

## **Analysis of International High-star Performance Management— —Take Nanchang Shangri-La Hotel of China as an Example**

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### **Abstract**

**As an important part of hotel human resource management, employee performance appraisal plays an important role in the development, implementation and strategic decision-making of hotel human resource management. Through the actual assessment of the staff performance appraisal (PDR) system of Shangri-La Hotel, Nanchang, the competition adopted the observation method and the in-depth interview research method, and objectively explored the evaluation system and assessment practice from the three aspects of design, implementation and results. The existing problems; and the corresponding improvement methods and suggestions are proposed from these three aspects. This research not only has reference value for the improvement of the assessment system of Shangri-La Hotel, Nanchang, but also has a good reference for the improvement of the human resources assessment of the entire hotel industry.**

### **Keywords**

**Performance appraisal, assessment design, assessment experiment.**

### **1. Introduction**

In China's hotel industry, employee performance appraisal has different forms and methods, and there are many problems in specific practice. Due to the nature of the service industry in the hotel industry, the diversification and particularity of the work content, and the complexity of the staff composition, the difficulty of performance appraisal is improved. It is difficult for the performance appraisal of hotel employees to be fully and scientifically and effectively implemented. In addition, the performance appraisal of hotel staff has not received due attention in the actual business management process, and it is often limited in implementation due to its difficulty in implementation. These circumstances will make it difficult for the assessment to fully play its due role. Throughout the existing academic research of hotel management, there are only a handful of research literatures on the field of human resources performance appraisal, and most of these studies are based on the theoretical level, and the practice is not strong. This paper takes the performance appraisal of Shangri-La Hotel, Nanchang as an example. Based on the actual situation, based on the in-depth analysis and research on the main contents and characteristics of the Shangri-La hotel staff performance appraisal system, this paper discusses the existing problems and improvement methods, and establishes and improves its appraisal system. Provide a certain theoretical basis.

In view of the fact that this study is more practical, the author mainly uses the observation method and the in-depth interview investigation method to complete this empirical study. Firstly, through different levels of communication and discussion on performance appraisal issues between different employees of Shangri-La Hotel, the ship inspection method is used to form an observation of the hotel staff performance appraisal system. At the same time, in order to dig deep into the problems in the appraisal process and propose Suggestions for

improvement, the author conducted in-depth interviews with the employees of the three front office departments of Shangri-La Hotel, Guangzhou, and a staff member of the Finance Department to understand that different employees have different experiences and feelings about the performance appraisal of the hotel, and in-depth exploration of different respondents Attitude and opinion. This paper strives to adhere to the combination of theory and practice, find problems through practice and seek effective solutions to problems; we hope that the research of this paper has certain theoretical reference value and practical guiding significance for the improvement and reform of the human resources performance evaluation system in the hotel industry.

## **2. The Performance Appraisal System of Nanchang Shangri-La Hotel**

The goal of assessment objectives and object performance appraisal is that employees can understand their own advantages and small feet through assessment, so that they can exert their advantages and improve their deficiencies in future work, thus achieving development. In addition, the hotel through the assessment to explore potential employees and train and promote them to achieve their best; the assessment results will be linked to the year-end bonus to achieve incentives and enhance the enthusiasm of the staff. All hotel staff at Shangri-La Hotels 1 to 5 are subject to employee performance appraisal. The division of employees at levels 1 to 5 is shown in the following table: However, in this study, we have to focus on the performance appraisal of service staff at the fourth and fifth levels.

Assessment cycle and implementation process Shangri-La hotel staff performance evaluation is generally twice a year, respectively, in the middle and end of the year. The implementation of the entire assessment process is divided into five procedures:

Level1 Executive Committee Member (Executive Committee Member)

Level2 Senior Service Manager

Level 3 Service Manager

Level4 Service Leader

Level 5 Waiter (Service Associate)

First, the assessment notice and mobilization: the hotel human resources department issued a notice of performance appraisal work, the appraisal personnel issued an appraisal form to the staff and explained the filling requirements; second, the employee self-assessment: after the employee receives the performance appraisal form, he should be interviewed. According to the requirements, the self-assessment is completed according to the actual situation; thirdly, the interviewer: the examinee is interviewed by the department head/manager of the department; fourthly, the assessment result is confirmed: after confirming the assessment result is correct, the employee should fill in the opinion on the form and signature. The final result must be confirmed by the three parties of the examinee, the examiner and the assessor. The fifth is the result of the assessment: the assessment results are sent to the Human Resources Department.

