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Evaluation of work results according to KPIs in the hotel industry

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Abstract

This article ignites a discussion on how to apply PKI related performance assessment in the field of hotel management. To do that, at first, we carry out theoretical review of the issues related to performance evaluation, its purposes and

process. Then we discuss over methods of evaluation of work results and personal capacity as both are very important in the hotel service industry.

Keywords: KPI, Work Evaluation, Hotel Industry

1. Introduction

KPI (short for Key Performance Indicator) means job performance evaluation index. This is a tool to measure and evaluate work efficiency expressed through data, ratios, and quantitative indicators, in order to reflect the performance of organizations or functional departments or individuals.

KPI is a tool to help managers and leaders easily implement strategies, plans and control the effective implementation process. Usually, management will apply separate KIP for each department and individual based on the job description or specific monthly work plan. Depending on the business or organization, the KPI will be different and even each department will have different KPIs (Business, Marketing, Human Resources...) and even each individual in each department will have different KPIs. such as Marketing (SEO KPI, Email KPI, Social KPI).

The purpose of using KPIs in job performance evaluation is to ensure that employees properly perform the responsibilities in the assigned job description. This sets the stage for performance appraisals to become more transparent, clear, specific, fair and effective because KPIs are highly quantitative and specific to measure.

2. Purpose of performance evaluation

Performance appraisal is one of the strategic tasks of human resource management. Evaluation of work results is to determine the level of work completion of a collective or individual against the set standards or compare with the work results of other collectives or individuals performing the same work. Evaluation of job performance in enterprises should be done in close relationship with other functional activities of human resource management, especially training-development and compensation. The employee's job performance is the affirmation and evidence for the results achieved in the training programs and vice versa, the job performance evaluation results are also the basis for building training programs. staff training and development. The performance results of employees are also the basis for enterprises to propose reasonable remuneration regimes, which stimulate employees to work better, develop to the maximum potential of employees. each individual or retain employees to stay with the business.

In addition, performance evaluation is also used for many different purposes.

- **First**, performance evaluation provides feedback to employees to know how well their job performance compares to the set standard and to other employees to help them complete their work. better.
- **Secondly**, evaluating job performance will help stimulate and motivate employees to have more creative ideas, be aware of their responsibilities and promote better work performance. again.
- **Thirdly**, from the perspective of human resource planning, evaluating job performance objectively and fairly will provide all the necessary information for planning in such areas as salary, reward, etc. , discipline, transfer, promotion...
- **Fourth**, from the perspective of human resource development, the evaluation of job performance will help us determine which employees need to be trained and in which aspects they train.

- **Fifth**, the evaluation of work performance will be the basis for leaders at all levels to better understand the current status of human resource management activities in the enterprise and take measures to adjust and improve operations. human resource management.
- **Sixth**, comply with the provisions of the law.

3. Process of Performance Evaluation

Performance appraisals, like other control reviews, usually follow a certain step-by-step process. The following are the most basic steps of a performance appraisal process.



Fig 1: Performance appraisal process

3.1 Identify the basic criteria to be evaluated

The performance evaluation criteria need to satisfy the following principles The following SMART:

- **S-Specific** : specific, detailed, evaluation criteria must reflect the difference between people who do a good job and those who do a bad job.
- **M-Measurable** : the criteria must be measurable and not too difficult to collect data.
- **A-Achievable** : the criteria are achievable and consistent with the practice of the job.
- **R-Realistic** : the criteria must be reliable, which means that different people evaluating the job performance of an employee must reach the same conclusion.
- **T-Time bound** : related to the time to perform and complete the work. Work must have a beginning and an end, but it cannot last forever.

The following is an example of the criteria (groups) to evaluate the work for a sales manager at a company. The group of criteria related to financial results will include criteria on sales, profit ratio, ratio of overdue loans to sales (mainly quantitative criteria). The group of criteria related to market and customer development includes a subgroup of qualitative criteria (market research reports, assessments of local authorities, customer reviews) and a subgroup of quantitative criteria (market share, sales of new products, development of distribution channels, effectiveness of promotions). The group of criteria related to training and development only includes qualitative criteria such as: employee training and development, and self-development. The group of factors related to the working process includes criteria such as establishing sales processes, customer care, the ability to improve, innovate, adjust and restructure those processes.

