Impact of Performance Management System on Employee's Job Satisfaction With Reference To 3 Star Hotels of Hyderabad – A Study

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ABSTRACT

The study made an attempt to examine the performance management system which plays a vital role in employee job satisfaction in Hotel industry in Hyderabad region. The study has adopted a qualitative research approach and considered the primary data with the drafted questionnaire and collected the opinion from the employee of three-star category hotels. The study applied the exploratory factor analysis and extracted that promotion of employees play a critical role and how immediate supervisor relationship with employees/sub-ordinates is maintained. The study adapted the structural equation model and found that remuneration and working conditions have a high influence on the employee job satisfaction in hotel industry.

Keywords

Employee Job, Hotel Industry, Performance Management, Satisfaction and SEM

Introduction

Performance management is a comprehensive and interconnected mechanism dealing with the performance of individuals in an organization; it encourages them to share an agenda with the organization and to be committed and motivated. Literature so far has revealed that organizations with a successful performance management system are likely to have highly motivated workers with a high degree of work satisfaction. While a pleased employee is not required to perform well, a dissatisfied employee "can cause irreversible damage to organizational effectiveness."

Performance management system (PMS) is characterized by the development of people in a way that increases group and personal performance as a strategic and integrated approach for continuous progress for organisations. The key feature of the performance management system is that the desired result has not been delivered. More number of profit and NGOs are using PMS for their organisations, with the objective of achieving better and psychosomatic results. Although it is an avant-garde approach, proper implementation of the approach has presented many problems. PMS cannot succeed without rigorously focusing on action driven by performance and managers acting as role models. Organizations are looking for effective management strategies to address the challenges and shifts effectively in today's world.

Job satisfaction was described as an emotional pleasure resulting from the evaluation of one job; an emotional response to one job; and an attitude towards one task. Job satisfaction is anchored to a number of organizational and motivational psychology theoretical structures. Green argued that many historical structures existed and could be considered content theorists, process theorists and situational theoreticians.

The relationship between PMS and work satisfaction has been clarified by mediating variables, such as confidence in the supervisor and fairness in the evaluation procedures (Franco-Santos et al., 2012) . However, the study argues that there could be elements in enabling PMS that are similar to other principles that include disseminating knowledge, encouraging the use of skills, and learning, which may explain the potential direct correlation between enabling PMS and job satisfaction. One example is systemic empowerment, which is normally used in research on high-level engagement strategies and high-performance human resource practices.

REVIEW OF LITERATURE:

Arnold and Feldman (1982), pointed out that "perceptions of job security, the existence of a union, the level of pay, job satisfaction, organizational tenure, demographic variables such as age, gender, education and the number of dependents, organizational engagement, whether a job met the aspirations of the worker, and the reported intention to pursue another job were all predictive of the departure of employees". The author is mindful of the value of job satisfaction with the work they have improved.

According to Costello (1994), the performance improvement provisions of a corporation or organizations complete business objectives by involving the work of each individual employee or manager in the inclusive task of the work unit. Individual goals or roles may be a process that would allow the success of individuals within the company to be matched with the task report and the manner in which performance criteria may be changed in order to face up to new challenges that could increase.

Richard Williams (1996), addressed a variety of inquiries focusing on the features of HRM policies and their effect on workers. The research explores the degree to which the core elements of performance management systems are connected to productive employee approaches. The results

suggest that the greatest elements of performance management contributed to the positive mind set of workers and that they accounted for a large proportion of the variance in measures of organizational engagement and job satisfaction. Some improvements in data from public and private sector agencies have been reported.

Fletcher (1996), proposed the key building blocks of the Performance Management Framework approach should include: the establishment of the mission and objectives of the organisation; improving communication within the organisation so that workers are not only informed of the objectives and the business plan, but can contribute to their formulation; clarification of individual roles and accountability.

Taylor and Pierce (1999), assessed the effect of the PMS summary on actions and efforts of employees. They revealed that PMS reinforces employee behavior and increases organization teamwork and employee satisfaction with their superiors. The results also illustrate the clearly observable goals of the employees' implementation of PMS. The findings also show, however, that the unjustness of the bonus distribution and ranking are the employee's major concerns about the implementation of the PMS. Staff also concluded that PMS is successful in delivering a ranking/bonus delivery rating award which was the primary goal.