The assessment results are used in the practice of discovering training needs and improving training programs. The assessment involves the employee's career development plan, and the assessment results are one of the basis for employee promotion. The annual bonus of each employee is the combined result of the employee's personal performance evaluation results and the hotel's actual income and performance monitoring scores.

Shangri-La's employee performance appraisal uses a unified assessment tool – a performance development evaluation form. This form is the general performance development evaluation system (PDR) of Shangri-La Hotels Management Group.

The first part is the "current work ability" and "supervising ability (applicable to the service supervisor)" Yinye large section, which is the most important part of the assessment form, which is filled in by the assessed staff. It is necessary to pay attention to the addition of each question. For the "Opinions" item, the scores selected by the respondent must be scored according to the scores other than 3 points. The full selection of 3 points cannot be made in one form, otherwise it will be invalid. The second part is the summary of the first part. And the feedback and confirmation of the assessment results are divided into four items: "overall performance" and "immediate recommendation". This part is discussed and decided by the assessors in the interview process.

### **3. The Analysis of the Problems in the Staff Assessment of Nanchang Shangri-La Hotel**

#### **3.1. A Problem with the Assessment Design.**

##### **3.1.1. The Assessment Indicators Are Not Comprehensive**

According to the system design, all the 4th and 5th grade employees in the hotel use the same assessment form, that is, the assessment indicators of the employees of the same level in different departments are the same. Some respondents believe that there are certain limitations. For the logistics department, their employees may not have services to external customers. Perhaps their "Shangri-La hospitality" may not be reflected because their work is not correct. In the existing assessment form, nearly one-third of the assessment items are related to customer service. It can be seen that it is unreasonable for employees in different departments to adopt the same assessment indicators.

##### **3.1.2. The Assessment Criteria Are Not Clear**

Before the implementation of the assessment, the assessment parties did not communicate on the assessment criteria, resulting in the evaluation criteria of the examiner and the examinee, the examiner and the examiner were not uniform, and the objectivity of the assessment was affected. The definition of the PDR form assessment dimension is mainly the abstract, conceptualized personal qualities, but lacks the description of key events. Although the scores have six different evaluation levels, the understanding of different level definitions varies from person to person, and it is difficult for the parties to the assessment to reach a consensus. According to the interview, the author is puzzled by the fact that some employees are confused during the self-assessment because the assessment criteria are not clear.

##### **3.1.3. The Assessment Method Is Relatively Simple**

In addition to self-evaluation, the Shangri-La Group's employee performance evaluation is only based on the one-way assessment method from top to bottom. The management unilaterally evaluates the employees, which also involves the objectivity of the assessment. For the examiners, it is almost impossible to ask them to be absolutely fair and selfless in the assessment, because people are emotional, especially in a social and cultural atmosphere of China, which requires the examiners to completely jump out of the situation. Circles, from the perspective of third parties, impartiality and selflessness to employees, without any personal emotional assessment, is unrealistic [1]. Although the management has a lot of experience and a wide range of perspectives, they will undoubtedly add their own comments without any intention. Coupled with the management's many affairs, they can't observe and pay attention to every employee all the time, so their understanding and understanding of employees can't be objective and comprehensive. This one-way assessment method must have its drawbacks.

## **3.2. Problems in the Implementation of the Assessment**

### **3.2.1. The Relevant Information of the Assessment Is Not Clear**

The relevant information for the assessment is not clear. The performance of the assessment is insufficient for the assessment and the assessment notice is not in place. None of the four reviewers interviewed had a clear understanding of the hotel's PDR. Some interviewees said that he did not know anything about PDR before the assessment. When the assessment was implemented, he did not receive the assessment notice because of the rest. After going to work, the supervisor just sent the form to him, and did not communicate with him about the completion of the request. Some respondents thought that the assessment result is "the standard for salary adjustment in the next year". "The salary increase will be adjusted according to the performance evaluation": "It is possible that everyone will do the same position, but the salary is different". Obviously they are not sure how the results of the assessment are being used. It can be seen that the hotel does not pay enough attention to the performance appraisal work related to the personal interests of employees.

All departments have not introduced PDR in the employee induction training, related training and even notification. The hotel does not pay attention to it, the employees do not understand, and finally the assessment for the assessment will lead to the assessment work falling into the form, failing to achieve the effect of the assessment.

