the expected
3) Perceived employee performance was more adequate than the expected

Table 7: Mean and Standard Deviation of the Performance appraisal system (n=263)

Dependent Variable	Components	Mean	Std Dev.	level	Rank
Performance Appraisal	Current Performance Appraisal System (CPAS)	3.92	0.49	High Level	**3**
	Fair Performance Appraisal: Employee perception	3.93	0.49	High Level	**2**
	Perceived Employee Performance	4.15	0.38	High Level	**1**
	Total	**4.01**	**0.382**	**High Level**	

It was observed that the Perceived Employee Performance held the highest rank. Fair performance appraisal ranked second and Current Performance Appraisal System (CPAS) had the lowest mean value.

B. *Current Performance Appraisal System (CPAS)*

Table 8: Mean and standard deviation for "Current Performance Appraisal System" items and total mean of them (n= 263)

N	Item	Percentage (%)					Mean	SD	Rank
		Strongly agree	Agree	Undecided	Disagree	Strongly disagree			
1	I have a good understanding of the appraisal criteria	1.9	1.1	7.6	65.4	24.0	4.08	0.726	4
2	The appraisal criteria (general) in which I am evaluated is fair	1.1	7.2	12.2	54.8	24.7	3.95	0.872	14
3	The current performance appraisal system in my organisation is related to my development	1.5	2.7	16.7	47.1	31.9	4.05	0.854	7
4	The present appraisal system contributes to my overall organisational effectiveness.	1.1	3.8	15.6	48.3	31.2	4.05	0.850	7
5	The current format of rating scales used (using percentages in each criteria) in the appraisal form is not an effective measure of employee performance	2.7	5.3	20.9	44.1	27.0	3.87	0.959	20
6	The performance criteria used in the appraisal form does not actually measure my real performance	3.4	12.9	20.5	36.9	26.2	3.70	1.098	23
7	Less time is spent on the appraisal process. It is treated as a mere ritual by supervisors and subordinates	7.6	16.3	14.4	33.5	28.1	3.58	1.263	24

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8	My current appraisal is done just for the sake of getting bonuses	11.8	16.0	20.9	31.9	19.8	3.32	1.282	26
9	My current performance appraisal system is very effective	3.0	3.0	19.4	46.8	27.8	3.93	0.930	16
10	In general, I received the appraisal outcome that I deserved	3.4	5.3	12.9	51.7	26.6	3.93	0.956	16
11	The productivity of the workforce in this organisation has been improving as a result of the performance management system	1.9	3.4	14.1	47.5	33.1	4.06	0.882	6
12	With my performance now, overall, I am fully satisfied with my current pay	5.3	7.2	20.2	38.8	28.5	3.78	1.100	22
13	Overall, I am fully satisfied with criteria used in the current appraisal system	4.9	4.9	15.6	46.0	28.5	3.88	1.036	19
14	The appraisal criteria in my hotel ought in evaluating my performance is made class.	3.4	4.9	9.1	51.0	31.6	4.02	0.957	11
15	The appraisal System is fair.	2.7	4.6	15.2	50.2	27.4	3.95	0.921	14
16	The appraisal System is transparent	1.9	3.0	12.5	45.6	36.9	4.13	0.880	2
17	Performance vestment cretin is objective.	1.5	7.6	15.6	57.8	17.5	3.82	0.862	21
18	performance amassment active used in my ought is subjective	6.8	13.7	15.2	44.9	19.4	3.56	1.150	25
19	The retie scale used in the P.A is capable of necessary performance	1.5	5.3	16.7	52.1	24.3	3.92	0.870	18
20	My organization given performance ratings based on my performance	2.3	3.4	14.8	52.9	26.6	3.98	0.871	13
21	The appraisal given enough time to observe the appraisal	0.8	3.4	14.4	53.2	28.1	4.05	0.795	7
22	The appraisal and appraisee jointly develop performance goals	1.9	5.3	11.4	50.2	31.2	4.03	0.901	10
23	Every employees is aware of the purpose & objectives of performance management.	1.5	1.5	16.0	49.8	31.2	4.08	0.816	4
24	My P A is based on quantity of my work and not my personality or position.	1.9	3.4	16.7	46.8	31.2	4.02	0.889	11
25	The appraisal system provides an opportunity for self-review and reflection	0.4	1.9	16.0	44.1	37.6	4.17	0.788	1
26	The appraisal system has scope for correcting the biases of the reporting officer through a review process	1.9	3.4	13.3	46.4	35.0	4.09	0.886	3
Total Mean							3.92	0.497	

