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Research Paper

Exploring factors influencing the performance appraisal system in hotels

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ABSTRACT

The paper aims to explore the factor influencing the performance appraisal systems in hotels. A sample of 320 has been collected from employees working in five-star hotels in the national capital region of India using a quantitative approach. Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were utilised to analyze the data. Four factors have been found such as Employee Participation and Development-Oriented Appraisal, Organizational Support and Career Growth Linkages, Fairness and Transparency in Appraisal, Clarity and System Structure of Appraisal System. The findings help HR practitioners and management of hotels to designing more effective appraisal systems that are participative, transparent, development-oriented, and linked to career growth. It also helps the managers to enhance employee satisfaction and reduce staff turnover.

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1. INTRODUCTION

The hospitality industry operates in a dynamic environment characterized by high guest expectations, seasonal fluctuations, and intense competition [1]. In such environment, employee plays a

crucial role in determining organizational success and customer satisfaction. Consequently, effective human resource management practices, mainly performance appraisal systems, have gained significant importance in ensuring that employees meet organizational expectations and contribute to overall service excellence.

Performance appraisal is a systematic process through which an organization evaluates the performance, behaviour, and potential of its employees. It serves multiple purposes, including performance evaluation, employee development, feedback provision, and administrative decision-making, and continuous improvement [2]. A well-designed appraisal system assists in recognizing and making decision of employee training requirements, promotion, transfers, improving productivity apart from the evaluating employee performance [3], [4]. In the hotel industry, where hotel have different departments such as front office, housekeeping, food and beverage, kitchen, human resource, and marketing etc.; the performance appraisal systems must be comprehensive, flexible, and aligned with job-specific requirements.

From traditional, top-down to evaluating method to participative and development method, the appraisal system continuously changed over the years. Goal setting, employee participation and continuous feedback techniques are emphasized in the modern appraisal system. The hotel business which is rely on employee, emphasises to implemented these modern approaches such as 360-degree feedback, competency-based assessments and Management by Objectives (MBO).

Apart of continuous development in appraisal system, the effective appraisal systems are relied on various influencing dimensions. Many researchers found different factors such as organizational culture, clarity of performance standards, fairness, managerial competence, and employee perceptions [5], [6]. Evey industry faces several challenges in implementing and conducting a successful performance appraisal. Similarly, hotel industry is not apart from it. These challenges may lead to biases such as favouritism, halo effect, or leniency errors [7], [8]. Furthermore, Roberts stated that the absence of appropriate training for evaluators, inadequate communication, inadequate policy and clarity throughout the process can limit the efficiency [9] of these systems. These biases can decrease the trustworthiness and acceptance of the appraisal system between employees. In result of that, employees may perceive the evaluation process as unfair or inconsistent and it leading to disappointment and decreased motivation.

Rewards, salary increments, promotions and recognition are crucial influencing factors that linked with the appraisal outcomes. Employees are more prospective to accept and engage with the appraisal process when they perceive a clear and fair connection between their performance and rewards [10]. On the other hand, weak or unclear linkages between outcomes and rewards can weaken the purpose of performance appraisal and decrease its influence on employee productivity. Furthermore, the sector is marked by shortage of competent employee, high employee turnover, diverse workforce, and demanding work settings [11]. This nature of the industry adds difficulty to the design and execution of effective appraisal systems. The integration of new technology, digital performance management tools and applications helps for enhancing transparency and efficiency in implemented the appraisal process. However, the success of such systems depends on their proper amalgamation with organizational practices and employee acceptance.

Despite a lot of studies conducted on performance appraisal in various sectors, there is a lack of empirical studies focusing specifically on the hotel sector, particularly in the Indian context. The unique characteristics of hotel operations, make it necessary to a deeper understanding of the factors influencing appraisal systems amongst the employees. Therefore, this study aims to explore the key factors that affect the performance appraisal system in hotels, providing insights that can help managers design more effective and employee-centric appraisal practices.

