

# Comparative Study of Performance Appraisal in Hotels: A Cross-Cultural and Operational Analysis

Usman Ali<sup>1</sup>

Yousaf Gilani<sup>2</sup>

## How to cite this article:

Ali, U., & Gilani, Y. (2023). Comparative Study of Performance Appraisal in Hotels: A Cross-Cultural and Operational Analysis. *Journal of Personnel Management*, 1(1), 28-42.

Received: 23 March 2023 / Accepted: 27 May 2023 / Published online: 15 June 2023  
© 2023 SMARC Publications.

## Abstract

This paper presents a comprehensive comparative analysis of performance appraisal systems in the hotel industry, spanning various cultural and operational contexts. The study aims to understand how performance appraisal methods differ, adapt, and impact employee performance and organizational effectiveness in hotels in diverse geographical and cultural settings. Our findings reveal significant variances in appraisal practices. In Western hotels, there is a strong emphasis on individual performance metrics and customer feedback. In contrast, hotels in Asia and the Middle East focus more on team performance and adherence to organizational norms. The study also emphasizes how cultural factors like individuality vs. collectivism and power distance affect how various assessment techniques are accepted and useful.

**Keywords:** Performance Appraisal; Hotels; Cross-Culture; Operational Analysis

## 1 Introduction

Research on performance appraisal has been conducted many times worldwide, including in Pakistan. However, some factors still need to be improved in Pakistani organizations, specifically in the hotel industry (Muchsinati et al., [2024](#)).

This aim may be achieved by understanding and improving the performance appraisal systems in the hotel industry (Aspridis & Kyriakou, [2012](#)). In the Performance appraisal procedure, we also required the opinions of immediate supervisors. A few years ago, performance appraisal was considered not more than a very limited value and used to point out good and bad performers. However, now in the 21st Century, almost every organization keeps looking at the procedure of performance appraisal and, thereon, employee's job satisfaction as well, e.g. performance appraisal is mainly used in terms of planning for the future and decisions regarding salaries, promotions,

<sup>1</sup>University of South Asia

**Corresponding author:** usman.ali@uos.edu.pk

<sup>2</sup>University of South Asia



demotions and placements, to enhance employee performance for career growth, career planning and similarly the counseling to help implement and inculcate the ways or strategies in relation to values of the organization (Lee et al., [2020](#)). An appraisal is the right of the employees, and this procedure is increasing daily, mostly in underdeveloped countries. It is often felt that developing countries need to improve their standards (Yuan et al., [2024](#)). Not amazingly, management which tries this way tend to “get through” performance appraisals are the procedure that they think they can do quickly, but it is really painful sometimes because, through this, many employees cannot figure out where they are standing in the organization. This study hopes to generate data that can help middle-level and top-level management to improve the standard of distributive, procedural justice, Evaluation system, and feedback system that they provide in line with the best implication of employee satisfaction (French et al., [2000](#)).

### **1.1 Problem Statement**

In order to support employee performance, job happiness, and organizational success, hotels must have efficient performance assessment systems due to the multicultural and dynamic character of the hospitality business. Existing research, however, indicates that conventional methods might not adequately consider the broad range of cultural backgrounds and operating environments seen in hotels around the globe (Bernandy et al., [2024](#)). Thus, comparative research is urgently needed to look at how well performance appraisal systems work in various operational and cultural contexts (Kumar et al., [2024](#)).

### **1.2 Objective of the Study**

Pakistan's hotel industry employees are generally unaware of and dissatisfied with the appraisal system, regardless of the job. Performance evaluation systems are applicable in organizations to pinpoint the main skilled and semi-skilled employees' performances. They are the standard tool to increase productivity by giving timely feedback in monetary and nonmonetary ways and, ultimately, the core essentials to be fulfilled from the job. (Monis & Sreedhara, [2010](#)). This study aims to determine the important link between work happiness and performance reviews at Pakistan's top-rated hotels. (Poon, [2004](#)).

### **1.3 Research Questions of this study are**

- 1-Assess the employees' satisfaction with top-ranked Hotels regarding the method of performance appraisal.
- 2-Assess the informational level of employees with regard to performance appraisal system
- 3-Compare the findings and evaluate, there is any significant difference of opinion between both hotel's employees

### **1.4 Limitation**

Our research is limited to Freddie's and Park Plaza Hotel.

### **1.5 Definition of Important Terms**

#### ***Performance Appraisal***

Performance appraisal can be identified and understood as a cut down towards the quantity and quality aspect of the coordinators and subordinates (Benevene & Buonomo, [2020](#)). The performance appraising system includes all the steps and formalizations involved in managing, allocating, and guiding. In most cases, it is a formal procedure that is a component of HRM policies and procedures (Boachie-Mensah & Seidu, [2012](#)). Performance reviews produced a variety of results for hospitality organizations. Some key definitions as per the performance evaluation system are as follows:

### ***Distributive Justice***

Literally, distributive justice is related to the resources, as the resources are always in scarce and equality of division or allocation of resources (Cinar et al., [2024](#)). In another perspective, distributive justice refers to the resources of quantification or rewards supplied among the employees. Individuals tend to generate negative attitudes where there is unfair treatment, and where treated fairly generate positive behaviors than those treated unequally (Muhammad et al., [2023](#)).

