

## THE ROLE AND IMPORTANCE OF EMPLOYEE PERFORMANCE ASSESSMENT FOR THE SUCCESS OF HOTELS IN BELGRADE

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### Abstract

In specific business conditions and crisis situations, the commitment to service quality and employee performance, i.e. the interdependence of these components, is extremely important. The quality of a service largely depends on the efficiency and effectiveness of workers, and on their permanent learning and improvement, which raise the employees' motivation to deliver a high-quality service. That is why efforts to promote the quality of services must be based on managing the behaviour and education of employees, which, from the aspect of synergy, leads to the so-called 'learning organisation'. Therefore, the permanent learning organisation is a concept that is becoming an increasingly widespread philosophy in companies oriented towards proactive behaviour. In order to see to what extent this philosophy-orientation is present in hotels in Belgrade, we conducted primary research in the following hotels: Majestic, Zira, Heritage, Holiday INN, and the Crown Plaza of the IHG hotel chain.

**Key words:** human resources, performance, hotel industry, learning organisation, training course, practice

## УЛОГА И ЗНАЧАЈ ЕВАЛУАЦИЈЕ УЧИНКА ЗАПОСЛЕНИХ ЗА УСПЕШНО ПОСЛОВАЊЕ ХОТЕЛА У БЕОГРАДУ

### Апстракт

У специфичним условима пословања и кризним ситуацијама, посвећеност квалитету услуге и учинку запослених, као и међузависност ове две компоненте, изузетно је важна. Квалитет услуге у великој мери зависи од ефикасности и ефективности радника, као и од њиховог сталног учења и усавршавања, што подиже мотивацију запослених за пружање висококвалитетних услуга. Због тога

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се напори на унапређењу квалитета услуга морају заснивати на едукацији запослених и управљању њиховим понашањем, што са аспекта синергије доводи до такозване „организације која учи“. Стога је организација перманентног учења концепт који постаје све раширенија филозофија у свим компанијама оријентисаним на проактивно деловање. Да бисмо видели у којој мери је ова филозофска оријентација присутна у хотелима у Београду, спровели смо примарно истраживање у хотелима: *Majestic*, *Zira*, *Heritage*, *Holiday INN*, и *Crown Plaza*, који припада хотелском ланцу *IHG*.

**Кључне речи:** људски ресурси, учинак, хотелијерство, организација учења, обука, пракса

### INTRODUCTION

In conditions of a general crisis, when workers feel, or have a realistic impression that their hotel consistently and adequately applies the instruments incorporated in all phases of human resource management (selection, training, performance evaluation, compensation and benefits), they are motivated to do their basic work, which is to be at the guests' service, vigorously (Živković, 2022).

Despite the extensive research on human resource practices, there are only a few studies on human resource management practices in the hotel industry (Djajasinga et al., 2021). Work performance, order, loyalty, accountability, inventiveness, and employee knowledge are all indicators of employee performance (Saputro, & Nawangsari, 2021; Tarigan & Rozzyana, 2018). Suherman (2021) defines performance evaluation as the process of measuring the employees' personality qualities, work behaviour, and job task accomplishments, which are used as a factor for decision-making judgments about activities in areas of employment. According to Sinaga and Nawangsari (2019), performance may be measured along various levels, such as work quality, work quantity, punctuality, attendance, and teamwork effectiveness. However, a universal system for measuring the performance of employees in the hotel industry does not exist. An effective system should be based on the availability of data and information, the validity of that information, and a responsible relationship. In addition, analytical, direct, and immediate data insight into employee information is also necessary. In this regard, it is necessary to develop a model whose goals are set according to the efforts of managers and the human resource market, as well as the needs of lower-level managers. Connecting managers' efforts and lower-level managers' needs with indications of worker success (which perform specific tasks) would result in a list of all tasks and objectives, and a broad set of employee performance indicators.

This would enable the system for measuring employee performance to be flexible, and easily adaptable if, and when, necessary. When the effects of interdependence are taken into consideration, the adaptabil-

ity of the application of this model and the management of indicators in accordance with changes in goals may be increased and improved (Andresen & Gronau, 2005). A key question arises during the evaluation of employee performance: how can the best form of performance evaluation be recognised, that is, which form has an effective applicability in hotel industry practice.

### *EVALUATING THE PERFORMANCE OF EMPLOYEES IN THE ANALYSED HOTELS*

#### *Research Methodology*

This research was conducted through a survey and an interview. The research sample consists of the responses of 690 hotel employees working in the following hotels in Belgrade: Majestic, Zira, Heritage, Holiday INN, and the Crown Plaza of the IHG hotel chain<sup>1</sup>.