2. RELATED WORK

An effective Performance Management System (PMS) is grounded in the establishment of well-defined targets, which enable both employees and supervisors to periodically evaluate performance in relation to these set objectives [12], [13]. The systematic evaluation of employee performance against predetermined standards is referred to as performance appraisal. The performance appraisal has become

a fundamental necessity for organizations to systematically assess employee performance [14]. In a similar manner, the performance appraisal systems are involved in enhancing employee performance, which ultimately contributes to organizational success [2], [4]. The findings further suggest that certain appraisal practices are commonly adopted across the industry. Additionally, performance appraisal defined as a systematic process of evaluating employee behaviour in the workplace, encompassing both quantitative and qualitative aspects of an individual's job performance. The performance appraisal system is not only recognized as a human resource management tool for employee development, but is also widely utilized by organizations to reward employees through bonuses, promotions, and salary increments [15]. Performance appraisal ratings serve as a critical basis for organizational decision-making, including matters related to transfers, promotions, terminations, training, employee retention, and reinstatement [16]. Similarly, performance appraisal is considered one of the most critical HR functions, as it enables supervisors or evaluators to systematically analyse and assess the performance of their subordinates. It stated that a positive and significant influence between performance appraisal and employee performance [17]. Effective performance evaluation, when combined with performance-based pay systems, can enhance employees' commitment to the organization.

Clarity of performance standards and evaluation criteria is widely recognized as a key determinant of the effectiveness of performance appraisal systems [18]. The well-defined and measurable performance indicators minimize ambiguity and enhance the reliability and credibility of the appraisal process [19]. The success of performance appraisal is reliant on varied factors like clarity of performance expectations, previous performance rating, aligning career development with performance appraisal, and ensuring an equitable appraisal system [20]. Conversely, the use of ambiguous or subjective criteria often results in employee dissatisfaction and perceptions of bias [4], [10], [21]. This problem is particularly important in the hotel sector, where employees perform different roles, and play important role in guest satisfaction. So, it is important in development of transparent and role-specific evaluation standards [12], [22].

Competence and training of appraisers also an important factor influencing appraisal system. The significance of feedback and communication within the appraisal process [22]. Effective feedback system enables employees to identify their strengths and areas for improvement, thereby facilitating performance enhancement and professional development [12], [22].

Furthermore, perceived fairness and organizational justice are critical in shaping employee acceptance of performance appraisal systems [20]. Employees' perceptions of fairness, and interactional justice were pointedly influencing their perception toward the appraisal process [4], [21].

3. METHODOLOGY

The present study adopted a quantitative approach to explore the performance appraisal system used in five-star hotels. The population for this study were the employees working in five-star hotels in NCR region, including personnel from front office, housekeeping, food and beverage service, food production, and other operational departments. Employees across lower, middle, and higher managerial levels were included in the study to ensure inclusive representation. The table of Krejcie & Morgan for calculating sample size was employed in the study. In the present study, a sample of 320 employees collected through a non-probability convenience sampling technique from various hotels.

To meet the research objective, a self-administered questionnaire was developed after extensive review of existing literature. The questionnaire consisting 24 variables related to performance appraisal systems in the hotel sector. Respondents were asked to note their responses on a "5-point Likert-type scale", extending from "strongly disagree" to 'strongly agree". Furthermore, to gather the demographic profile of the respondents, questions were added in the questionnaire. Content validity was ensured through expert review by academicians and industry professionals.

To collect the data, online questionnaire (google form) was utilised and administered personally and/or electronically to hotel employees through various channel. The study was led in the April – November 2025. The study replies were composed and exported as an Excel worksheet from google form for further examination. "SPSS Version 27" was utilised for data analysis. Descriptive analysis was

accomplished to analyse the demographic section of the respondents. Exploratory factor analysis (EFA), and Confirmatory facto analysis (CFA) a statistical method, was utilised to identify underlying dimensions. This analysis revealed recurring patterns and grouped relevant items together.

4. RESULTS AND DISCUSSION

4.1. Demographic Profile

As shown in Table 1, the results represented the demographic profile of the respondents. The result stated that 58.1% of employees were female, while 41.9% were male. In the age group, 39.7% of employees under 25 years and 38.1% between 25–35 years, indicating that a majority of employees were young professionals in sampled hotels. Only a small proportion (5.3%) of employees were above 45 years. A majority of employees have a Bachelor's degree (61.6%), indicating majority of employees were graduate. 14.1% of employees have Diplomas and Master's degrees each. While only 3.4% have high school education certificate and 0.6% hold doctoral qualifications.