From the table, the arithmetic mean of "Current Performance Appraisal System" ranging from (3.32-4.17), and most notably the highest mean reached (4.17) out of (5) for item (25). "The appraisal system provided an opportunity for self-review and reflection", then for item (16) "The Current Performance Appraisal is transparent" (mean 4.13). And the lowest mean was (3.32) for items (8)" My current appraisal is done just for the sake of getting bonuses ". The total mean for "Current Performance Appraisal System" reached mean (3.92) and standard deviation (0.497).

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C. Fair Performance Appraisal: Employee Perception

Table 9: Mean and standard deviation for "Fair Performance Appraisal: Employee perception" items and total mean of them (n= 263)

N	Item	Percentage (%)					Mean	SD	Rank
		Strongly agree	Agree	Undecided	Disagree	Strongly disagree			
1	My superior treated me in a polite manner	-	2.3	3.8	55.9	38.0	4.30	0.651	1
2	My supervisor makes improper remarks during performance Appraisal	9.1	13.7	11.8	36.1	29.3	3.63	1.283	12
3	My supervisor does not communicate the appraisal details in timely manner	9.5	11.0	17.5	32.3	29.7	3.62	1.275	14
4	My superior treated me with respect	0.4	0.8	9.9	48.7	40.3	4.28	0.701	2
5	My superior is candid in communication with me	0.4	2.3	12.2	40.3	44.9	4.27	0.791	4
6	My superior expectation regarding the procedure of PA is not very clear.	8.0	12.9	19.0	28.5	31.6	3.63	1.268	12
7	My superior treated me with dignity	0.4	1.1	8.4	50.6	39.5	4.28	0.696	2
8	The appraisal details was communicated in a timely manner	1.1	4.2	10.6	45.2	38.8	4.16	0.860	6
9	My superior refrained from improper remarks or comments	4.2	4.6	12.9	44.5	33.8	3.99	1.015	10
10	My superior is biased in appraising my performance	13.3	15.2	17.9	40.3	13.3	3.25	1.250	15
11	My superior explains the appraisal procedures thoroughly	1.9	2.3	13.3	54.0	28.5	4.05	0.825	9
12	His / her explanation regarding the procedures were clear	1.1	2.7	9.1	53.2	33.8	4.16	0.785	6
13	My superior disrespects me during PA	22.8	10.6	11.4	32.3	22.8	3.22	1.489	16
14	The superior communications were specific to my questions	3.8	8.4	24.7	40.3	22.8	3.70	1.032	11
15	My reporting officers help me to plane my performance in the beginning of the year	1.9	2.7	9.9	52.9	32.7	4.12	0.832	8
16	The superior's take performance appraisals seriously	1.9	2.3	10.6	45.2	39.9	4.19	0.857	5
Total Mean							3.93	0.490	

From the table, arithmetic mean of "Fair Performance Appraisal" ranging from (3.22-4.30), and most notably the highest mean reached (4.30) out of (5) for item (1). "My superior treated me in a polite manner", then for item (7) "My superior treated me with dignity" (mean 4.28). And the lowest mean was (3.22) for items (13) "My superior disrespects me during PA". The total mean for "Fair performance appraisal: Employee perception" reached mean (3.93) and standard deviation (0.490).

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D. Perceived Employee Performance (PEP)

Table 10: Mean and standard deviation for "Perceived Employee Performance (PEP)" items and total mean of them (n= 263)