Ukko (2009), evaluated the impact of the PMS summary on employees' behavior and efforts. They find that PMS reinforces employee behavior and increases organization, teamwork and employee pleasure with their superiors. The results also illustrate the clearly observable goals of the employees' implementation of PMS. The findings also show, however, that the injustness of the bonus distribution and ranking are the employee's major concerns about the implementation of the PMS. Staff also concluded that PMS is successful in delivering a ranking/bonus delivery rating award which was the primary goal.

Van der Kooy (2010), assessed the influence of performance appraisal on individual workers. He emphasised that a well-executed performance measurement system will support the quality of work and provide an interface amongst employees and managers. It also offers a better prospective of the company's objectives and job outlook. Performance management mechanisms also strengthen the psychological assurance of staff and stimulate and coordinate a more diverse working culture. Conversely, previous research failed to look up to the moderating effect of BSC as a system of performance measurement.

Anu Gupta (2012), focused on evaluating the effectiveness of the performance management system and, at the same time, reviews both job satisfaction and organisational engagement. The findings show a clear connection between performance management and satisfaction, so that there is an appropriate correlation between employee satisfaction and engagement. As a consequence, to conclude that an effective performance management system is just a

repetition of creating the employee's constancy key to keep those blissful as blissful thoughts work best.

Zhang (2012), emphasised the main objectives of PMS in order to guarantee that − the work is efficiently completed; the employees have a clear understanding of the quality and quantity of work needed by the management. The research also looked at the link between PMS and the performance of the employees. The results indicate that PMS and employee performance are positive but insignificantly interlinked. It is also found that the arrangement of their headquarters has a positive effect on the productivity of employees. The study specifies that it is a mandate for business to focus on how the employees are paid in order to improve efficiency. Based on these indications, the study concluded that the PMS phases had a successful employee relationship.

Ying (2013): In a case study analysing the benefits of good employee performance, it was found that a raise in customer service awareness is tied to the emergence of virtuous employee behaviour. Meanwhile, consumers will suffer because of depleted efficiency. It will also lead to more consumer complaints and brand switching. In light of all of these factors, it's conceivable that an employee's success is perceived as an equation composed of two parts: one part is the input (the way an employee performed their tasks), and the other part is the output (how well the employee performed the tasks).

Muhammad Shahzad Latif (2013), represented the incentives (intrinsic and extrinsic) to monitor the job satisfaction of employees and their relationship to organisational performance. It also revised the impact of age, sex and employee experience on the level of satisfaction at work. It also included and addressed a number of activities that could make workers work, retain their jobs, and why employees stay and leave the organisation.. The results of the data analysis suggest that there is a positive correlation between job satisfaction and organisational performance.

S. Baloyi (2014), explained that earlier PMS research focused more on the process architecture and less on its effect on workers. In addition, PMS may not be well-trained or familiar to workers in developed countries. In this paper, two opposing mathematical models are proposed to investigate the role of supervisory assistance (SS) in engineering organisations. SS has been found to be a mediator, but not a referee between the employee satisfaction and PMS relationship. This means that SS partially addresses the reasons for employees to have a positive view of their work based on the assessment of the existing PMS, thus increasing the level of PMS in engineering organisations.

Kamala Saranya (2014), in her study examined how, on the basis of the employee's work satisfactoion trajectory and their dispersion, the relationship between the employee satisfaction trajectory and subsequent turnover would shift. The results indicate that trajectories of job satisfaction at a unit level and person level affect sales above and above the static level of job satisfaction in different levels. Through the analysis, the satisfaction of work has not yet been

adequately discussed by scholars or managers of various companies.

Abdelhadi, Naji (2015), emphasised that the aim of the Performance Assessment (PA) is to increase the commitment of employees to the achievement of organisational goals. In reality, the PA has not always helped to achieve the desired results. Employees' view of the PA plays a determining role in the effectiveness of the PA system as they are able to participate voluntarily in the pursuit of results. The primary objective of this study is to establish the relevance of the relationship between the perception of performance assessment and job satisfaction. Hence, the study explores the influence of confidence on managers on the relationship between the perceived efficacy of the performance assessment and work satisfaction.