### ***Procedural Justice***

Procedural justice does not relate directly to the results but refers to the methods used to determine the outcomes. Procedural justice initiates and sets forth the duties, positions, and guidelines defining each participant's place throughout the decision-making process. According to (Sudin, [2011](#)), procedural justice refers to the perceived equality or fairness of the processes used in making choices on the distribution of incentives, such as promotions. Thus, Procedural justice is the best source to sustain organizational authority (Yazdani et al., [2024](#)). Additionally, they suggest that organizational commitment and perceptions of procedural justice are positively correlated but not with supervisory commitment or plans to leave (Jibril & Yeşiltaş, [2022](#)).

### ***Evaluation System***

The Evaluation system has the main purpose is to identify the presentation gap and identifying the gap if exist. When performance is not up to the mark as the benchmark set by the corporation, this gap is called underperformance that occurs (Könsgen et al., [2018](#)).

### ***Feedback System***

Ensuring the employee regarding the caliber of their work is the feedback system's ideal goal. However, feedback in the context of performance reviews is provided in monetary or non-monetary terms. Information does not, however, go only in one direction (Uzochukwu et al., [2024](#)). The higher-ups often provide input to the appraisers on issues related to their jobs, etc.

## **2 Literature review**

Employee satisfaction with performance evaluations has always been the most significant and has been related to employees' satisfaction in three areas: (a) performance ratings in relation to satisfaction, (b) satisfaction with the appraisal system, and (c) performance appraisal interview (Ghani et al., [2022](#)). Management typically conducts appraisals in order to incorporate and review employee comments through the feedback process. Assessments are also conducted to validate human resource actions. Sudin, [2011](#) found that work satisfaction and organizational commitment were favorably correlated with satisfaction with assessment feedback, but turnover intentions were adversely correlated with this information (Papademetriou et al., [2023](#)).

Performance appraisal is a broad phrase that encompasses a range of actions that improve performance, foster competence, and assign incentives. Performance reviews are thought of as a means of encouraging and developing individuals. Literally, performance appraisal scholars and practitioners usually agree that the appraisal's judgement is significant in addition to its responses (Monis & Sreedhra, [2010](#)). It is frequently maintained that favorable assessment replies from workers are necessary for performance reviews to benefit employee attitude, behavior, and future advancements. If this isn't the case, any appraisal system will ultimately fail or lead to its demise (Leung & Wen, [2020](#)). Literally, performance appraisal scholars and practitioners usually agree that the appraisal's judgement is significant in addition to its responses (Monis & Sreedhra, [2010](#)). Awards often do not energize in terms of influence the final rating results given by management especially to ad hoc staff, often temporarily satisfy (Monis & Sreedhra, [2010](#)).

According to a senior human resources executive, it is critical and extremely important for the performance management system to be clear so that employees understand their contributions and performance standards. For public employees, performance-related pay (PRP) is the advancement of pay incentives at the front position. According to (Ghazi et al., 2023), they never intended to offer a certain grade with automatic advancement to the top of the wage range. In British public services, performance pay is typically combined with basic pay. It is given out based on the person's performance review (Bist, 2024).

For many years, it has been known to researchers very clearly that the failure of an organization is a nonalignment of accountability and responsibility (Mahmood & Nasir, 2023). Non-alignment takes place about the responsibilities and duties, even though employees are not responsible for how those responsibilities. According to (Alvi et al., 2013), a corporation's failure often occurs as an outcome where nonalignment does not tend to be high, and the organization can proceed with its function smoothly (Ye et al., 2023). Conducting performance appraisal has several ways:

- Graphic rating scales
- 360-degree feedback
- Critical incidents
- Behaviorally Anchored Rating Scales (BARS)

For about 10 decades, industrial/organizational psychologists and researchers have been working a lot on the correlation between job performance and employee satisfaction (Hu et al., 2022). Psychologists and researchers have done their best to obtain a point of positivity: a pleased employee or worker is the most satisfied and good employee (Pauzi & Rahim, 2023). This, however, becomes a very attractive perception as well. Evidence drawn from empirical literature supports the assumptions that a combination of factors leads to better performance or that there is a consistent positive correlation between these two variables (Rubel et al., 2023). However, concurrently, from a different angle. Not many researchers have noted that the outcomes of this have drastically changed and have nothing to do with those presumptions. These findings create a mix and more confusion, and that's why researchers are eager to do more work on this (Alatawi et al., 2023).

Employee's job satisfaction is commonly considered a motivational term, but the nature of this connection is not certain. Satisfaction has a different context, and motivation has a different mode. "Job satisfaction is more connected with an attitude (Alvi et al., 2013). Another inspection relation with the old school of thought human relation approach is that satisfaction is the only way to perform at best. Nevertheless, another side is that performance is the only way to satisfaction. However, a variety of different results shows the partial affiliation between satisfaction and work yield and gives a little edge to those seeking to confirm that a satisfied worker is only the way to a fruitful one (Alvi et al., 2013). If any environmental problem exists, the manager can also take initiatives in the shape of some arrangements to support employees' performance levels (Singh et al., 2023). However, the manager's job is more demanding if the issue is relevant to motivation. Individual behavior is a complex trend, and the manager may be unable to figure it out exactly. Training qualities make a clear impression on the ratings, and administration also affects the quality of performance appraisal (Varma et al., 2023).