N	Item	Percentage (%)					Mean	SD	Rank
		Strongly agree	Agree	Undecided	Disagree	Strongly disagree			
1	The appraisal criteria in evaluating my performance should be made clear	-	-	5.7	58.9	35.4	4.30	0.569	4
2	The appraisal system should be fair	0.4	1.1	6.5	51.0	41.1	4.31	0.678	3
3	The appraisal system should be transparent	-	0.8	8.0	46.4	44.9	4.35	0.660	2
4	The type of performance evaluation measures used in employee performance appraisal is important for an effective appraisal system	-	1.5	9.9	48.7	39.9	4.27	0.699	5
5	Performance measurement criteria should be objective	0.4	2.7	11.0	44.5	41.4	4.24	0.781	12
6	Performance measurement criteria should be subjective	19.8	8.4	11.8	33.5	26.6	3.39	1.460	26
7	Format of rating scale is important to measure the accuracy of individual performance	1.5	2.3	11.8	47.9	36.5	4.16	0.830	19
8	The format of rating scale used in the appraisal form should be measurable	1.5	3.8	13.7	49.0	31.9	4.06	0.863	21
9	Performance ratings should be based on how well I do my work	0.4	3.0	8.7	46.8	41.1	4.25	0.770	10
10	Appraiser should have enough time to observe and evaluate appraise	0.8	1.5	9.9	47.1	40.7	4.25	0.756	10
11	Appraiser and appraise should jointly develop the performance goals	1.1	1.1	9.1	47.5	41.1	4.26	0.764	6
12	An important aspect of performance management is the setting of goals	0.8	2.3	6.5	58.6	31.9	4.19	0.715	15
13	It is important be aware of the purpose and objectives of the performance Appraisal	1.1	1.9	6.1	55.1	35.7	4.22	0.741	14
14	Performance management should be focused on development of employees	1.5	1.1	4.6	55.5	37.3	4.26	0.732	6
15	An effective performance appraisal system is an important indicator of the effectiveness of employee performance	-	2.7	8.0	49.8	39.5	4.26	0.718	6
16	Appraisee should openly discuss his/her job problems with the appraiser	1.1	0.8	7.6	52.1	38.4	4.26	0.727	6
17	My performance appraisal is based on the quality and quantity of my work and not on my personality or position	1.5	2.7	13.7	46.8	35.4	4.12	0.850	20
18	On top of the current appraisal system which is linked to annual bonus, there should be an incentive scheme in terms of performance-related pay for those who achieve Grade A (Excellent) in their annual appraisal	0.4	3.8	13.7	41.8	40.3	4.18	0.835	18

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19	Group success in more important than individual success	1.1	2.7	10.3	48.3	37.6	4.19	0.810	15
20	Supervisors give the same ratings to all their subordinates in order to avoid resentment and rivalries among them	5.7	7.2	12.9	42.6	31.6	3.87	1.111	23
21	It is important to maintain harmony within my peers, subordinates and workers in my organization	0.8	2.3	8.7	49.8	38.4	4.23	0.762	13
22	Employees should make most disagree with management decisions	9.1	7.2	11.0	37.3	35.4	3.83	1.245	24
23	Management should not delegate without consulting subordinates	3.4	3.0	10.6	36.9	46.0	4.19	0.982	15
24	Manager should not delegate important task to employees	6.1	8.7	12.5	46.8	25.9	3.78	1.112	25
25	It is frequently necessary for a manager to use authority and power when dealing with subordinates	4.9	6.5	14.1	37.6	36.9	3.95	1.102	22
26	The performance appraisal system helps each the appraise and the appraiser to have a clear joint understanding of each other's job	0.8	1.1	6.1	36.1	55.9	4.45	0.729	1
Total Mean							4.15	0.386	

From the table, arithmetic mean of "Perceived Employee Performance" ranging from (3.39-4.45), and most notably the highest mean reached (4.45) out of (5) for item (26). "The performance appraisal system help every appraise and the appraiser to have a clear joint understanding of each other's job", then for item (3) "The appraisal system should be transparent" (mean 4.35). And the lowest mean was (3.39) for items (6) "Performance measurement criteria should be subjective". The total mean for "Perceived Employee Performance (PEP)" reached mean (4.15) and standard deviation (0.386).

From the results it was clear that H1 formulated as 'Performance Appraisal in Five Star Hotels in Jordan is adequate' was rejected for Current performance appraisal system and fair performance appraisal, and accepted for perceived employee performance.