Ahmad Ali Almohtaseb (2017), in their study on stock exchange listed companies of Jordan examined how the use of the Balance Scorecard moderates the effects on the performance of employees of the performance management system. This research showed that the application of the BSC controls the effect of the performance management system on performance of employee. This paper suggests that to implement the strategically complement and strengthen the link between performance and employee performance through use of the Balance Scorecard.

Ayushi Maheshwari (2019), offered an overview of how the performance management system impacts employee satisfaction and retention in the banking sector. Responses taken have shown direct and inter-relationship, including common reliance on certain human resource management factors. The influence of the performance management system on organizational behavior has been investigated, but some studies suggest that performance assessment plays a key role in employee satisfaction, performance and retention.

Modipane (2019): The introduction in North West Province Government Department of the Performance Management System (PMS) seems unsuccessful. The study found that employees found the PMS to be accurate with two evaluation constructs, namely consistency and fairness of performance management. There have, however, been some deficiencies. Substantive justice, distributive and procedural standards have shown significant deficiencies in the lack of coaching and failure of executives to comply.

OBJECTIVES OF THE STUDY

1.   To elicit the Performance Management role in employee job satisfaction in Hotel industry.
2.   To know the impact of Performance management on Employee job satisfaction in Hotel Industry.

HYPOTHESIS OF THE STUDY
The study has framed the following hypothesis to for the examination of performance management Impact on Employee Job Satisfaction.

H0: There is no Significant Impact of Performance management on Employee Job Satisfaction

SCOPE OF THE STUDY

The study has considered the Performance management role in employee Job Satisfaction in Hotel industry. The study has been confined to 3 star category hotels located in Hyderabad district of Telangana state.

RESEARCH METHODOLOGY

The study has focused on the performance management role on the employee job satisfaction and adopted qualitative research. The study used the primary data for the framed objectives. The primary data were collected directly from the employee who are working in three star category hotels located in Hyderabad region. The opinions were collected through a well-devised interview schedule. Incomplete and inaccurate schedules were dropped and only fully completed schedules were taken up for analysis.
Sampling Design
The study is confined to Hyderabad region. Since, the size of universe is relatively large, the sample size was limited to 120 respondents. The study applied the convenient sampling method for the collection of primary data.

Questionnaire structure: The study framed the 5 point likert scale oriented questionnaire relating to Performance Management role on the employee Job Satisfaction.

Statistical tools
The SPSS package was used to process, classify, tabulate, analyze and interpret the data. Depending on the type of data obtained from the respondents, the following statistical methods were applied. The statistical methods used in the analysis of the data collected during the investigation were focused on its application pertinence, namely Explorative factor analysis and the Model of structural equation.

Exploratory Factor Analysis: The study applied the exploratory factor analysis to extract the high and lower loading factors among the framed parameters performance management relating to employee job satisfaction.
Structural Equation Model: The study applied the SEM to know the multiple independent variables effect on the dependent variable. In the study Performance Management variables were considered the as independent variables and employee Job Satisfaction as dependent variable.

Objective – 1: To elicit the Performance Management role in employee job satisfaction in hotel industry.
The study has considered the Performance Management factors for the employee job satisfaction in 3 star category hotel. The study applied the exploratory factor analysis to extract the higher loading, which plays the vital role for the employee job satisfaction. The following is the table depicts the sample adequacy test to run the exploratory factor analysis.

Table – 1: Sample Adequacy

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy .		0.843
Bartlett's Test of Sphericity	Approx. Chi-Square	675.3
	Df	120
	Sig.	0

Source: Primary Data

The calculated KMO test value is 0.843, exceeding the recommended level (0.70). It therefore means that the data sampling is adequate. In addition, the sphericity test by Bartlett indicates that the calculated value chi square is higher than the critical value that concludes that the data is significant. The segments considered in the study are therefore confirmed to be valid for factor analysis.