Conventionally, this looks for researchers that raters fully and intelligently rate and that the issues in relation to the appraisal process are involved in complex and cognitive processing errors (Seidu et al., 2022). Commonly, it is observed that the appraisal process takes place once or twice a year, and the performance key points achieved by employees from one point of time to another are not easier for raters to remember (Nwoko & Abdulrahman, 2023). So that's why most of the raters

emphasize specific visible attitudes, behaviors, or events on the job apart from planned performance overall (Seidu et al., [2022](#)). Members of employees need to know the accurate kind of expectation an organization wants from them. This is also good for members to know the yardstick through which they will be judged and evaluated (Filimonau et al., [2021](#)). An effective appraisal system enhances future production in relation to the performance and planned career development of the individual and an organization. The focal purpose of performance appraisal is to improve employee satisfaction and the satisfaction of the employees and the whole organization (Yoo & Lee, [2023](#)). “An effective appraisal scheme offers several potential benefits to both the individual and the organization. Common outcomes of an effective performance appraisal process are employees’ learning about themselves, employees’ knowledge about how they are doing, and employees’ learning about ‘what management values (Andrade et al., [2020](#)).” Outcomes of effective performance appraisal are improvement in the accuracy of employee performance and establishing relationship between performance on tasks and a clear potential for reward” (Karimi et al., [2011](#)).

### **2.1 Literature uncovered the following aspects that can harm the effectiveness of Job Satisfaction**

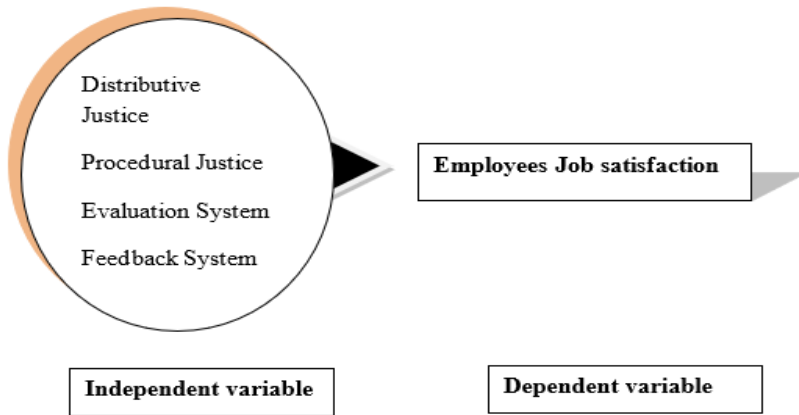
- Distributive Justice
- Procedural justice
- Evaluation system
- Monetary feedback

Individual contributions reflect the approach and commitment of the employees in various hierarchical levels toward concerning the achievement of organizational objectives. It is very certainly the clear indication of taking the succession ladder of success by leaps and bounds. On the other hand, ineffective performance appraisal leads to create disharmony, disloyalty and chaos in organizational administrative levels. As a consequence, the growth and development phases tend to fall. Essential factor of an effective organization is to have a strong system of distributive justice and this ultimately led to the forecast of successful organization. Organization that is fair and, in its procedures, policies, interactions and distribution systems, members of that organizations are more satisfied and above performers (in terms of their positive behaviors and productivity). By improving organizational justice, employees will be more focused on work.

Primarily, actions should be taken by managers to improve employees’ job satisfaction and organizational loyalty with the view to diminish the employees’ turnover in the best respect of distributive and procedural justice. This means that through job satisfaction, the employees can be retained and conclude that if less satisfaction prevails, then the turnover of employees can also be reduced. The ultimate product from this kind of scheme should be just like properly trained and skilled personnel. Satisfied employees are considered to be the human asset of any corporation and, moreover, the resource of the organization.

Job satisfaction motivates employees to work hard and with interest, to attach themselves to the organization with loyalty, to be associated with a prestigious organization, and to produce at their highest level. “A relationship of job satisfaction and organizational commitment found that both the variables were significantly associated with each other. Organizational commitment is belonging to the organization. It occurs when an individual wants to work in an organization willingly. So, employee job satisfaction helps the employees to work with the organization with full interest and love it means that job satisfaction of employees can be used as a tool to stop the employees to leave the organization. So, the more employees are satisfied from their jobs, the less will the chances to leave the organization” (Karimi et al., [2011](#)).

## 2.2 Theoretical Framework



## 3 Research methodology

### 3.1 Research Design

In order to determine the comparative strategy used by the Freddie's and Park Plaza hotels, the current study is descriptive in nature. It is cross-sectional in design and measures the connection between independent and dependent variables. For this to identify we used to have different statistical tool but we used SPSS software.

### 3.2 Target Population

Sample population is 100 where 50 from Freddie's Hotel & remaining 50 from Park Plaza Hotel.