The age structure of the respondents from the analysed hotels is as follows: (a) 7% of the respondents are ages 18 through 30; (b) 62% of the respondents are ages 31 through 50, and (c) 31% of the respondents are older than 50.

The respondents' level of education is as follows: (a) 13.6% have completed primary school; (b) 76.7% have completed secondary school; (c) 5.5% have a college degree; (d) 2.7% have a faculty degree; and (e) 1.3% have completed post-graduate studies (MA/PhD).

The work experience of the surveyed employees is as follows: (a) 5.8% have worked for up to 5 years; (b) 11.7% have worked between 6 and 10 years; (c) 34.83% have worked between 11 and 20 years; and (d) 47.67% have worked for longer than 20 years.

The number of foreign languages spoken by the surveyed employees may be expressed in percentages as follows: (a) 23.3% speak no foreign languages; (b) 66.3% speak one foreign language; (c) 9.2% speak two foreign languages; and (d) 1.2% speak three foreign languages.

Many business entities have extensive work ahead of them if they are to change their current behaviour and improve the quality of change management, as well as Total Quality Management (TQM), and Learning Management and Business Reengineering, or business process reengineering. Typically, four dimensions of the goal of reengineering are identified: reducing business costs; raising quality to a higher level; increasing the volume of production/turnover (increased capacity utilisation); and increasing work performance intensity and speed.

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<sup>1</sup> Personal research conducted in the period between January and April 2022.

In addition, research was conducted in Belgrade hotels during 2022 using a variety of techniques, including on-site interviews, and e-mail, and telephone interviews. Methodology and forms (with instructions) were employed based on what was available on social media and instructions which were made public.

For this reason, the analytical method was applied in the research of IHG standards, which were explained through notes in the guide for human resources and employee performance evaluation.

The interviewees were introduced to the objectives of the guide and the ways in which it would help them understand (*Owner: Global & Performance VI 2021*):

- (a) what is expected of them as human resources managers;
- (b) how they could help team members work and contribute to the business; and
- (c) how they could offer support to help their team members 'grow'.

An HR manager typically uses this guide:

- (a) after being appointed as the first human resources manager; and
- (b) as a refresher – a reminder of what is included in performance activities.

#### *Expected Performance*

In times of business crises caused by external factors, great attention is paid to employees, their advancement, and the preservation of the positions of both the hotel as a business and individual employees. As Čerović (2011) explains:

An employee who is satisfied and happy at his workplace will more easily identify with the company's goals, so he/she will work for it, not in it. If basic necessities are assumed, specific employee motivating methods are also emphasized nowadays, and it is precisely the intangible acknowledgment and permission of their more inventive form that is highlighted.

(Čerović, 2011, pp. 24-25)

The employees' emotional engagement leads to pleasure and a proactive attitude in carrying out their tasks and commitments (Rivaldo, 2021).

By comparing the results achieved in 2019, a period before the general business crisis, with the business results achieved during a more difficult period of 'disrupted' business, it can be concluded that hotel companies achieved a drastic drop in turnover – the turnover after 2019 measured only 34.51%. The trend of falling realisation, i.e. falling turnover, continued in 2021 and 2022.

However, despite the obvious business crisis caused by the global health crisis, the managers of certain services in the analysed hotels were

asked to rank certain abilities and professional characteristics of their employees, in accordance with their own views. The managers completed the ranking by assigning a rank between 1 (least valued) and 6 (most valued) to eight different employee characteristics and abilities.

*Table 1. The ranking of desirable employee characteristics, according to hotel services (n=80)*

Abilities and Characteristics	Average rank
Communication skills	2.80
Focus on the guest	3.10
Knowledge of statutes, regulations and laws	3.45
Orientation to teamwork	4.10
Mastery of IT technologies	4.25
Organisational abilities	4.37
Initiative	4.41
Emotional stability	6.10

*Source:* Adapted from Živković, D., 2022

In specific business conditions and crisis situations, the commitment to service quality and employee performance, i.e. the interdependence of these components, is extremely important. Improved performance is essential for most organisations; consequently, managers design ways to increase performance and measure it on a regular basis (Kaledi et al., 2021; Imran & Tanveer, 2015). Employee performance, in terms of strengths and weaknesses, requires evaluation in order for an organisation to provide opportunities for their top workers' career objectives by determining compensation, offering promotions, and observing employee behaviour (Sari et al., 2021).