VII. CONCLUSION

The study attempted to assess the importance of performance appraisal in different five-star hotels in Jordan. According to Robbins, Bergman, and Stagg (2004) have well-interpreted the role of performance in performance management system by emphasising that "evaluating employee performance is part of a performance management system, which is a process of establishing performance standards and appraising employee performance in order to arrive at objective human resource decisions as well as to provide documentation to support those decisions. Through testing of hypothesis, Five Star Hotels of different cities in Jordan were found to have different systems for their Performance Appraisal. It was hence found that the performance appraisal was a critical part of a performance management system". Effective performance management can make a major contribution to the achievement of business objectives while maximizing the contribution of employees.

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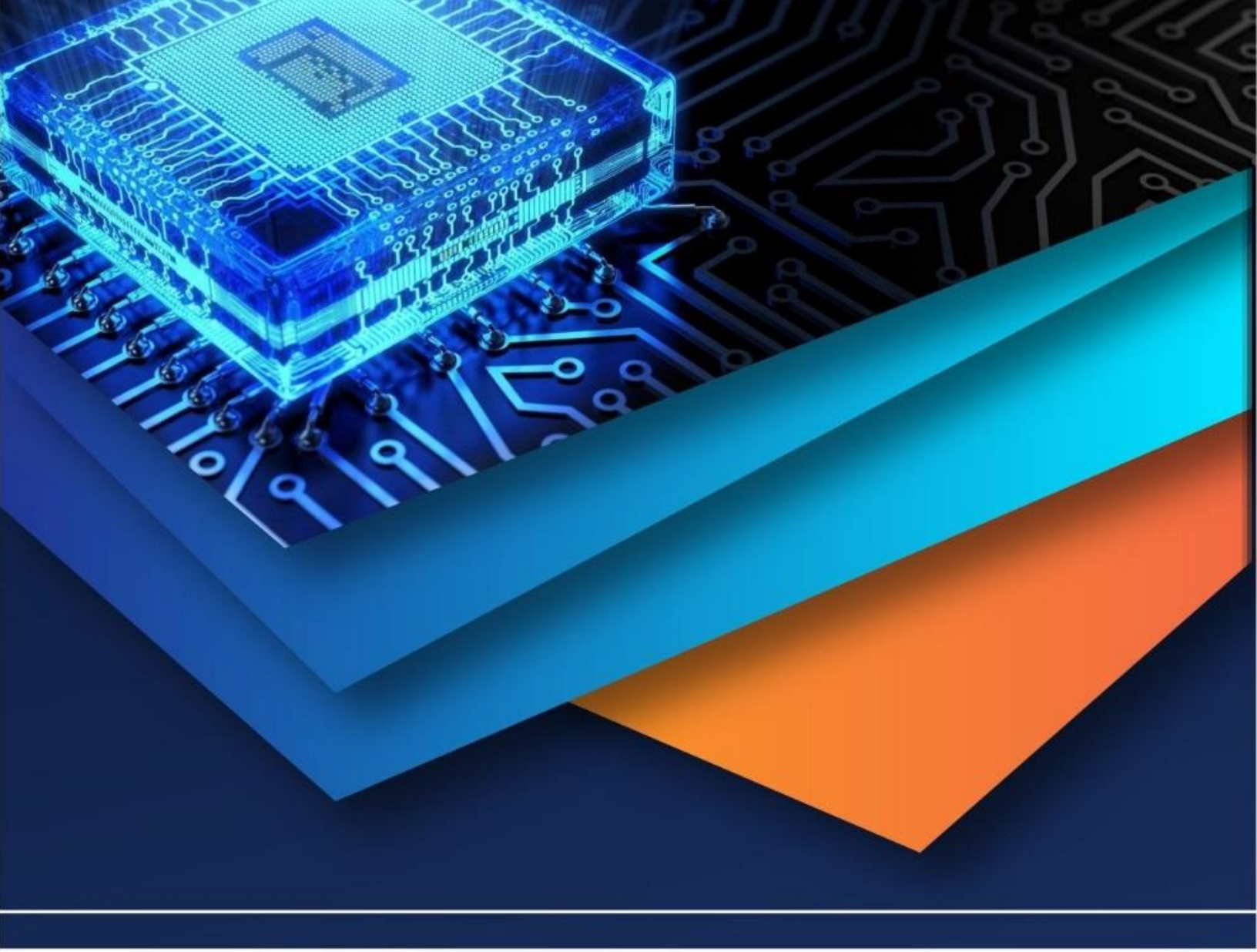

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