### 3.3 Statistical tool/Instrument

#### *Instrument Used*

For data collection, we used questionnaire because it is the quick mean of taking feedback and opinion from the respondent. The questionnaire had some closed-ended questions, but in addition, in-person discussions about the completed form held in order to address any time and financial restrictions or limitations concurrently. The contents of the questionnaire used in the hotel business been gathered throughout time by a number of studies. The organizational justice scale developed based on research conducted by Moorman et al. (1993). This variable has five primary questions, and the distributive justice reliability generally accepted was 0.72 to 0.74. The procedural justice dependability measure, which consists of a minimum of six questions, is generally estimated to be 0.85. The total work satisfaction scale, which has a reliability of .67 to .71, was adapted from Cook et al. (1981). However, these are the most standard inquiries on worker satisfaction.

### 3.4 Data Collection Technique

According to this research, which is basically primary. However, data was collected primarily too and thus quantitative research. For the prime data collection reason, personally administered questionnaire was used by taking different questionnaire regards to performance appraisal and job satisfaction. Data were collected from selected department.

**Respondent**

Our respondents are employees

**Data Analysis**

For data analysis use analyzing software SPS

**Approach**

We use survey approach for research

**Unit of Analysis**

We collect our sampling unit from the employees of Fredies hotel and Park plaza hotel of Lahore Pakistan.

**Questionnaire**

This research is basically primary. However, data was collected primarily too and thus quantitative research. Questionnaire was a kind of closed ended questions but at the same time face to face communication also took place with relate to the filled questionnaire that used ultimately to cope with the time and budget constraints or limitation at the same time. As questionnaire is a tool to gather a quick response as compared to go for the structured interviews so structured questionnaire with 5 and 7 Likert scale is used for obtaining structured responses which refers to the conveniences in the data analysis (Blumberg et al., [2014](#)).

**3.5 Statistical Analysis**

Descriptive and inferential statistics are the two ways and tools of data analysis. So with this reason we chose descriptive for that we apply Frequency, Percentage, Mean and Standard deviation. We are going to apply Correlation & Regression analysis in inferential statistics.

**4 Data Analysis****4.1 Analysis of Demographic Variables**

Table 1: Hotel Name wise distribution of Respondents

Hotel Name	Frequency	Percent%
Freddie's	50	50
Park Plaza	50	50
Total	100	100

Took half of the sample size for Freddie's Hotel & and half of the size for Park Plaza Hotel employees

Table 2: Designation-wise distribution of Respondents

Designation	Frequency	Percent%
Supervisor	8	7.9
Manager	7	6.9
Chef	13	12.9
Kitchen Staff	17	16.8
Waiter	25	24.8
Sale & Credit Management	19	18.8
Event Management	11	11
Total	100	100

In designation-wise distribution, most respondents were waiters.

Table 3: Gender-wise distribution of Respondents

Gender	Frequency	Percent%
Male	84	83.2
Female	16	15.9
Total	100	100

There are 84 employees are male who responded to me & and the remaining 16 employees are females

Table 4: Age wise distribution of Respondents

Age	Frequency	Percent%
20-25	10	9.9
26-30	23	22.8
31-35	29	28.7
36-40	22	21.8
41-45	10	10
46-50	6	5.5
Total	100	100

Most respondents are of age between 31 and 35 years old, which is the average age & there are very few employees working in hotels aged 45 to 50 years old.

#### 4.2 Analysis of descriptive statistics

Dimensions	N	Mean	Std. deviation
Distributive Justice	100	3.2660	.83801
Procedural Justice	100	3.3250	.75448
Evaluation System	100	2.7267	.96094
Feed Back System	100	3.0867	.93278
Employee Satisfaction	100	2.7200	.81551

In the analysis of all descriptive statistics

\*distributive justice shows a means of 3.2660 which is satisfactory

\*procedural justice shows a means of 3.3250, which is ok

\*The evaluation system shows a means of 2.7267, which is not good & and shows that the employees are facing problems and are not rewarded as they deserve

\*The feedback system shows a mean of 3.0867, which is satisfactory because employees are informed about hotel feedback about their performance.

\*employee satisfaction shows a mean of 2.7200, which is very low and shows that overall, employees are unsatisfied with their duties and all other hotel systems.

#### 4.3 Correlations

	Distributive	Procedural	Evaluation	Feedback	Satisfaction
Distributive	1	.242(*)	.527(**)	0.026	.490(**)
Procedural		1	.485(**)	.330(**)	.456(**)
Evaluation			1	.206(*)	.631(**)
Feed Back				1	0.079
Satisfaction					1

\* Correlation is significant at the 0.05 level (2-tailed).

\*\* Correlation is significant at the 0.01 level (2-tailed).

Analysis of Correlation

From the above analysis of the questionnaire through SPSS by applying Spear's man correlation, the results show that:



\*Distributive justice and procedural justice have a fair amount of relationship.

\*There is a fair amount of correlation between distributive and evaluation systems. Because its correlation value is between +0.1 & -0.1

\*Distributive justice and employee satisfaction have a moderate relationship between them.

\*Procedural justice and distributive have a fair amount of relationship.

\*Procedural justice and feedback have a fair relationship at lower levels.

\*There is a very weak relationship between feedback and satisfaction.

\*There is a strong weak relationship between satisfaction and feedback because the correlation between the amount of feedback is very close to -1.