### **3.2.2. The Time and Quality of The Interview Feedback Is Not Guaranteed**

The PDR twice a year needs to be completed within the time specified by the Human Resources Department. In most cases, PDR interviews are scheduled to take place within a day or a few days. Therefore, during the assessment period, in addition to their daily work, the examiners must deal with PDR related matters, and the time and quality of interviews are difficult to guarantee. In combination with his own interviews, the respondent also pointed out the problem: "I want to know that the hotel work is very busy, especially when I go to work during the working hours. In the case of insufficient staff, it is likely to receive some in the middle. Interference. On the same day, we have a lot of people to do PDR interviews, but the manager's time is limited, he will intentionally or unintentionally shorten the interview time." The effect of the interview is not guaranteed will directly affect the superiority of the interview feedback.

## **3.3. Problems in the Use of Assessment Results**

### **3.3.1. The Gap Between the Assessment Results Is Unknown**

The phenomenon that the gap in assessment results is not obvious is more prominent in the evaluation of employee performance in Nanchang Shangri-La in 2011. Because the gap is not obvious, employees in the finance department mistakenly believe that the year-end dividends of employees of the same level in each department are the same. Some respondents also mentioned that "in Shangri-La, Nanchang, the impact of different PDR scores on year-end dividends is not reflected". Because the author failed to interview the relevant personnel responsible for performance appraisal of the hotel human resources department, there is no way to investigate the real cause of this phenomenon, but through comprehensive analysis, two possible reasons for this phenomenon can be obtained: First, the assessment Centralization tendency.

The centralization tendency means that the appraisers have similar appraisal results for a group of appraisal objects, or they are concentrated near the center of the appraisal scale, which leads to the inability to assess the scores [1]. Second, the calculation of year-end dividends did not take into account the PDR factor.

Obviously, this is a more extreme assumption, but this is not impossible. By the end of 2011, the Shangri-La Hotel, Nanchang had been in operation for less than a year. Many of its

management methods and systems were not mature. The distribution of hotel year-end dividends may not take into account the PDR score for various reasons.

### **3.3.2. The Follow-Up Work Related to the Assessment Has Not Been Implemented**

Although many interviewees were satisfied with the results of the interviews, many of them were disappointed that the commitments made by the managers in the feedback were not realized. Some respondents complained that the promises of adjusting the schedule and the night shift employees not attending the training were not realized, or even not realized. On the contrary, the situation was even worse after the manager made the promise, and there was no reasonable explanation. Some respondents said that they have “a big psychological gap” and “a feeling of being cheated.” Some also expressed that they were “skeptical” about the manager’s promise and had no confidence. It can be seen that the phenomenon that the examiner opens a blank check to the employee during the interview is more serious. This also proves that there is a problem in the communication between the manager and the employee in the front office, which reduces the employee's management confidence in the manager.

## **4. Improvement of the Performance Appraisal System of Hotel Employees**

### **4.1. Improvement of Assessment Design**

#### **4.1.1. Improvement of Design of Assessment Indicators**

In view of the incomplete comprehensive setting of hotel staff performance appraisal indicators, the design of appraisal indicators should be improved from the following two aspects:

First, set the department's personalized assessment indicators. Different departments of the hotel have different requirements for their employees' work ability and quality. Therefore, the setting of assessment indicators should reflect the work skills required by department employees. Only when the individualized indicators are used to evaluate the employees of different departments can the employee's work performance be accurately reflected, the assessment will be effective. In addition, each work output should be weighted, and the weight is determined according to the importance of each work output in the target work, rather than the amount of time spent [2].

Second, the assessment project will increase the number of rewards and punishments. The rewards and punishments of the examinee reflect to a large extent the contribution and fault of the employees at work. The hotel should make clear the rewards and punishments, take into account the rewards that the employees receive during the assessment period, and make up for the assessment items that the assessment indicators cannot cover.

#### **4.1.2. Improvement of Design of Assessment Tools**

Taking the Shangri-La Hotel PDR form as an example, the improvement of the assessment tool should be improved from the following two aspects:

First, use the Chinese and English comparison form. In order to focus the employees' attention on the assessment work, the assessment tools are recommended to be designed in both Chinese and English. Although some hotel departments have higher requirements for employees' English proficiency, most employees' English proficiency is limited to their professional fields. They will feel uncomfortable with a certain form of the existing form and will be ambiguous in understanding. Therefore, the form should be designed as Chinese and English version.

Second, improve the relevant rating requirements for the form. The original assessment requirements stipulate that the evaluator should select the scores other than 3 points, and the reason for the rating should be indicated in the opinion. Although this can enhance the objectivity of the assessment to a certain extent, it will cause some drawbacks. The person who fills in the form will tend to choose an average score of 3 points because of the cumbersome steps of avoiding the reason. In this regard, the hotel should proceed from the actual situation,

revoke the existing unreasonable rating rules, improve the relevant rules and regulations of the entire system, and continuously improve the objectivity, rationality and effectiveness of the assessment.

