

Dr. MILOTA VETRÁKOVÁ, Assistant Professor  
Faculty of Economics, University of Matej Bel, Banská Bystrica

## PERFORMANCE EVALUATION IN THE HOTEL INDUSTRY

UDK: 64.024:658.16:658.3

Received: 13th May, 1996

Original scientific papers

The job analysis, which is a basic foundation of the evaluation process, is not a bureaucratic tool, but the element of an effective leadership. Due to the variety of jobs, high turnover of employees, superiority of subjective factors, and a strong dependance of work activities on customers' demand, the job analysis in the hotel industry is rather necessary.

Key words: job analysis, job description and specification, worker's performance, job evaluation, skills, responsibility, leadership, working conditions

Everyone makes decisions about what he (she) wants to do, and how he (she) wants to use his (her) lifetime. Some people are happy doing their jobs in offices, others prefer manual jobs; some people are technically skilled and rational, others are romantic; some are conscientious, and the others are superficial. Individuals have their own characteristics. Institutions have their own specificities, too; even enterprises in the same branch are different. There are some very important conditions for employees of any enterprise or institution to be fulfilled: their identification with all, or at least with most ideas of the management on the strategy of the institution, their acceptance of environmental conditions, harmony of their expectations with rules and culture of the institution, etc. If employees and the institution are not in harmony, then discontent, tensions, medical problems and other difficulties appear.

One of main duties of a modern manager is to make an enterprise work more efficiently and effectively. It is not possible to increase labour efficiency in the hotel industry in the same way as in other industries. The hotel industry has its own specifications:

- a) the result of work depends directly on guests and employees offering guests a service;
- b) work performance is a combination of partial tasks of different employees;
- c) a human effort is not so easy replaceable by machines;
- d) a high proportion of temporary employees and high fluctuation;
- e) better performance is possible to achieve by more efficient use of human resources;
- f) the extent and the structure of products depend on the type of hotel, on season, on the type of clientele and on the external environment;
- g) needs and expectations of guests are paramount in both the production and the supply of services;

- h)** those employees, who are able to recognize, foresee and satisfy needs of guests, are more efficient;

If the management wants to help employees to fulfil their tasks, it must know what is going on, how the particular work should be done, and what skills and abilities are needed for every kind of work. Job analyses are used for such purposes.

The job analysis is a systematic procedure for gaining objective information on work, opinions about work, conditions and tasks which are or will be carried out. It is a cornerstone for other personnel activities. It gives a picture about particular work and therefore creates an image of a person who should take that position. An exclusive and universal way of the job analysis does not exist. In fact the analysis is focused on two areas of information - questions related to working conditions and tasks, and questions related to employees. The aim of the analysis is a description of work and a specification of a person. The work description expresses the main purpose of the work and determines tasks, duties and responsibilities of an employee. It is a written characteristic of working tasks and conditions that tells us much about the work profile.

We recognize a couple of ways of gaining information needed for the analysis. The structured questionnaire is the simplest method. It is appropriate if the questionnaire is filled out by an employee holding the position and by his (her) employer. The advantage of this method is gaining information on many working positions in a relatively short time. Quality of information depends on the ability of an employee to fill out the questionnaire. The employee, who has been working at his (her) position for many years, gives recommendations which particular tasks should be carried out and how, what to avoid, which method should be used. The composition of the questionnaire should allow us to get answers for questions about the employee and his (her) job. The job description consists of the questions like:

1. Who carries out the job, what is the name of that occupation, working position?
2. What is a key element of the job? Which tasks, duties and responsibilities are connected with that position?
3. How is the job carried out?
4. What is the purpose of that job? Why are tasks and duties being fulfilled?
5. When and where are tasks carried out?
6. How are the tasks set in order according to complexity, importance and frequency?
7. What is the system of control? What goals and standards are maintained?
8. What is the relation with other jobs?
9. Is there any possibility of training?
10. What are working conditions like?

Job specification is a list of requirements for the employee - his (her) abilities, skills and knowledge, that are needed for job performance. It is a profile of human qualities, such as work experience, education, personality traits, personal attitudes, abilities, physical and mental condition.

It is necessary to regularly adjust in accordance with new facts the results of the job analysis, (i.e. job description and specification). In the hotel industry, where just a

few activities are automatized or offered to masses, the job analysis becomes the key element of higher efficiency. It is used for planning human resources, for the process of recruitment and selection of employees, their orientation, motivation and evaluation. The careful job description helps the independent worker gain ideas about the content of his (her) work, about his (her) duties and responsibilities. It is important for managers as well, because they can ensure the efficiency of the organization, its strategy and policy-making.