#### 4.4 Regression analysis

Model	Un-standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	0.484	0.357		1.355	0.179
Distributive	0.206	0.086	0.212	2.397	0.018
Procedural	0.245	0.096	0.226	2.551	0.012
Evaluation	0.363	0.083	0.428	4.365	0
Feed Back	-0.078	0.07	-0.089	-1.118	0.266

\*If we increase 1 unit of distribution, the job satisfaction level will increase by 0.206 units, ignoring the other independent variables.

\*If we increase 1 unit of procedural, there will be an increase of 0.245 units in job satisfaction level, ignoring the other independent variables.

\*If we increase the evaluation by 1 unit, the job satisfaction level will increase by 0.363 units, ignoring the other independent variables.

\*If we decrease the distribution by 1 unit, there will be an increase of -.078 units in job satisfaction level, ignoring the other independent variables.

#### 4.5 Results Findings

Overall satisfaction with one's present hotel employment is significantly correlated yet weakly. The relationship between employee happiness and feedback is significantly inverse. The performance evaluation used to determine promotion has relatively little association with evaluation comments. A regression analysis was conducted to find the factors impacting respondents' satisfaction with the hotels' performance rating system. A 5-percentile significance was used for our study. The results of the regression analysis demonstrate that the respondents' satisfaction with the performance appraisal system is positively and significantly influenced by the variables of distributive justice in the appraisals (0.206), procedural justice (.245), and viewing appraisals as an evaluation system (0.363). The independent variables in the appraisals (Standardized Beta Coefficient = .212), the accuracy of the procedural system of appraisals (Standardized Beta Coefficient = .226) and viewing appraisals as an evaluation system (Standardized Beta Coefficient = .428).

If we examine the evaluation systems' replies, we obtain the following findings. 35.6% of employees disagree, stating that they are dissatisfied with the assessment findings they most recently received from their hotels. 39.6% of employees partially agree, stating that the evaluation is somewhat based on promotion; however, they are still not entirely satisfied, as evidenced by the 16.8% of employees who disagree, 35.6% who strongly disagree, and 36.6% who rate it as disagree, stating that the individuals who were promoted were based on references rather than on accurate facts and figures, which they feel led to extremely biased decisions.

This study looked at the influence on satisfaction levels of the 83801 percent departure from the distributive justice criterion, which results from employees' inability to contest or appeal a manager's decision, which amounts to 48.5 percent.

Similarly, if we look upon procedural justice, it somehow relieves this study as it shows a huge but less than other dimensions deviation aforesaid and depicts .75448 as standard deviation with the reference to a typical view of kindness and consideration by the managers to the subordinates.

## 5 Discussion

The main goal of this study is to investigate how the performance assessment system affects employee job satisfaction with the whole process. The literature on organizational justice in relation to performance assessments indicates that, in many organizations, employees' job satisfaction is positively and significantly correlated with organizational justice, as per the performance appraisal.

This is consistent with other research showing that workers' sense of justice in distributing resources, outcomes, or incentives (Milkovich & Newman, 2005; Deutsch, 1985) may contribute to feelings of emotional belonging and behaviors (Greenberg, 1987). Employee happiness is impacted by perceptions of fairness in result distribution, distributive justice, and the ratings from performance appraisals. It is also impacted by employee satisfaction with supervisors who support and facilitate the assessment process.

Regarding employee satisfaction concerns, I got the results that 36.6% of employees disagree they are not satisfied they are doing their jobs. However, some partially agree because of having a good environment & place of hotels 45.7% of employees are disagreed which shows a high degree of un-satisfaction of employees 37.6% employees partially agree about this statement A very important question about overall system In this question 32.7% employees are strongly disagree they respond that they are not satisfied with the overall system of appraisal.7% of employees disagree with the favoritism system in their hotels by which they feel ignorant and biased.

### 5.1 Recommendations

As we evaluate all dimensions, the most 2 dimensions should be reviewed. The Evaluation system shows a mean of 2.7267, which is not good and shows that the employees face problems and are not rewarded as they deserve. Employee satisfaction shows a mean of 2.7200, which is very low and shows that overall, employees are not satisfied with their duties and all other systems in the hotels. Society of Human Resource Management believes that over 90% of performance appraisal conduct in the overall scenario is unsuccessful. In the aforesaid chapters, I have declared the relationship and involvement of human resources in the organization. However, I would like you to know some of the problems that are carrying out. This process and suggestions somehow remedy these issues. There are several ways to conduct performance appraisal, and every organization perceives it differently. Performance appraisals should be clear, top secret, and the outcomes must be confidential. However, access should be given only to supervisors so they can review the performance occasionally. similarly, they should project and remember the efforts of the competent workforce. Giving appreciation in front of all staff gives the lesson of motivating employees to all other staff members and recognizing achievement in the organization. However, it can be dangerous to identify excellent employees without deliberate consideration. Staff members could get the meaning that the supervisor is showing somebody as the "shining one" in the whole department or telling the high-ups. Conflicts among the subordinates can also start happening from this point. It is possible too that employees feel a lack of motivation since there was another person who has taken the winning cup for some months onward, and similarly, it could also happen that the achiever could not maintain his quality of work because he has given the crown of the prince and thus no better motivation after that.