Table 1. Characteristics of Respondents

Variables		Frequency (N=320)	Percentage
Gender	Male	134	41.9
	Female	186	58.1
Age	Under 25	127	39.7
	25-35	122	38.1
	35-45	54	16.9
	45-55	14	4.4
	55 and above	3	0.9
Educational Qualification	High School	11	3.4
	Diploma	45	14.1
	Bachelor's Degree	197	61.6
	Master's Degree	45	14.1
	Doctorate	2	0.6
Overall experience in Hotel Industry	Less than 1 year	55	17.2
	1-3 years	154	48.1
	3-6 years	43	13.4
	6-9 years	26	8.1
	More than 9 years	42	13.1
Department	Front office	88	27.5
	Housekeeping	55	17.2
	Food and Beverage services	113	35.3
	Food Production	26	8.1
	Other	38	11.9
Designation/ Level	Lower Level	40	12.5
	Middle Level	237	74.1
	Higher Level	43	13.4
Length of Service in Current Hotel	Less than 1 year	77	24.1
	1-5 years	195	60.9
	5-10 years	40	12.5
	10-15 years	5	1.6
	More than 15 years	3	0.9
Annual Income	Less than 3 Lacs	107	33.4
	3-5 Lacs	142	44.4

	5-10 lacs	48	15
	More than 10 lacs	23	7.2

In regard of overall experience, a majority of employees have experience of 1-3 years (48.1%), followed by 17.2% with less than 1 year, 13.4% with 3-6 years, and only 13.1% with more than 9 years. In the surveyed sample, a majority of employees worked in the Food and Beverage Service department (35.3%), followed by Front Office (27.5%) and Housekeeping (17.2%). Food Production accounts only for 8.1%, while 11.9% worked in other departments. A substantial majority of employees (74.1%) occupy middle-level positions, while 13.4% are in higher-level roles and 12.5% in lower-level roles. The table detailed that 60.9% of employees have worked in their current hotel for 1–5 years, while 24.1% have less than one year of service. Very few employees (2.5%) have served more than 10 years.

In terms of annual income, 44.4% of employees earn between 3–5 lakhs, while 33.4% earn less than 3 lakhs annually. Only 7.2% earn more than 10 lakhs, indicating that the majority of employees fall within the lower to mid salary.

4.2. Exploratory Factor Analysis

As shown in Table 2, the KMO evaluate the sampling suitability by examining the amount of variance amid variables that might be prompted by underlying aspects. In the present study, the KMO amount of sample adequacy is 0.966. This value comes within the suitable range (usually above 0.7), representing that the dataset is well-structured and suitable for factor analysis (Nunnally, 1978). Bartlett's Test of Sphericity is also statistically significant (χ^2 = 8976.422, df = 276, p < .001). It stated that correlation matrix is a distinctiveness matrix and there is a significant association amid the variables. Consequently, the data is suitable for factor analysis.

Table 2. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		**.966**
Bartlett's Test of Sphericity	Approx. Chi-Square	8976.422
	df	276
	Sig.	.000

To inspect the aspects influencing the performance appraisal system, "Principal Component Factor Analysis" and "Varimax Rotation" was used to identify the aspects after gathering responses from respondents. The extent scale comprised of 24 items for aspects influencing performance appraisal system. It has been suggested that factor analysis inferring with latent root criterion, it is important to contemplate Eigen values greater than 1.0. Twenty-four items were extracted under the four factors collectively explaining 80.839% of the total variance as mentioned in Table 3. Nine items were loaded under factor 1, and this factor labelled as "Employee Participation and Development-Oriented Appraisal." Factor 2 labelled as "Organizational Support and Career Growth Linkages" and seven items loaded under this factor. Factor 3 labelled as "Fairness and Transparency in Appraisal." Three items were loaded under factor 4, and this factor labelled as "Clarity and System Structure of Appraisal System."