The quality of a service largely depends on the efficiency and effectiveness of the workers, and their permanent learning and improvement, which raise the employees' motivation to deliver a high-quality service. In conditions of a general crisis, when workers feel, or have a realistic impression that their hotel consistently and adequately applies the instruments incorporated in all phases of human resource management (selection, training, performance evaluation, compensation and benefits), they are motivated to do their basic work, which is to be at the guests' service, vigorously (Živković, 2022). That is why efforts in promoting the quality of services must be based on managing the behaviour and education of employees, which, from the aspect of synergy, enables the establishment of a 'learning organisation' system. Therefore, the permanent learning organisation is a concept that is becoming an increasingly widespread philosophy in all adaptable companies, from the largest, transnational companies to the smallest, local companies.

*Table 2 The relationship of employee performance ratings - team members' evaluations of a specific employee*

Indicator	participation in the structure %
1 Expertise	23
2 Quality of work	20
3 Punctuality/Presence	21
4 Rationality	17
5 Attitude	15
6 Personal characteristics	13
7 Team work	13
8 Flexibility	10
9 Relations with service users	11
10 Relationship with authority (manager)	09
11 Independence	11

\*In the structure, the sum is greater than one hundred, since multiple answers are allowed.  
Source: Survey conducted in hotels (April, 2022).

It is considered among management that this type of employee characteristics evaluation is the most realistic, because the employees know each other best. Therefore, this employee performance evaluation model is recommended for other hotels, especially if they are of approximately the same size and structure. In this context, the location, or micro-location, of the hotel is not a negligible matter either.

By making improvements within the domestic hotel industry, in hotels that belong to hotel chains, an entrepreneur and hotel manager can combine their own experiences by implementing the following rules (Savov, 2019, pp. 184-192):

- (a) It is the duty of every employee to come to the workplace fifteen minutes early, so that the shift can be handed over according to protocol, so that all the necessary information can be conveyed, and so that the work of the next shift can be facilitated;
- (b) Wearing a clean and ironed uniform and name tags is mandatory for all employees. Male employees must be neatly groomed, while female employees can wear discreet make-up and inconspicuous jewellery, and must have their hair tied in a ponytail or bun;
- (c) Employees are forbidden to allow guests behind the reception desk, to regulate the temperature in the hotel, and to use the elevator for guests, except when showing the hotel to a potential client, when carrying the guests' luggage, or when the elevator is being cleaned or maintained;
- (d) All employees must provide feedback to guests upon request.

A survey related to education and professional development was distributed to 270 employees of Belgrade hotels in March 2022. The re-

sults of the survey allow us to conclude that the learning of employees has an impact on the quality and performance evaluation of specific persons at work.

*Overview 1. Attitude of employees towards permanent learning and improvement*

1	Unsatisfactory attitude	0.00%
2	Required progress in learning	27.29%
3	Satisfactory level	50.88%
4	Good	19.80%
5	Exceptional	2.12%

*Source:* Survey conducted in hotels, March 2022.

*The Evaluation of Employee Performance*

Of the total number of the employees of the hotels analysed in 2022, 4.7% have a college degree, 15.3% have a vocational college degree, and 80% have completed secondary school. In order to evaluate the performance of the employees in direct contact with hotel guests (receptionists, waiters, kitchen staff, room cleaners, suppliers, etc.) and their superiors, or operational managers, questionnaires were distributed after a period of training and the innovation of knowledge belonging to their domains. The workers and their superiors, who are, by nature of their work, inextricably bound to their relationship with their guests, were surveyed and the questions were related to the levels of their performance realisation, i.e. the jobs and tasks they were assigned to.

The first questionnaire included questions related to personal data about the employees (gender, age, work experience in the hotel industry, level of education, additional training, and specialisation).

In the second questionnaire, employees were asked to evaluate the use of specific indicators and individual instruments of human resource management in their hotel.

The content was designed and presented as follows: Part I – One’s own service behaviour (expected and exceeds expectations); Part II – One’s own ability to serve; and Part III – The general assessment of the use of certain management instruments.

During the survey period (March through April 2020), workers voluntarily gave ratings and answers on a pre-defined value scale ranging from 1 to 5, wherein 1 corresponds to the statement “I do not agree at all”, and 5 corresponds to the statement “I completely agree”.