#### **4.1.3. Design Improvement of Assessment Means**

The single assessment method will affect the objectivity of the assessment. Therefore, the hotel should improve the existing unreasonable assessment methods. We recommend that the hotel implement a 360-degree performance appraisal. 360-degree performance appraisal can provide employees with the most accurate assessment results and combine all aspects of information as much as possible, including: boss, colleagues, subordinates, customers, etc. [4]. For the grassroots employees, the most time they spend with them is their colleagues and supervisors, and the managers as the assessors are only their indirect supervisors. What they know best about them is their peers and direct supervisors. As managers, they are mainly responsible for management work, and the management object they are targeting is their subordinates. Only by listening to the opinions of their subordinates can they improve their management skills and methods and implement management more effectively. At least the assessment of the performance of the work performance should be established at the same level and subordinates to compensate for the lack of one-way assessment.

### **4.2. Improvement of the Implementation Process of the Assessment**

#### **4.2.1. Implement Assessment and Publicity**

Performance appraisal is related to the vital interests of employees. Employees have the right to be familiar with the appraisal process and understand the assessment. Strengthening employees' understanding of the assessment system not only helps employees to guide their work according to assessment criteria, but also improves their initiative and enthusiasm. It also reduces their rejection of assessment work and enhances their sense of loyalty. Considering that employees have little or no knowledge of the entire PDR system, it is necessary for the hotel to add a course "PDR ABC" to the induction training or related training courses.

#### **4.2.2. Arrange the Assessment Interviews Reasonably**

In order to enable the two parties to fully exchange views and achieve good communication, the assessment interviews as feedback links must be carried out according to quality and quantity. The interviews were arranged in a quiet and undisturbed environment to ensure the quality of the assessment and to show respect for the employees. According to the respondents, "the interview time requires a guarantee, and the manager must have sufficient time to exchange opinions with the employees". In order to prevent interference from other work, the interview should be arranged at the appropriate time to avoid the assessment of both parties during peak hours or when there are insufficient staff on duty. In the middle of the concentrated interview, the appraisers should also have sufficient rest time to prevent the appraisers from making improper assessments due to exhausted thinking. The interview time should be guaranteed to be around 15-20 minutes, so that the appraisers can make detailed feedback, and the appraisers can have enough time to express their opinions and suggestions.

### **4.3. Suggestions on the Application of Assessment Results**

#### **4.3.1. Positive Feedback from Employees**

Appraisers should carefully consider the feasibility of making commitments to employees, and take a cautious attitude toward implementing difficult recommendations, and never open empty checks.

The objective suggestions for employees should be carefully listened to, and immediately reported to the relevant departments and superiors after the interview, and feedback to the staff in a timely manner. In general, management should pay attention to the recommendations

of employees who are conducive to improvement work, and implement them; employees who are not recommended for adoption should also be encouraged and explain why.

#### **4.3.2. Pay Attention to the Career Development Plan of Employees**

Appraisers should give full play to the reference role of PDR in the adjustment of employee positions. After carefully measuring the overall performance of employees, make relevant decisions, promote those who meet the standards, focus on cultivating potential people, and achieve optimal allocation of human resources. We must also encourage outstanding employees who have not yet reached the promotion conditions. While setting development goals for them, we will improve the relevant training programs from actual needs and carry them through to the end, paving the way for their career development.

#### **4.3.3. Fully Link the Assessment Results with the Year-End Dividends**

The performance appraisal of the reward and punishment measures that are not matched with the assessment results will not form a deterrent, and will last for a long time in the form [5]. Since the PDR assessment results are linked to the employee's year-end dividends, the distribution of the year-end dividends should fully reflect the impact of the assessment results, so that the assessment can be given full attention and play its due role. For the PDR factor, which is not sufficient for the employee's personal year-end bonus distribution, the hotel can improve by improving the dividend system.

## **5. Conclusion**

This paper introduces and analyzes the assessment system of Shangri-La Hotel, Nanchang, and points out the problems in the system. First of all, in the assessment design, the assessment cycle, indicators, standards, tools and methods are unreasonable; secondly, there are relatively few problems in the assessment practice, mainly in the quality of assessment communication and feedback; As a result, there is also a problem that the gap between the assessment results is not obvious and the related follow-up work is not implemented. Next, this paper takes the design, implementation and application of the results from the Shangri-La Hotel, Nanchang as an example, and studies the existing problems and improvement of the hotel staff performance appraisal system, and provides the improvement of the human resources performance appraisal system of the hotel enterprise as a certain idea and mode.

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