Table – 2: Communalities

	Initial	Extraction
Flexibility of work schedule"	1	0.51
A safe and comfortable working environment	1	0.558
Promotion of employees' rights	1	0.576
"The working space should be well-ventilated, air-conditioned, and have adequate lighting.	1	0.503
Flexible Working hours	1	0.529
Salary amount	1	0.616
Bonus Amount	1	0.498
Financial Rewards	1	0.562
Non-Financial rewards	1	0.477
"How immediate supervisor relates with employees/subordinates"	1	0.681
"Extent to which immediate supervisor effectively communicates with employees. "	1	0.715
"Employees should be treated fairly"	1	0.472
"Openness of communication among co-workers "	1	0.624
"Networking among co-workers"	1	0.723
"Level of co-worker interactions"	1	0.596
"Level of feeling of belongingness"	1	0.512
"Extraction Method: Principal Component Analysis. "		

Source: Primary Data

Table-2 illustrates the contribution of factors considered in the analysis defines the critical problems faced by the respondents in doing business. Result had shown that each strategy contributed above 50% that means each of them are used to formulate loaded factors. Among all, "Networking among co-workers" under Attributes concerning co-worker relations had contribute high with 72.3% followed by "extent to which immediate supervisor effectively communicates with employees" (71.5%)" Whereas "How immediate supervisor relates with employees/subordinates" (68.1%) under the head "Attributes concerning relationships with supervisors" and remaining contributed according above 50%. Whereas, Bonus amount, Non-Financial rewards and Employees to be treated fairly are low with 50%.

Table – 3: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	Percentage of Variance	Cumulative Percentage	Total	Percentage of Variance	Cumulative Percentage
1	5.47	34.185	34.185	5.47	34.185	34.185
2	1.522	9.511	43.696	1.522	9.511	43.696
3	1.147	7.167	50.863	1.147	7.167	50.863
4	1.015	6.341	57.204	1.015	6.341	57.204

5	0.924	5.773	62.978
6	0.848	5.302	68.28
7	0.787	4.917	73.197
8	0.731	4.571	77.768
9	0.624	3.902	81.67
10	0.572	3.573	85.244
11	0.502	3.14	88.383
12	0.451	2.818	91.202
13	0.435	2.719	93.921
14	0.385	2.408	96.328
15	0.315	1.969	98.297
16	0.272	1.703	100
Extraction Method: Principal Component Analysis.			

Source: Primary Data

Table-3 shows the analysis of variance from the main analysis of components. Result shows that four components were extracted from seventeen components. Component 1 is compounded by an Eigen of 5.470 with a variance of 34.185 percent to explain. Similarly, component 2, 3 and 4 appear to exceed the Eigen value of 9.511%, 7.167% and 6.341%, which can be explained in a similar variance. Consequently, these factors contribute 57.204% overall.

Table – 4: Performance Role in Employee Job Satisfaction

	Components			
	1	2	3	4
Promotion of	0.61			

	1	2	3	4	
employees' rights	7				
The working space should be well-ventilated, air-conditioned, and have adequate lighting	0.586				
Flexible Working hours	0.567				
A safe and comfortable working environment	0.552				
Flexibility of work schedule	0.541				
Bonus amount		0.682			Remuneration
Salary amount		0.668			
Financial Rewards		0.643			
Non-Financial rewards		0.641			
How immediate supervisor relates with employees/subordinates			0.632		Relationship with Supervisor
Employees should be treated fairly			0.603		
Extent to which immediate supervisor effectively communicates with employees .			0.567		
Networking among co-workers				0.757	Co-worker Relations
Level of co-worker interactions				0.703	

Level of feeling of belongingness		0.577
Openness of communication among co-workers		0.565

Source: Primary Data

Most of the employees working in Hospitality industry are millennials and thinking process of them is different from other age groups. The table illustrates the principal component analysis used to extract high loaded factor regarding the Impact of performance management on employee job satisfaction. The results shown below are based on the factors which are considered important in employee job satisfaction in hospitality industry.

Inference 1: From the above table, we can see that, under the segment Attributed related to working conditions, promotions of employee rights have been considered high loading factor with 0.617, which means it is an important factor that impact the performance of employees' job satisfaction. Whereas, the working space should be well-ventilated, air-conditioned, and have adequate lighting, flexible working hours, a safe and comfortable working environment and Flexibility of work schedule have respective factor values 0.586, 0.567, 0.552, 0.541 which are scored accordingly.