Scales developed by well-known experts were also used. Subject to evaluation were the four instruments which form the basis of effective human resource management in a hotel:

- (a) The selection of candidates (3 factors);
- (b) The training of interested parties (5 factors);
- (c) Perceiving and evaluating performance (3 factors); and
- (d) Compensation and benefits (4 factors).

The aforementioned instruments and factors are included in part A of the second questionnaire for employees.

Scales for assessing the level of service attitude towards guests, designed as employee-employee evaluations and self-service (behaviour) reports, were constructed to assess two aspects of the service behaviour of hotel employees: (a) the standard, or expected, service behaviour, displayed under regular business conditions (3 factors); and (b) the behaviour displayed while providing services exceeding expectations (3 factors).

These aspects and instruments are included in part B of the second questionnaire for hotel employees. The goal was to measure service relationship in relation to the evaluation of employees. To this end, a three-part scale was used (part C of the second questionnaire for employees).

The quality of service implies an operationalised set of required levels of formal and informal education, as well as certain skills and business experience, that is, routines in performing tasks when providing a specific service. In order to test the previously defined hypothesis, a classic and reliable statistical method (multiple regression) was used.

However, in order to achieve a realistic result, all resources and standard deviations were taken into account for all functions and variable sizes. Additionally, the independent matrix of interrelations (correlations) of all functions and variables used in proving the hypothesis was considered. In such an anticipated situation, although all the scales are known in literature, a scale validation procedure was conducted by using the following, common types of quantitative analyses (Vučković, 2013):

- (1) Analysis of correlation (interrelation) of factors;
- (2) Analysis of interrelationships (correlations) of all factors together; and
- (3) Multicorrelation analysis (Mediation testing).

*Table 3. Human resource management instruments and service behaviour*

Description	Expected service behaviour			Service behaviour exceeding expectations		
	$\beta$	t	Sig	$\beta$	t	Sig
Ability to serve	.393	4.227	.000	.394	3.918	.000
Selection	.069	.487*	.622	.255	1.745*	.090
Training course	-.158	-1.191*	.236	.207	1.451*	.151
Performance evaluation	.340	2.864	.005	.091	.704*	.485
Compensation and benefits	.224	.931*	.059	-.241	-1.928*	.058

\*  $P < 0.05$  statistically significant relationships at the 0.05 level.

Source: Adapted from Vučković, J., 2013



In the effective evaluation of performance, the t-test (statistically significant relationships are marked with \*) or/and Sig value (values greater than 0.05 show a statistically significant relationship) are used as relatively reliable statistical methods, and as the starting criteria and benchmarks for the observation and evaluation of possible, statistically observed, and important relations between the predicted (and expected) use of indicators of human resource management by employees and the service behaviour of employees in the hotel industry. According to the results (presented in Table 3), we can state the following (Vučković, 2013, pp. 224-226):

(1) The assumed system of *selection*, as a very important indicator of human resource management in the hotel, is significantly correlated with *expected service behaviour* ( $t=0.487$ ,  $P<0.05$ ) and *service behaviour exceeding expectations* ( $t=1.745$ ,  $P<0.05$ );

(2) The *training system*, as an important indicator of human resource management, has a significant relationship with *expected service behaviour* ( $t=1.191$ ,  $P<0.05$ );

(3) As expected, the expectations of the application of *compensation and benefits* as an element of human resources management has a significant relationship with *expected service behaviour* ( $t=1.931$ ,  $P<0.05$ ), as a statistical variable;

The above results show that the employees' perception of the application of human resources management instruments in the analysed hotels is related to their service behaviour, which further leads to the conclusion that expectations have been met.

## RESEARCH RESULTS

### *Majestic Hotel*

In this hotel, based on the performance of employees, the main emphasis in the human resources management process can be summarised as being placed on:

- a) Change in the organisational structure, from functional sectors to working (executive) levels;
- b) Changes in the job execution components of complex jobs, with the aim of increasing the level of time utilisation in work as much as possible;
- c) Changes in the provision of services of individuals, from subordinates to participants who have authority;
- d) Changes in the approach to work, from simple training to complex education;
- e) Changes in the work performance evaluation system, from activities to effects;

- f) Changes in the value system of advancement, from performance to abilities;
- g) The improvement of the value system, and business and organisational culture – orientation towards hotel guests, not pleasing managers;
- h) Changes in the work of managers – instead of occupying the role of controller, managers occupy the roles of instructor and mentor;
- i) The decentralisation of management, with the aim of having fewer hierarchical levels;
- j) Changing the manager's role from supervisor to leader.