Table 3. Exploratory Factor Analysis

Variables	**Factor Loading**			
	F1	**F2**	**F3**	**F4**
Factor 1: Employee Participation and Development-Oriented Appraisal				
My organization values my contribution to the performance appraisal process	.810			
I am actively involved in setting my performance goals.	.780			
My opinions and feedback are considered in the appraisal process	.767			

My organization wishes to give me the best possible opportunity if I am not able to do well in the current role after performance appraisal.	.763			
My performance appraisal results are considered in promotion decisions	.743			
The performance appraisal process helps me understand my performance level.	.717			
I receive training or development opportunities based on my appraisal results.	.705			
I receive performance feedback frequently enough to improve my performance	.613			
My appraisals are based on objective criteria rather than subjective opinions.	.610			
Factor 2: Organizational Support and Career Growth Linkages				
My organization supports my development needs identified through appraisals		.773		
My hotel cares about my opinion while conducting performance appraisals		.762		
The results of my performance appraisal are linked to rewards such as bonuses or raises		.735		
The appraisal process helps me in my career growth within the organization.		.726		
The performance appraisal process identifies areas where I need further development		.699		
I have the opportunity to provide input during my performance appraisal		.674		
It appears that my organization is more focused on giving positive feedback to high performers rather than addressing the shortcomings of low performers		.668		
Factor 3: Fairness and Transparency in Appraisal				
The performance appraisal process is fair and unbiased.			.755	
All employees are treated equally during the performance appraisal process			.735	
I understand how my performance is being evaluated.			.726	
The frequency of performance appraisals is adequate for tracking my progress			.714	
I am pleased with how the performance appraisal system is utilized to assess and rate my performance			.636	
Factor 4: Clarity and System Structure of Appraisal System				
The criteria used in the performance appraisal are clearly communicated to me.				.712
The performance appraisal practice is easy to understand.				.690
Performance appraisals are conducted regularly in my organization.				.592
Total Variance Explained (%) = 80.839%	27.484	22.962	17.990	12.404
No. of total items (Total= 24)	9	7	5	3

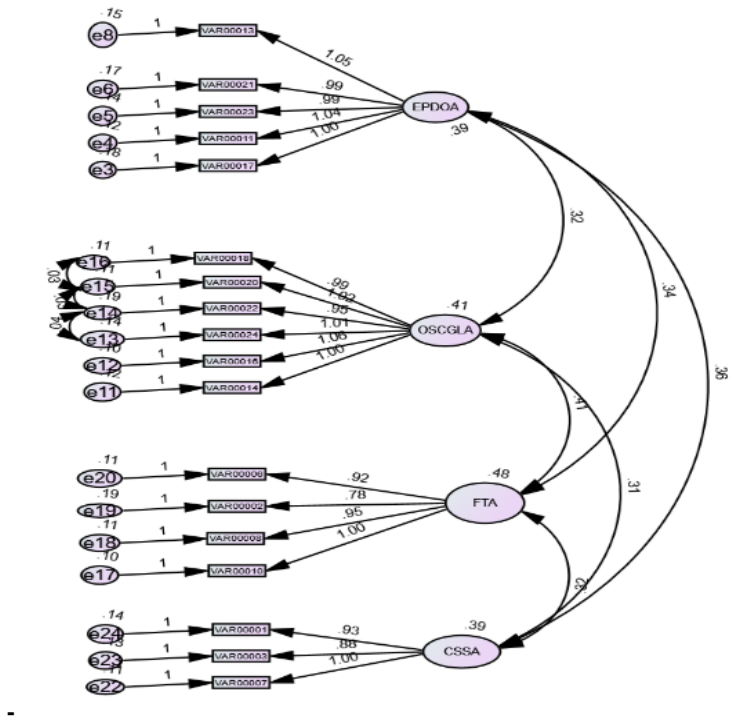


Figure 1. Measurement Model

4.3. Confirmatory Factor Analysis

As shown in Figure 1, the hypothesized model was evaluated using 24 observed indicator variables representing four correlated latent constructs identified through factor analysis. To enhance model reliability, six items were sequentially removed. The final model was therefore estimated with 18 indicators across the four latent constructs. All constructs were specified as reflective, with each indicator loading on only one construct.