The process of evaluating performance can be drawn, particularly if the appraisers choose to use open-ended or free-ended questioning. Appraisal includes many different approaches, many of which are designed to make the process easier for appraisers. One such way is the forced

distribution method. Institutions frequently offer an appraiser questionnaire in a structured manner, which is simple to locate but quite challenging to use to get precise and comprehensive results in certain contexts. Only due to disparate perspectives on various individuals in various contexts and educational settings.

Other problems are also caused by different appraisal processes adopted by different employees. Some appraisal has different implications as it can be an easy rating system. This probability also exists that the subordinates receive a different rating from their supervisor with the same output and performance. Communication with appraisers can remove the errors and, similarly, with employees can alleviate the errors.

## 6 References

- Alatawi, I. A., Ntim, C. G., Zras, A., & Elmagrhi, M. H. (2023). CSR, financial and non-financial performance in the tourism sector: A systematic literature review and future research agenda. *International Review of Financial Analysis*, 89, 102734. <https://doi.org/10.1016/j.irfa.2023.102734>
- Alvi, M., Surani, M., & Hirani, S. (2013). *The Effect of Performance Evaluation on Employee's Job Satisfaction in Pakistan International Airlines Corporation (2013)*. <https://mpr.ub.uni-muenchen.de/id/eprint/46415>
- Andrade, M. S., Miller, D., & Westover, J. H. (2020). Job satisfaction factors for housekeepers in the hotel industry: A global comparative analysis. *International Hospitality Review*, 35(1), 90–108. <https://doi.org/10.1108/IHR-06-2020-0018>
- Aspridis, G., & Kyriakou, D. (2012). Human Resource Evaluation in Hotel Units. *Management (18544223)*, 7(1). <https://search.ebscohost.com/login.aspx?direct=true&profile=ehost&scope=site&authType=crawler&jrnl=18544223&AN=77415457&h=ZaDQl3ewutRzUqdqqPOqwy%2F5HLdlXvblNf%2FNyZc0j2VNZKmwqDXoamf76qok5R97iBffuwcfIZ4%2FNnXo9L5CQ%3D%3D&crl=c>
- Blumberg, B., Cooper, D., & Schindler, P. (2014). EBOOK: Business research methods. McGraw Hill. [https://books.google.com/books?hl=en&lr=&id=9sovEAAAQBAJ&oi=fnd&pg=PA1&dq=\(Cooper+%26+Schindler,+2003\).&ots=2DUb-YPvF&sig=y8-E4YgF2b9nUfOPW9z86cvB2vk](https://books.google.com/books?hl=en&lr=&id=9sovEAAAQBAJ&oi=fnd&pg=PA1&dq=(Cooper+%26+Schindler,+2003).&ots=2DUb-YPvF&sig=y8-E4YgF2b9nUfOPW9z86cvB2vk)
- Boachie-Mensah, F. O., & Seidu, P. A. (2012). Employees' perception of performance appraisal system: A case study. *International Journal of Business and Management*, 7(2), 73.
- Benevene, P., & Buonomo, I. (2020). Green Human Resource Management: An Evidence-Based Systematic Literature Review. *Sustainability*, 12(15), Article 15. <https://doi.org/10.3390/su12155974>
- Bernandy, M. P., Wijaya, A. I., Lestiani, D. I., Husaini, R., Saputra, L. H., Oktavian, F. N., & Rahman, M. F. W. (2024). HRM Practices Across Different Cultures: An Evidence-Based Study In France And Egypt. *International journal of economics, management, business, and social science (ijembis)*, 4(1), Article 1. <https://doi.org/10.59889/ijembis.v4i1.349>
- Bist, K. (2024). *Human Resource Management and Job Satisfaction of Development Banks in Nepal* [Thesis, Faculty of Management]. <https://elibrary.tucl.edu.np/handle/123456789/22494>
- Cinar, E., Simms, C., Trott, P., & Demircioglu, M. A. (2024). Public sector innovation in context: A comparative study of innovation types. *Public Management Review*, 26(1), 265–292. <https://doi.org/10.1080/14719037.2022.2080860>
- Core functions of Sustainable Human Resource Management. A hybrid literature review with the use of H-Classics methodology—Piwowar-Sulej—2021—Sustainable Development—Wiley Online Library.* (n.d.). Retrieved May 3, 2024, from