#### *Hotel Zira*

The process of human resources planning, which usually consists of 4 phases, is applied at Zira Hotel (Hotel Zira, 2020): (a) data collection in the internal and external environment (internal, organisational environment factors, and factors of the external environment); (b) anticipating needs (supply and demand) for human resources by use of the quantitative and qualitative methods; (c) matching the supply and demand for working personnel (non-compliance can result in a surplus, wherein the supply exceeds the demand, or a state in which the expected demand exceeds the expected supply); and (d) the monitoring, evolution and correction of the plan.

Human resources planning at the Zira Hotel is a very complex and responsible task entrusted to the human resources manager, whose performance is evaluated by the hotel's employees. The evaluation is based on the survey, and the answers were provided on a value scale ranging from 1 to 5, according to the normal scale. For example, the answers to the question "Does the manager give clear and precise instructions when communicating with employees", given by 40 respondent, are presented in the following table:

1	I do not agree at all - they are neither clear nor precise	0%
2	I do not agree	6%
3	I have not formed an opinion	19%
4	I agree	56%
5	I completely agree	19%

*Source:* Survey conducted in hotel Zira in February 2022;

Managers are responsible for enabling their employees to achieve the desired results. Reviewing the results of their employees is essential, because it can inform managers whether or not something can be done within the agreed upon time frame. Moreover, performance assessment is

a valuable instrument not only for evaluating the workers' performance but also for their growth and motivation (Palinggi & Mawardi, 2020)

The purpose of reviewing employee results is to properly support the future work of employees, or to redirect them if necessary. Evaluation assists in reviewing the completed work with the aim of finding gaps and flaws that must be corrected, in identifying possible underutilised skills of employees, and in developing appropriate training programmes (Tien et al., 2021). Praise for a completed or well-done task can increase the employees' motivation to work. The evaluation system (performance evaluation) allows managers to see the results and the efficiency of the work cycle. Human resources organisational units require each line manager to conduct staff performance evaluations on an annual, semi-annual, and often quarterly basis. The direct line manager is usually the key person in this process, or the only source of feedback and evaluation. In most cases, this is the person who conducts the appraisal interview. The advantage of performance evaluation is the fact that the immediate supervisor usually knows which tasks an individual has performed and how well they have performed them. Annual performance evaluation is a logical consequence of the ongoing implementation of work efficiency management, which takes place between the supervisor and the employee, who is specifically evaluated in real time, during the year.

Self-assessment is a model that is also applied in Hotel Zira, and it consists of preparing for the assessment interview (approval interview), and filling out a special form on the assessment of one's own work. Line managers may informally invite co-workers and those to whom they are superiors to contribute to the assessment of individuals, but these are not the only sources used.

Salary elements are determined in accordance with the basic mission and vision of the company, and are aimed at fostering the specific principles and actions of individual employees. Fixed amounts and parts of salary are paid regularly, on a weekly or monthly basis, and are changed only in exceptional circumstances. They are usually determined by the specifics of the contract, such as: monetary incentives (working shifts or only at night), benefits (sick leave, paid meals, vouchers) and special additions ('tuning'). Variable elements, and different bonuses, incentives and overtime compensation, can vary from employee to employer.

The Zira salary system consists of the following elements (Hotel Zira, 2020):

- (a) Basic salary – regular, fixed salary;
- (b) Privilege – paid meals in shifts, or paid tickets for public transport;
- (c) Reward for employees who work night shifts, calculated separately.

Bonuses and overtime are not paid, and management does not practice incentive pay in order to motivate employees, despite good business.

Promotions, transfers and demotions come as a result of employee performance evaluation. The different types of employee displacement within the hotel – promotions, transfers, demotions and dismissals are key elements related to human resources in this hotel as well.

On the other hand, the possibility of advancement is, in most cases, an important incentive for the realisation of above average results in hotel management. Even though salary and benefits have a strong influence on work satisfaction, and have a direct impact on work performance (Pham Thi et al., 2021), it is necessary to improve the manner in which salaries are determined and calculated, so that they are the result of achievement, and not the result of favouritism<sup>2</sup>.

### *Hotel Heritage*

When evaluating the performance of line managers and reception staff who are in direct contact with guests, the operational managers of Hotel Heritage analyse the results of a questionnaire filled out by guests in order to gain insight into the quality of employee engagement.

