Performance Appraisal at Four and Five Star Hotels: Ankara Case

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Abstract
Nowadays, tourism establishments developing human resources and motivating will make it easier to reach their goals and those who cannot mange to do this will be obsolete in the ever-changing nature of the tourism business. The most important feature of the tourism sector is that it is based on human element and it s labor-intensive. Hence, human element is of great importance. This being the case, the customer satisfaction in accommodation establishments will be greatly dependent on the success of the personnel. Performance appraisal in this regard is a tool used to measure the performance of the employees in establishing job satisfaction and enhancing success. Performance appraisal indicates the performance of the individuals and gives insights as to what should be done to improve the performance. As well as promoting the communication between the employees and the establishment. From the perspectives of the managers, it paves the way for an efficient information flow about the performance of the personnel and makes job planning more rationally. This study first examines performance and performance appraisal. Then, through a field study, deficiencies in the application of performance appraisal were determined in the four and five star hotel establishments. According to the results obtained, some suggestions were put forward.

Keywords: performance appraisal, hospitality establishments, 4 – 5 star hotels, tourism.