There are essentially six types of activities in the hotel industry:

- making meals (kitchen managers, cooks, assistants)
- serving meals and drinks (food-service managers, waiters, cashiers, personel in bars)
- accommodation services (hotel housekeepers, chambermaids, cleaning-ladies)
- checking guests in (receptionists, telephone operators, liftboys, reservation personnel)
- administration (hotel managers, clerks, economists, marketing personnel, secretaries)
- maintenance and storage (keepers, drivers, technicians)

Duties, tasks and responsibilities of employees differ in accordance with both the type of work and the type of organization. Over 90 percent of the hotels in Slovakia are privately owned. They are usually run by independent entrepreneurs who own a hotel with a restaurant. Also, they often work there and employ a small number of employees. The second group consists of the companies which own hotels and restaurants in several places. They are run by domestic capital and offer services of national or international standards. The third group consists of the hotels run by foreign capital; the standard of services is in accordance with international criteria. In small hotels and restaurants there are many cumulative positions and not all working positions and jobs are represented. However, both numbers and the structure of workers change with an increased number of beds in hotels and hotel companies of a higher standard. Without regard to both the type of work and the type of organization, work in the hotel industry is performed in close connection with people - guests and colleagues. As a result most employers seek employees with good interpersonal skills. The most preferred are those persons who are friendly, approachable, and communicative, who are able to deal with various types of people, enjoy working with others, have positive attitudes to services for others, are able to recognize and satisfy needs of guests, and do not mind working both under pressure and irregularly.

There are some requirements for people employed in the hotel industry: they should have general or professional education including special training programs; in addition they should have proper abilities, interests and physical preconditions. Every job requires, along with common basic preconditions, also some potential of special qualities of a worker.

Many hotel managers employ inexperienced people without previous professional training; it is enough for them if these people are well-educated. Hotel managers then carry out some forms of training in their own hotels or in cooperation with training centres. Professional training is required, however, for positions of managers and specialists.

Graduates of those high schools and universities that are focused on hotel management have the best prerequisites for a job in the hotel industry. Graduates of other schools could be employed as well under the condition that they start from the lowest positions in a hotel and are promoted along with completing their education. Workers with experience from abroad are highly valued as well as those who speak foreign languages.

The position of the general manager of a hotel or a hotel company becomes prestigious and highly recognized. The general manager is responsible for running of the hotel, hence he (she) must be professionally educated in that area, experienced, have communication skills and proper personality as well as good leadership abilities. If he (she) runs a big international hotel with 400 beds, his work would be different from that of a hotel manager with 20 beds. The latter would also, very likely, work at reception or in the area of service along with his work in the management. The profit of the hotel and the satisfaction of guests are important. The size of a hotel is also important for the system of recruitment and training of people. Big hotels organize their own training programs while small hotels prefer people with practical professional experience.

Professional knowledge in this branch are necessary for filling the positions of professional managers, such as the food-beverage manager, the convention manager, the bar manager, maitre d'Hotel, the reception manager and others. Other managers are responsible for some specific areas of the hotel representation - for example for marketing, financing, human resources. These people may be educated in the area of hotel management, but also in other areas focused on entrepreneurship.

Workers, who directly interact with guests, should fulfill (along with basic professional and personal preconditions) the following specific requirements:

the overall impression: clean, shapely and attractive appearance, skilfulness, a good physical and emotional condition

- personal hygiene: clean hair and hands, proper clothing and
- footwear, body hygiene
- behaviour: politeness, tactfulness, respect for others, good memory
- intelligence: verbal communication, calculating, spacial and observational abilities, body coordination
- interests: a positive attitude towards numbers, people, things

Determination of requirements for worker's performance on the basis of measureable or non-measureable variables, standardized procedures of tasks, and recipes of meals is a part of the job analysis. By breaking down a task on standardized procedures the management gets a clear picture of how much time a task takes to complete and is able to establish expenses needed for task fulfillment. The result may be a decision that certain tasks will be carried out by other organizations (for instance a production of 25 apple pies) and not in one's own hotel where it is not profitable.

The profile of the job in the hotel industry must be completed with the working environment. The environment of the serving personnel is at the same time the guest's environment. It should enable a worker to perform his (her) tasks properly and make both co-workers and guests happy. Hotel employees must be aware of basic hygienic and safety regulations, work in a uniform, be able to use all equipment, master

standardized procedures of tasks fulfillment and coordinate activities of workers in order for guests to feel safe and comfortable.

The job analysis offers information that can be used in the process of workers' recruitment, their adaptation, development and evaluation.

The job evaluation includes determination of the working procedure and the value of that job in relation to other activities. It starts with the total job analysis and is based on the evaluation of every job according to chosen criteria. Similar jobs (occupations) are grouped to the salary classes.

However, it is disadvantageous to develop in the hotel industry (where many kinds of various jobs exist) such a system, which would uniformly evaluate the job performance in accordance with all criteria. It is recommended to divide jobs into three groups and to suggest an independent plan for each of these groups. We can consider following groups of jobs:

- managerial, leadership
- administrative, clerical
- executive, service, trade

Factors decisive for the hotel industry will be determined in plans of individual groups of jobs. Every factor is subdivided to scales in accordance with the complexity of work (from the lowest to the highest requirements of that work).