From the standpoint of performance evaluation, a positive assessment on all fifteen questions of the questionnaire represents the ideal result, while a positive assessment on more than eleven of the questions represents a good result which conveys the impression that an employee thinks about their customers, or guests, and takes care of the quality of service which is provided to them.

An average result is represented by a positive assessment on eleven of the questions, or less, while a positive assessment on less than seven questions represents a bad result which leaves a lot of room for improvement.

From the standpoint of human resources management, it is necessary to analyse the causes of the negative responses by evaluating the performance of specific hotel employees, so as to be able to correct their behaviour and attitude. The results can be a good guide on how to improve the employees' attitude towards guests and raise it to a higher qualitative level. To that end, it is necessary to set standards and respect procedures during work, because these factors directly affect guest satisfaction. The overall behaviour of the employees not only helps the hotel position itself higher on the market but also ensures that the hotel maintains a high position if it has already reached it.

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<sup>2</sup> Internal documentation of Hotel Zira, 2022.

*Overview 2. Example of a questionnaire on hotel care for clients (guests)*

Are your guests at the forefront of the hotel business?	Positive	Negative
1. Do you occasionally ask your guests to underline their expectations regarding this hotel company?		
2. Do you demonstrate a certain courtesy and level of respect to each guest or colleague regardless of circumstances?		
3. Do you strive to learn as much as possible about your guest and the company they work for?		
4. Do you immediately respond to guest complaints?		
5. Are you answering the phone right now?		
6. Do you always anticipate a little more time for service or correction, in case of unforeseen events?		
7. Do you record opinions about the level of service quality of your hotel?		
8. Do you receive letters in which guests express their gratitude for your cooperation and reception?		
9. What is the essence of your work - meeting the needs of your guests, or increasing the occupancy of the hotel and its profits?		
10. Do you check if the guests are satisfied with the service?		
11. Do you provide special conditions and benefits for your loyal guests?		
12. Do you sometimes surprise your regular guests with an unexpected service?		
13. Do you show enthusiasm when serving your guests?		
14. Do you continuously request modalities in order to improve the level of quality of your service?		
15. Do you occasionally thank your regular guests for their cooperation and support?		

*Source:* Adapted from: [www.plark.net/literatura/mng053.php](http://www.plark.net/literatura/mng053.php)

*Holiday Inn*

In this hotel, a special way of evaluating and rating the performance of employees has long been in effect. In the hotel, they are convinced that this has contributed to management's more realistic assessment of the quantity and quality of the employees' share in the fulfilment of the hotel company's tasks. In general, for management, the evaluation process represents a very important lever, on the basis of which the scope and quality of the performance of a specific employee can be determined. This work is based on individual plans, determining and harmonising individual goals, and monitoring their realisation, and it leads to a continuous conversation among everyone in the hotel. The employees of the hotel believe that the working conditions created in this way, and the treatment stemming from the results, contributed to each employee's better knowledge of not only the hotel's goals but also the importance of their individual contribution to the overall success of the organisation. When it

comes to newly hired workers, their first evaluation can be done periodically during the year, quarterly or annually.

Evaluation is also done when an employee changes their position (workplace) either by advancing within the department or by transferring to another department. Additionally, performance evaluation is done in cases of promotion or demotion.

The evaluation is done via a form that is the same for all employees – one copy is filled out by the employee, and the other by the head of the department or work team. Each question carries a performance rating ranging from 1 to 5. When the form is filled out, the employee and the manager compare their answers, justifying and explaining each one from their own point of view. Usually, the numerical and qualitative assessment of the manager is the final assessment submitted to the director for review.

#### *IHG – Hotel Crown Plaza*

The corporate idea that guides this hotel group is that “we all have an important role to play in achieving our purpose of providing true hospitality for good, and our ambition to grow”. The company’s approach to, and view of, performance should provide an answer as to whether a simple framework, which gives everyone room to grow and be at their best, exists.

#### *Overview 3. Movement and performance recognition*

Objectives	Behaviours/values	Development	Overall effects
Setting clear goals helps us focus on the things that matter most.	The persistence of our behaviour allows us to grow and develop the culture needed for success.	They help you develop the skills and abilities to achieve our work ambition.	A mixed grade, <i>strong</i> or <i>exceptional</i> , is given at the end of the year, based on these 3 key areas.

*Owner: Global Talent & Performance V1 2021*

IHG Hotel & Resorts operates on a cycle that includes: (1) setting goals; (2) performance and development verification; (3) the effects and calibration of development; (4) the discussion of the review at the end of the year; and (5) reward recommendations.