Inference 2: Under the segment Attributes related to remuneration, bonus amount is as high loading factor value of 0.682, which means the employees in hotel industry bonus paid to the employees play a significant role in job satisfaction and also performance management. If the bonus amount is high it means high job satisfaction and performance management. The other factors are salary Amount, Financial Rewards and Non-Financial rewards which have respective high loading scores 0.668, 0.643 and 0.640. It observes that all the factor in this component is important as remuneration is generally considered one of the important factors in performance management. If the employees are provided with all these there will chances of employees working for long term than changing job in few years.

Inference 3: Under the segment Attributes concerning relationships with supervisors, the highest loading factor is "how immediate supervisor relates with employees/subordinates" with 0.632 score. Employees should be treated fairly has also high score of 0.603 and the "extent to which immediate supervisor effectively communicates with employees" has factor score of 0.567. From this, the study states that millennials as employees want the employers to understand them and relate to what they want and think. It is also important for them to be fairly treated.

Inference 4: Under the segment Attributes concerning co-worker relations, networking among co-workers has highest loading factor with 0.757 followed by "Level of co-worker interactions" with score of 0.703. Whereas "level of feeling of belongingness" and "openness of communication among co-workers" has a loading factor score of 0.577 and 0.565 respectively. Millennials are more into social interaction, which is why these factors have high scores and should be considered as much of importance while analysing performance management and job satisfaction.

Objective 2: To know the impact of Performance management on Employee Job Satisfaction

In this objective, the factors found to be high loaded using the Exploratory Factors Analysis were considered. In addition, an attempt was made to know the influence of performance management on the employee job satisfaction, the Structural Equation Model is applied. Four segments of performance management were considered, namely "working Conditions, remuneration and relationship with Supervisor and co-worker relations. The First Model check the Goodness Fitness Index shown in Table 2. Finally, the hypothesized model (SEM model) has a framework for the identification of the model's estimated results.

Table -2: Goodness of Fit test Results

| Fit statistic	Recommended Value	Obtained Value
Chi square		139.14
Df		32
Chi square significance	$p <= 0.05$	0.021
Goodness Fit Index	>0.90	0.903
Adj. Goodness Fit Index	>0.90	0.906
Normed Fit indexes	>0.90	0.971
Relative Fit Index	>0.90	0.961
Comparative Fit Index	>0.90	0.944
Tucker Lewis Index	>0.90	0.902
RMSEA	<0.05	0.021

Source: Primary data

Table represents Goodness of fit index indicates with respect to hypothesized model. The result indicates that GFI ("Goodness Fit Index") is 0.903 and "Adjusted Goodness of fit Index" is 0.906 which are observed to be above the recommended level. "Normed fit Index" seems to be greater than 0.90 and "Relative fit index" is 0.961. Goodness index like "Comparative Fit index" (0.944) and "Tucker Lewis Index" (0.902) are observed to be above the cutoff level. Root mean Square is 0.021, which implies that significant of the model. Hence goodness of fit index concluded that the model is satisfactory. The study has framed the following hypothesis to test with the statistical method of structural equation model.

H0: Performance Management factors has no impact on Employee Job satisfaction

H1: Performance Management factors has impact on Employee Job satisfaction

Figure – 1: Path Diagram of Performance Management's Impact on Employee Job Satisfaction
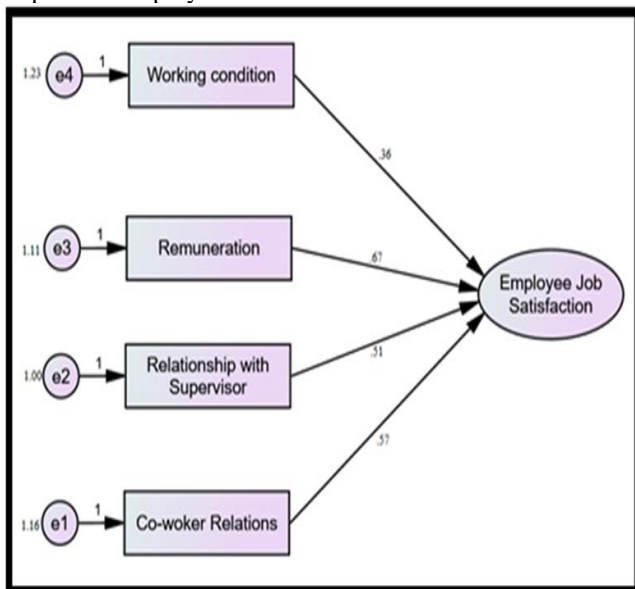
Source: Primary data

