Performance Appraisal at Four and Five Star Hotels: Ankara Case

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Introduction

Performance appraisal can be defined as the procedure of obtaining, analyzing and recording information about the worth of an employee. The focal point of the performance appraisal is measuring and improving the performance of the employee and also the future potential of an employee. Its main objective is to measure what and how employees function.

Performance appraisal rates an employee’s performance in a systematic, periodic and an manner. Hence, it is a systematic way of reviewing and evaluating the performance of an employee during a given period of time. It is a powerful concept to regulate, refine and provide incentives for the performance of the employee. It helps to analyze the achievements of employees and evaluate their contribution to the fulfillment of the general organizational goals. As a distinct and formal management procedure used in the evaluation of work performance, appraisal really dates from the time of the Second World War.

According to Dulewicz (1989), "there is a basic human tendency to make judgments about those one is working with, as well as about oneself." Taking this into consideration, it might be held that appraisal is both inevitable and universal. If there is no carefully structured appraisal system, people will tend to judge the work performance of others, including subordinates, naturally. The human tendency to judge can create serious motivational, ethical and legal problems in the workplace. Without a structured appraisal system, there is little chance of ensuring that the judgments made will be legitimate, reasonable justifiable and correct.

Performance appraisal systems began as simple methods of income justification. In other words, appraisal was used to decide whether or not the salary or wage of an individual employee was justified. By focusing the attention on performance, performance appraisal goes to the spirit of personnel management and reflects the management's interest in the progress of the employees.

Performance appraisal perform the function of reviewing the performance of the employees over a given period of time, judging the gap between the actual and the desired performance, helping the management in exercising organizational control, helping to strengthen the relationship and communication between superiors – subordinates and management – employees, diagnosing the strengths and weaknesses of
the individuals so as to identify the training and development needs of the future, providing feedback to the employees regarding their past performance, providing information to assist in the other personal decisions in the organization, providing clarity of the expectations and responsibilities of the functions to be performed by the employees, judging the effectiveness of the other human resource functions of the organization such as recruitment, selection, training and development.

Nowadays, tourism establishments developing human resources and motivating will make it easier to reach their goals and those who cannot manage 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 is 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 evaluation in this regard is a tool used to measure the performance of the employees in establishing job satisfaction and enhancing success. 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.

The performance appraisal methods applied at hotel establishments should take into account the achievements of the employees rather than rating personnel as good or bad. Hospitality establishments should put their institutional identity in a clear manner through performance appraisals. To serve this purpose, the vision mission and strategies of the establishments should be made clear and put forward. Another result that could be concluded from the study is that the opinions of top and middle managers towards performance appraisal are positive.