This hotel, or hotel chain, formulated a simple (interdependent) framework that gives everyone the room and the opportunity to be at their best, that is, to achieve an exceptional performance (*Confidential, Improving Performance – Managers’s guide, Version 1, May 2021, p. 3 of 6*).

*Overview 4. The process of achieving an exceptional performance*

Goal +	Behaviour/Value +	Development +	Overall Performance (OP)
Setting clear goals helps us focus on the most important things	Our behaviour allows us to grow and develop the culture we need to be successful	It helps us develop the skills and abilities to move forward, it will help us achieve our growth ambition	A grade of mixed, strong or exceptional is given at the end of the year based on these three key areas

Source: IHG, www.ihg.org

During the year, managers in the hotel compile a report – an individual evaluation of the performance of employees (*Confidential, Improving Performance – Managers’s guide, Version 1, May 2021, p. 3 of 6*).

*Overview 5 Areas to consider and examples that can be used*

Key questions	Reactions of Miloš (HR manager)
1. What has happened/what are your key achievements?	▪ Made a significant contribution to the “Journal for Tomorrow” initiative
2. What goals did you focus on - what were your priorities?	▪ His enthusiasm, drive and passion do not go unnoticed, his problem solving skills are excellent, as is his rapport with guests
3. Behaviour - what did their behaviour show?	▪ He has expressed interest in moving into a revenue management role in the coming year. To help him develop, Oliver will need to focus on building his strategic thinking skills using his commercial awareness.
4. Development area - what have you learned this year?	▪ Oliver juggled challenging circumstances this year, personally and professionally, showing resilience and strength.
5. Well-being – were there any key points in the focus areas of the year where you were exposed to inconvenience?	▪ Next year presents numerous opportunities. Oliver should use his current skills to further develop other skills, to prepare him for future success in revenue management.
6. Focus for next year - what should be your areas of focus?	

Source: IHG, www.ihg.org

What you should do as a hotel HR manager: managers complete a 200-word summary in the MyHR/My Talent/Local Talent System pattern, along with the suggested overall performance rating and talent assess-

ments (*Confidential, Improving Performance – Managers's guide, Version 1, May 2021, p. 56*).

As needed, additional resources include a personal yearly review guide, HR Manager Exceptions, an annual review to start a conversation, a personal template, How to Guide a Manager in MyHR Template, and a timetable for performance management. A person should become acquainted with the following sample of a 200-word summary, which can be found in the HR tools and the People Managers handbook.

### DISCUSSION

Performance evaluation (employee performance evaluation) refers to a series of complex operations in which the contribution of each individual (individual contribution) to the organisation's (hotel's) aspirations in a specific time frame is evaluated, measured, and then valorised. The procedure applies to all hotel employees, including supervisors at all levels of the organisation.

Errors inevitably occur during the complex process of performance evaluation. The errors made by evaluators in assessing their employees' performance can be: (a) errors of consideration; (b) errors of rigour; and (c) errors of central tendency.

To discover these fundamental flaws, the average value of the grades can be compared with the obtained mean grade seen on the set scale on the basis of which performance is assessed. If the average value of the grade is below the obtained mean value on the corresponding area of the scale, an error of strictness has occurred. When the average grade is equal to, or approximately equivalent to, the mean value on the grading scale, then it can be said that there was consideration during grading.

The third possible outcome of the evaluation is the result of the evaluator making a mistake. When the average value of the evaluation is almost equal to the mean value on the evaluation scale, it is claimed that an error of central tendency in performance evaluation has occurred. It is considered that the first three types of mistakes (prudence, rigour, and central tendencies) are perhaps the outcome of the so-called 'narrowing' of 'the range'. This narrowing of the range illustrates the inclination of the evaluator to focus the marks he gives for one position on one point of the grading scale. The apparent consequence of such an assessment error is that practically all workers are graded with the same grades (high, low, or average), which means that the obtained evaluation results are unreliable. In order to avoid misunderstandings caused by such behaviour among evaluators, it is necessary to perform the evaluation after observing the employees of the hotel, and to base the evaluation on their relationship with the employees during the direct performance of work and work tasks in hotels. However, if a competence profile for the performance of a job



is defined, then that specific profile could be used when considering the results of performance evaluation.