<https://onlinelibrary.wiley.com/doi/full/10.1002/sd.2166>

- Cook, S. W., & Berrenberg, J. L. (1981). Approaches to Encouraging Conservation Behavior: A Review and Conceptual Framework. *Journal of Social Issues*, 37(2), 73–107. <https://doi.org/10.1111/j.1540-4560.1981.tb02627.x>
- Filimonau, V., Rosa, M. S., Franca, L. S., Creus, A. C., Ribeiro, G. M., Molnarova, J., Piumatti, R. G., Valsasina, L., & Safaei, A. (2021). Environmental and carbon footprint of tourist accommodation: A comparative study of popular hotel categories in Brazil and Peru. *Journal of Cleaner Production*, 328, 129561. <https://doi.org/10.1016/j.jclepro.2021.129561>
- Employee empowerment, performance appraisal quality and performance | Journal of Management Control*. (n.d.). Retrieved May 3, 2024, from <https://link.springer.com/article/10.1007/s00187-020-00307-y>
- French, S., Kubo, K., & Marsden, D. (2000). *Why does performance pay de-motivate: Financial incentives versus performance appraisal*. <https://eprints.lse.ac.uk/3639/>
- Ghani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., Ariza-Montes, A., & Araya-Castillo, L. (2022). Challenges and Strategies for Employee Retention in the Hospitality Industry: A Review. *Sustainability*, 14(5), Article 5. <https://doi.org/10.3390/su14052885>
- Ghazi, K. M., El-Said, O., Salem, I. E., & Smith, M. (2023). Does performance appraisal legitimacy predict employee sabotage and innovative behaviors? The mediating role of performance appraisal satisfaction. *Tourism Management Perspectives*, 47, 101117. <https://doi.org/10.1016/j.tmp.2023.101117>
- Greenberg, J. (1987). A Taxonomy of Organizational Justice Theories. *The Academy of Management Review*, 12(1), 9. <https://doi.org/10.2307/257990>
- Hu, F., Trivedi, R., & Teichert, T. (2022). Using hotel reviews to assess hotel frontline employees' roles and performances. *International Journal of Contemporary Hospitality Management*, 34(5), 1796–1822. <https://doi.org/10.1108/IJCHM-04-2021-0491>
- Jibril, I. A., & Yeşiltaş, M. (2022). Employee Satisfaction, Talent Management Practices and Sustainable Competitive Advantage in the Northern Cyprus Hotel Industry. *Sustainability*, 14(12), Article 12. <https://doi.org/10.3390/su14127082>
- Könsgen, R., Schaarschmidt, M., Ivens, S., & Munzel, A. (2018). Finding Meaning in Contradiction on Employee Review Sites—Effects of Discrepant Online Reviews on Job Application Intentions. *Journal of Interactive Marketing*, 43(1), 165–177. <https://doi.org/10.1016/j.intmar.2018.05.001>
- Kumar, P., Jain, V. K., Dube, P., & Tyagi, V. (2024). Moderating role of the “type of hotel” on the relationship between human resource practices and job satisfaction in the hotel sector in India: A PLS-based SEM approach. *International Journal of Business and Globalisation*, 36(2–3), 259–275. <https://doi.org/10.1504/IJBG.2024.137394>
- Karimi, R., Malik, M. I., & Hussain, S. (2011). Examining the relationship of performance appraisal system and employee satisfaction. *International Journal of Business and Social Science*, 2(22). <https://search.proquest.com/openview/2c76d246e4058fa11bf38dd2d0dc9c06/1.pdf?pq-origsite=gscholar&cbl=646295>
- Lee, S. (Ally), Shin, H. H., & Jeong, M. (2020). Are Students Ready for Their Future Career in the Event and Meeting Industry? Lessons from a Comparative Study between Students and Event and Meeting Professionals. *Journal of Hospitality & Tourism Education*, 32(2), 77–87. <https://doi.org/10.1080/10963758.2019.1654886>
- Leung, X. Y., & Wen, H. (2020). Chatbot usage in restaurant takeout orders: A comparison study of three ordering methods. *Journal of Hospitality and Tourism Management*, 45, 377–386. <https://doi.org/10.1016/j.jhtm.2020.09.004>
- Muchsinati, E. S., Oktalia, A., & Priscilla, Y. G. (2024). How e-human resource management can increase employee productivity in F&B in Batam. *International Journal of Financial, Accounting, and Management*, 5(4), Article 4. <https://doi.org/10.35912/ijfam.v5i4.1606>