Factors of the job evaluation are based on results of the job analysis:

- a) Skills - include all abilities and knowledge, which a worker applies or develops during his (her) performance. The following issues are evaluated: the level of education, working experience (with focus on work in the hotel industry), analytical skills, initiative, independent thinking, the ability to make decisions and work independently;
- b) Effort - includes mental and physical energy needed for a job performance;
- c) Leadership - degree of responsibility for planning, organizing, management and control of workers;
- d) Responsibility - for efficient dealing with personnel and guests, for mistakes, for safety regulations, for property, and for keeping confidential information;
- e) Working conditions - an environment in which a job is done; consideration of situations, under which conditions for doing a job become unbearable. Risks of a job should be considered as well.

The value of a particular work is determined by the importance of factors. The strength of a factor (the share of that factor in percentage) depends on its influence on that work. The strength of the same factor may differ from one hotel to another one.

Table 1: Job evaluation - the share of factors in percentage

Factors	Managers	Administr.	Services
<b>SKILLS</b>			
1. Level of education	13	20	14
2. Work experience in h. industry	18	16	22
3. Complexity of work	14	–	–
4. Inventiveness	–	14	12
<b>RESPONSIBILITY</b>			
1. Consequences of decisions and activities	13	12	17
2. Internal interaction	6	5	3
3. External interaction (public, guests)	10	10	7
4. Confidential data	8	8	–
<b>LEADERSHIP/EFFORT</b>			
1. Variety and complexity of leadership	10	–	–
2. Number of supervised workers	5	–	–
3. Attention and concentration	–	10	7
4. Physical requirements	–	–	10
<b>WORKING CONDITIONS</b>			
1. Working conditions	3	5	8
<b>% in total</b>	<b>100</b>	<b>100</b>	<b>100</b>

Point values (from the lowest to the highest) are indicated for each factor:

$$\text{Interval} = \frac{\text{The highest point-value} - \text{the lowest point value}}{\text{The total number of degrees} - 1}$$

For a comparison, the work evaluation of the management and leadership is chosen. Point values may reach the interval from 100 to 1000 points.

The main purpose of the work evaluation is the categorization of jobs. This categorization serves then as a basis for the classification of salaries. Similar jobs are grouped together. Tariff classes with corresponding salary level are made in accordance with attained points.

There are many advantages of the work evaluation. If personnel know according to which criteria salaries are designed, morale is higher. Employees can be evaluated and put into proper categories by themselves. A comparison with other hotels is possible. The management profits from an unambiguous job and salary categorization of its employees. Regular evaluation of workers' performance enables the management to appreciate high-quality work and motivates employees. If it is regular, it helps to reveal weaknesses and shortages quite early and to direct worker's performance in a proper way.

Table 2: The works of management and leadership

FACTORS	Share %	Degrees in points								
		I.	II.	III.	IV.	V.	VI.	VII.	VIII.	XI.
SKILLS										
1. Level of education	13	13	36	59	82	105	130			
2. Work experience in h.i.	18	18	38	58	78	98	118	138	158	180
3. Complexity of work	14	14	30	46	62	78	94	110	126	140
RESPONSIBILITY										
1. Consequences of decisions and activities	13	13	30	47	64	81	98	115	130	
2. Internal interaction	6	6	20	33	47	60				
3. External interaction (public, guests)	10	10	33	55	78	100				
4. Confidential data	8	8	26	44	62	80				
LEADERSHIP/EFFORT										
1. Variety and complexity of leadership	10	10	21	32	43	54	65	76	87	100
2. Number of supervised w.	5	5	13	20	28	35	43	50		
WORKING CONDITIONS										
1. Working conditions	3	3	10	17	24	30				

#### SOURCES:

1. A Hospitality Industry Guide for Writing and Using Task Unit Job Descriptions. Tourism Education Corporation. Boston, CBI, Publishing Company, Inc. 1976
2. Koubek, J.: Řízení lidských zdrojů. Management Press, Praha 1995
3. Torrington, D., Hall, L.: Personnel Management. Prentice Hall, New York ... 1995
4. Woods, R., H.: Managing Hospitality Human Resources. Educational Institute American Hotel and Motel Association. Michigan 1992

#### Sažetak

### ANALIZA POSLOVANJA U HOTELIJERSTVU

Analiza poslovanja, koja je osnova procesa evaluacije, nije birokratsko sredstvo, već dio djelotvornog rukovođenja. Zbog raznolikosti radnih zadataka, velike fluktuacije službenika, mnoštva subjektivnih faktora i ovisnosti radnih aktivnosti o zahtjevima gostiju analiza poslovanja u hotelijerstvu je vrlo potrebna.

Ključne riječi: analiza poslovanja, opis i specifikacija posla, radna učinkovitost, evaluacija posla, kvalifikacija, odgovornost, rukovođenje, radni uvjeti