In order for an organisation to obtain the greatest possible business results, the complicated process of performance assessment must be based on systematic and continuous observation, valuing, and referring, as well as the adaptation of employees, and the results of their work and behaviour. The performance evaluation process is based on appropriate criteria and methods, and a systematic approach to performance valuation. The overall process involves the submission of employee data following the performance review. In addition to directly affecting the success of the business, the results of performance assessment and evaluation affect visitor happiness and, in particular, employee education. This also implies that performance evaluation is the best guide for hotel managers striving to increase the efficiency and effectiveness of hotel operations. If the performance of jobs and work tasks in hotels is not satisfactory or even average as a result of the employee's insufficient expertise or competence, unfavourable business results are to be expected, which in turn leads to the business being positioned lower on the market compared to its competitors. Hence, these areas are critical areas of human resource management, and appropriate measures are required. Among other things, it might be an essential signal for educational institutions to create student education programmes. Employees should be given access to realistic training and education programmes, as well as relevant seminars and symposiums. The most crucial component that distinguishes those who are successful from those with inadequate success in business, particularly during times of crisis, is the knowledge they possess. Attained skills and the overall contingency of information are critical components by which hoteliers gain (and keep) a competitive position in a more turbulent and demanding market.

### *CONCLUSION*

In terms of compensating personnel, important conclusions can be drawn from the analysis of four and five-star hotels:

- (a) In order to achieve better results, creating a reward system based on relevant stimuli is required;
- (b) In terms of remuneration, each employee finds his or her position in relation to other employees.

According to research, employees, regardless of their prominence and position in the company's hierarchy, typically quit the hotel company primarily because they are dissatisfied with their own wages in comparison with the wages of their colleagues. Thus, practically every employee wants to be paid 'fairly' for their involvement in the execution of a job when there is no severance pay, i.e. to be paid more or less as a reason-

ble equal to their colleagues. This is the employees' attitude about payments, but it is in the hotel company's best interests to consistently fulfil the business' defined goals, so as to guide the organisation to align its interests with a large number of employees. A long-term incentive system based on these assumptions can be created only if the interests of the employees and the company are coordinated. When observing the hotel company's place and function, in relation to not only the dynamics of its development but also its placement in an increasingly turbulent market, it becomes evident that the real situation in each hotel is uniquely difficult.

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## УЛОГА И ЗНАЧАЈ ЕВАЛУАЦИЈЕ УЧИНКА ЗАПОСЛЕНИХ ЗА УСПЕШНО ПОСЛОВАЊЕ ХОТЕЛА У БЕОГРАДУ

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### Резиме

На основу истраживања спроведеног у анализираним хотелима, може се закључити да организационе јединице људских ресурса захтевају да сваки линијски руководиоци врши процену учинка свог особља на годишњем и полугодишњем нивоу, а често и тромесечно. Директни линијски менаџер је обично кључна особа, или једини извор повратних информација и евалуације, а у већини случајева то је особа која води интервју за оцењивање. Предност ове чињенице огледа се у томе што непосредни руководиоци обично зна већину послова које је појединац обављао и колико их је добро обављао. Годишња оцена учинка је логична последица текуће имплементације управљања ефикасношћу рада, која се одвија током године између руководиоца и запосленог који се посебно оцењује у реалном времену. Спроведено истраживање је показало да су запослени веома заинтересовани за постизање „фер“ противвредности за активности у реализацији послова и радних задатака. Према резултатима истраживања, запослене занима и интерна правичност у накнадама у односу на остале колеге. То је и интерес хотела који настоји да оствари усвојене пословне циљеве и постигне адекватну мотивацију запослених.

Истраживање је показало да су се хотели трудили да овај посао обављају самостално. Међутим, очигледно је да недостају потребна знања, па је редослед активности био погрешан. Очигледно је да је прво требало увести систем планирања и систем за мерење пословних резултата, како на нивоу хотелског предузећа, тако и у појединим секторима. Недостајала је планска и институционализована припрема за увођење система награђивања. Напомињемо да су примењени неадекватни прописи о материјалном и нематеријалном стимулисању запослених, што резултира тиме да добри радници напуштају хотеле, док у њима као запослени остају они који се у пракси називају „експлоататорима“ организације. Пословна ситуација се разликује од хотела до хотела. Такође, може се приметити да не постоји континуирана контрола примене мотивационих фактора и инструмената, што је неопходно због брзих промена у окружењу. С обзиром на то да је сваки хотел специфичан, менаџмент хотела треба да избегава усвајање решења из праксе других хотела – она могу бити оријентир, али их није могуће у потпуности копирати и применити.

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