The four factors derived through Exploratory Factor Analysis and used in Confirmatory Factor Analysis (CFA), mutually explicate 80.839% of the variance in factor influencing the performance appraisal system in hotels. Each factor denotes diverse aspects influencing performance appraisal system, including "Employee Participation and Development-Oriented Appraisal", "Organizational Support and Career Growth Linkages", "Fairness and Transparency in Appraisal", and "Clarity and System Structure of Appraisal System" of the hotel sector. The first factor comprises items with high factor loadings ranging from 0.610 to 0.810, indicating a strong internal consistency. It comprises the items related to goal setting, feedback to improve performance, training, appraisals are based on objective criteria, and performance understanding. It suggests that employees perceived employee Participation and Development-Oriented Appraisal was an important factor influencing appraisal system. The second factor, "Organizational Support and Career Growth Linkages," comprises the items related to supports my development needs, value the opinion, and appraisal outcomes with tangible benefits such as rewards, promotions, and career advancement. Employees perceived Organizational Support and Career Growth Linkages as the second most influencing factor.

This finding also supports the idea that appraisal systems must go beyond evaluation and serve as strategic tools for talent development and retention. The third factor, "Fairness and Transparency in Appraisal" also indicating a strong internal consistency. It comprises the items related to fair and unbiased process, frequency of performance appraisals, equal opportunities, frequently tracking progress and clear evaluation criteria. It showed that perceptions of fairness and Transparency also significantly influence the acceptance and effectiveness of appraisal systems. The fourth factor "Clarity and System Structure of Appraisal System" included three items such as "The criteria used in the performance appraisal are clearly communicated to me", "The performance appraisal practice is easy to understand" and "Performance appraisals are conducted regularly in my organization". It stated that clear communication, understandable

and regular appraisal system help employees better align their performance with organizational expectations. It stated that clear communication, understandable and regular appraisal system help employees better align their performance with organizational expectations.

5. CONCLUSION

This study shed the light on the factor influencing the performance appraisal system in hotels. The study provides valuable insights for hotels to better understand the factors that influence the employee's perception regarding the performance appraisal system. The study suggests that hotel have to be design and implemented multi-dimensional appraisal system that entail a balance between employee involvement, organizational support, fairness, and structural clarity. Such an approach is likely to enhance employee satisfaction, improve performance, and contribute to overall organizational success.

This study also has certain limitations that should be acknowledged. Firstly, the sample size was relatively small, consisting of 320 samples and study conducting only a specific region in India. This limits the generalisability of findings to a larger population. A further study can be conducted with a large sample size from different regions. Second, the study used a cross-sectional strategy, which captured a particular point in time; longitudinal methods would be advantageous for future research. That could provide deeper insights into changes over time and causal relationships. Lastly, the study relies primarily on quantitative analysis. Further, qualitative study can be conducted that could have offered a more nuanced understanding of employees' experiences and perceptions.

The study offers both practical and theoretical contributions to understanding performance appraisal system in the hotel industry. The finding helps HR practitioners and management of hotels to designing more effective appraisal systems that are participative, transparent, development-oriented, and linked to career growth. It also helps the managers to enhance employee satisfaction and reduce staff turnover. Theoretically, the study enriches existing literature by identifying four key dimensions; employee participation, organizational support, fairness, and system clarity, as critical determinants of effective appraisal system. It provides a nuanced understanding of factor influencing performance system in hotels.

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Author Contributions Statement

Name of Author	C	M	So	Va	Fo	I	R	D	O	E	Vi	Su	P	Fu
Dr. Gunjan Malik	✓	✓		✓	✓	✓	✓	✓	✓		✓	✓		✓
Sweety Ahlawat			✓			✓		✓	✓			✓		

C : **C**onceptualization
M : **M**ethodology
So : **So**ftware
Va : **Va**lidation
Fo : **Fo**rmal analysis
I : **I**nvestigation
R : **R**esources
D : **D**ata Curation
O : Writing - **O**riginal Draft
E : Writing - Review & **E**diting
Vi : **Vi**sualization
Su : **Su**pervision
P : **P**roject administration
Fu : **Fu**nding acquisition

Conflict of Interest Disclosure

The author declares no conflicts of interest relevant to this publication.

Informed Consent

All participants were informed about the purpose of the study, and their voluntary consent was obtained prior to data collection.

Ethical Approval

The study was approved by the Maharshi Dayanand University, Rohtak (India).

Data Availability

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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