- Moorman, R. H., Niehoff, B. P., & Organ, D. W. (1993). Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice. *Employee Responsibilities and Rights Journal*, 6(3), 209–225. <https://doi.org/10.1007/BF01419445>
- Mahmood, F., & Nasir, N. (2023). Impact of green human resource management practises on sustainable performance: Serial mediation of green intellectual capital and green behaviour. *Environmental Science and Pollution Research*, 30(39), 90875–90891. <https://doi.org/10.1007/s11356-023-28541-6>
- Monis, H., & Sreedhara, T. N. (2010). Correlates of employee satisfaction with performance appraisal system in foreign MNC BPOs operating in India. *Annals of the University of Petroşani*, 10(4), 215–224.
- Muhammad, I. H., Kaleem (PhD), I., & Lukman, T. (2023). Strategic human resource management practices; insights from hotels in the upper west region, ghana. *International Journal of Management & Entrepreneurship Research*, 5(12), Article 12. <https://doi.org/10.51594/ijmer.v5i12.644>
- Nwoko, C., & Abdulrahman, M. E. (2023). Enhancing construction quality and efficiency in abuja, nigeria: modular construction for hotels. *International Journal of African Research Sustainability Studies*. <https://cambridgeresearchpub.com/ijarss/article/view/106>
- Papademetriou, C., Anastasiadou, S., & Papalexandris, S. (2023). The Effect of Sustainable Human Resource Management Practices on Customer Satisfaction, Service Quality, and Institutional Performance in Hotel Businesses. *Sustainability*, 15(10), Article 10. <https://doi.org/10.3390/su15108251>
- Pauzi, M. F. M., & Rahim, N. B. (2023). Evaluation of performance appraisal practices and organisational justice towards work-related outcomes: a case study of a malaysian government agency in the northern region. *International Journal of Management Studies*, 30(2), Article 2. <https://doi.org/10.32890/ijms2023.30.2.5>
- Poon, J. M. (2004). Effects of performance appraisal politics on job satisfaction and turnover intention. *Personnel Review*, 33(3), 322–334.
- Priya, C. S. R., & Deepalakshmi, P. (2023). Sentiment analysis from unstructured hotel reviews data in social network using deep learning techniques. *International Journal of Information Technology*, 15(7), 3563–3574. <https://doi.org/10.1007/s41870-023-01419-z>
- Rubel, M., Kee, D., Yusliza, M.-Y., & Rimi, N. (2023). Socially responsible HRM and hotel employees' environmental performance: The mediating roles of green knowledge sharing and environmental commitment. *International Journal of Contemporary Hospitality Management*, 35. <https://doi.org/10.1108/IJCHM-01-2022-0098>
- Seidu, S., Opoku Mensah, A., Issau, K., & Amoah-Mensah, A. (2022). Does organisational culture determine performance differentials in the hospitality industry? Evidence from the hotel industry. *Journal of Hospitality and Tourism Insights*, 5(3), 535–552.
- Singh, H. P., Alshallaqi, M., & Altamimi, M. (2023). Predicting Critical Factors Impacting Hotel Online Ratings: A Comparison of Religious and Commercial Destinations in Saudi Arabia. *Sustainability*, 15(15), Article 15. <https://doi.org/10.3390/su151511998>
- Sudin, S. (2011). Fairness of and satisfaction with performance appraisal process. *Journal of Global Management*, 2(1), 66–83.
- Uzochukwu, I. U., Shehu-Usman, M., Gambo, N., & Bakare, A. A. (2024). Impact of Performance Appraisal Fairness on Employee Productivity in Nigerian Federal Regulatory Agencies. *European Journal of Business and Innovation Research*, 12(1), Article 1.
- Varma, A., Budhwar, P. S., & DeNisi, A. (2023). *Performance Management Systems: A Global Perspective*. Taylor & Francis.
- Ye, F., Sun, J., Wang, Y., Nedjah, N., & Bu, W. (2023). A novel method for the performance

- evaluation of institutionalized collaborative innovation using an improved G1-CRITIC comprehensive evaluation model. *Journal of Innovation & Knowledge*, 8(1), 100289. <https://doi.org/10.1016/j.jik.2022.100289>
- Yoo, M.-S., & Lee, K.-J. (2023). Effect of Rule Clarity and Evaluators' Respectful Attitude on the Perceived Fairness of the Hotel Rating System. *Journal of Quality Assurance in Hospitality & Tourism*, 24(1), 51–74. <https://doi.org/10.1080/1528008X.2021.2017386>
- Yazdani, M., Ariza-Montes, A., Arjona-Fuentes, J. M., & Radic, A. (2024). Cruise hotel sustainable supplier management using a grey-based decision support framework. *Journal of Travel & Tourism Marketing*, 41(4), 538–558. <https://doi.org/10.1080/10548408.2023.2285927>
- Yuan, C., Fu, G., Zhao, J., Wu, Z., Lyu, Q., & Wang, Y. (2024). Comparative study of fault tree analysis and 24Model: Taking the cause analysis of the Quanzhou Xinjia Hotel collapse accident as an example. *International Journal of Occupational Safety and Ergonomics*, 30(1), 108–118. <https://doi.org/10.1080/10803548.2023.2259698>

## Appendix

### PERFORMANCE APPRAISAL QUESTIONNAIRE

Strongly Agree	Agree	Partially Agree	Disagree	Strongly Disagree
5	4	3	2	1

#### 1. Distributive Justice

- D1. Job decisions are made by managers in an unbiased manner.
- D2. My manager makes sure that all employee concerns are heard before job decisions are made.
- D3. To make job decisions, my general manager collects accurate and complete information.
- D4. To make job decisions, my manager clarifies decisions and provides additional information when requested by the employee.
- D5. Employees are allowed to challenge or appeal job decisions made by the manager.

#### 2. Procedural Justice

- P1. When decisions are made about my job, the manager treats me with respect & dignity
- P2. When decisions are made about my job, the manager treats me with kindness & consideration.
- P3. When decisions are made about my job, the manager is sensitive to my personal needs.
- P4. When decisions are made about my job, the manager deals with me in a truthful manner.
- P5. When decisions are made about my job, the manager shows concern for my rights as an employee.
- P6. When making decisions about my job, manager offers explanations that make sense to me.

#### 3. Evaluation System

- E1. Do you agree the evaluation results you get last time.
- E2. Does performance evaluation serves on the basis of promotion
- E3. People who get promoted they really deserve it

#### 4. Feed Back System

F1. My remuneration package matches the responsibilities that I have

F2. Employees are fairly rewarded for their performance

F3. I am praised when I do a good job

5. Employees Satisfaction

S1. I am satisfied with my decision to render my services to this Hotel

S2. Are you satisfied with the administration?

S3. I did the right decision when I decided to join this Hotel

S4. Are you satisfied with the overall systems of appraisal?

S5. There is no favoritism