Table – 3: Performance Management's Impact on Employee Job Satisfaction

			Estimate	S.E	C.R	Sig.
Employee Job Satisfaction	<-----	Working condition	0.362	0.176	2.056818	0.021
Employee Job Satisfaction	<-----	Remuneration	0.671	0.265	2.532075	***
Employee Job Satisfaction	<-----	Relationship with Supervisor	0.513	0.189	2.714286	0.004
Employee Job Satisfaction	<-----	Co-Worker Relations	0.572	0.217	2.635945	***

Source: Primary data

Table represents the regression weight with respect to Performance Management factors impact on Employee Job satisfaction. Four Performance Management factors considered were Working condition, Remuneration, Relationship with supervisor and Co-worker relation which acts as an independent variable, Employee job satisfaction has dependent variable. The result indicates the performance management factors has significant positive influenced on the employee job satisfaction, implies effectiveness in performance management factors will enhance the Employee job satisfaction. It found that Remuneration has observed to be highly influenced by 0.671 and the study stated with the research of Qasim (2012) that "The growing needs of people with high living costs force workers seeking higher income that can guarantee their future and life satisfaction. Moreover, if individuals believe they are not compensated well therefore a state of emotional dissatisfaction will be developed". A study conducted by Kander and Byne found that "personality and social interaction between employees can influence satisfaction and task performance". Similarly, in this study Co-worker Relations and Relationship with supervisor found to be moderately and positively influenced with 0.572 and 0.513 respectively. From p-value, it indicates that rejection of Null hypothesis and Acceptance Alternative hypothesis i.e., Performance Management factors has impact on Employee Job satisfaction.

FINDINGS

1.   The study observed with EFA that working conditions parameter, "promotions of employee rights" have been considered high loading factors with 0.617, which means it is an important factor that impact the performance of employees job satisfaction.

2.   The study found under the Remuneration segment "The bonus amount" observed as high loading factor value of 0.682, followed by the "Salary Amount" (0.668), which means the in hotel industry bonus paid to the employees play a significant role in job satisfaction and also performance management.

3.   The study synchronized that under the segment Relationships with Supervisors, the highest loading factor is "how immediate supervisor relationship with employees/sub-ordinates" with 0.632 score.

4.   The study found with the EFA result under the segment of co-worker relations that "Networking among co-workers has highest loading factor with 0.757 followed by "Level of co-worker interactions" with score of 0.703. Co-operation and continuous interactions will improve the employee job satisfaction.

5.   The study observed with the SEM that Performance Management parameter - Remuneration (0.671) influenced the job Satisfaction. The study stated with the research of Qasim (2012) that "The growing needs of people with high living costs force workers seeking higher income that can guarantee their future and life satisfaction.

6.   It has been found that Working Condition (0.362) having the lower influence on the employee job satisfaction in three start Hotel segment in Hyderabad region. Therefore, it has been observed that employees are not provided the proper working condition as per the standards due to absence of proper HR practices.

CONCLUSION

The present study has focused on the role of performance management on employee job satisfaction in hotel Industry. The study was confined to 3-star category hotels located in Hyderabad region. The study has considered the primary data and collected through the drafted questionnaire. The study examined the performance management role in employee job satisfaction with the statistical method of exploratory factor analysis and found that promotions of employee rights and how immediate supervisor relationship with employees/sub-ordinates plays the vital role in job satisfaction of an employee in Hotel industry. The study also examined the impact of performance management on the job satisfaction and observed that Remuneration and working conditions are influencing higher to the employee job satisfaction.

Further Research Scope: The present study has been focused on the 3 star category hotels and suggest similar research can be extended to 4 and 5 star deluxe category hotels. The study is limited to Hyderabad region. Therefore, the study to consider the hotels across the state level.

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