3.2 Select the appropriate evaluation method

The second step involves the selection of the evaluation method. It is necessary to use a combination of different evaluation methods depending on the function of each department in the enterprise. There is no single best method for every organization. There are 06 assessment methods presented in the following content that can be considered for use.

3.3 Identify auditors and provide assessment skills training

Identifying auditors and training them in appropriate assessment skills is essential depending on the assessment methods chosen. For each employee, there should not be only one person to evaluate them, but also should encourage

and involve as many reviewers as possible to ensure objectivity. For example, a salesperson should have at least two levels of evaluation, such as area manager, sales supervisor. In addition, the assessee's colleagues may also participate to assess the level of cooperation, support in work, solidarity, etc. If the person being evaluated is the head of a unit. At certain times, it is necessary to have an additional assessment by their subordinates on the prestige of leadership, assignment, support, etc. If the person being evaluated performs jobs related to customer communication, there should be adding customer feedback on service capacity, dedicated attitude, professionalism... In addition, for each individual, as an employee, regardless of position working. Regardless, everyone has the right to evaluate themselves based on prescribed criteria.

3.4 Inform employees about the content and scope of the assessment

Employees of different departments in the enterprise must be informed and know in advance about the assessment, especially regarding the content of the assessment (for example, customer care), the scope of the assessment. (e.g. helping customers understand the use of new products) and areas of assessment (e.g. a particular product line), and more importantly, the significance and significance of the results assessment for their daily work, income and potential for advancement.

3.5 Conduct employee reviews and define new goals

Managers (auditors) compare and analyze the performance results of the work performed by the employee, the subject being evaluated, with the specified criteria. To ensure objectivity, evaluators should discuss the results of the assessment with their colleagues and with the staff themselves in order to agree on the results. After agreeing on the results and comparing them with the set criteria, the evaluator points out the good and bad points, the points that need to be fixed and corrected in the future for the staff being evaluated. Along with that, the evaluator also outlines directions and ways to improve the process of job performance, and proposes new targets for this employee. It is also worth mentioning the support from the company proposed by the evaluator, so that employees can successfully complete these new targets.

4. Methods of Evaluating Work Results

a) Alternate ranking method

Arrange employees in the enterprise in ascending order or vice versa from the person with the weakest results to the person with the best results in terms of compliance with regulations, working attitude, work performance... Total Combined the results will show who is the best performer, gradually to the weakest performer.

- **Pair comparison method.** The better rated person gets 4 points, the weaker person gets 0 points . The better rated person gets 3 points, the weaker rated person gets 1 point. Two equal people get 2 points.
- **Scoreboard method.** Evaluate the employee's work performance according to common criteria on: volume, quality, style, behavior ... according to the following table and summarizing will have the overall result of that employee.
- **Storage method.** Leaders record very good results, mistakes, and major problems in employee performance. Major mistakes leaders will note to check if employees correct them. Good results will be

commended and rewarded to encourage work spirit.

- **Behavioral observation method.** Behavioral observation is conducted while performing the employee's job. We evaluate behavior based on two factors: the number of observations and the frequency of repetition of the behavior. Examples of behaviors to observe for restaurant cooks include:
 - Do not let customers complain about the quality of the food;
 - Beautiful food presentation, delicious taste;

- Do not waste food;
- Prepare your next meal;
- Hygiene, clean sinks, do not put your hands in the dishes,
- **Target management approach.** Management by objectives focuses on issues such as: the coordination of leaders and employees for the setting of employees' goals in a certain period of time; periodically review the progress made; evaluate the level of achievement of the set goals within a certain period of time.



Fig 2: Objective management method in personnel evaluation

5. Assessment of Personal Capacity

The personal capacity of employees is reflected in such expressions as: cognitive ability, knowledge and skills to perform work, make decisions, handle situations and solve problems. The assessment of each employee's personal capacity is aimed at promoting, appointing and promoting them to new positions. This assessment is often related to a certain position, but the question here is what specific competencies the person holding this position needs to have in order to fulfill the responsibility in that position. For

example, a manager should have the following management competencies: strategic vision, good management of relationships with employees and customers, allocating resources appropriately to achieve goals. set out, certain understanding of the market, communication skills, analysis and problem solving, decision making. Each category of competence can be defined and classified according to different levels so that the assessment and classification is unified, for example as follows.

Table 1: Rating of individual capacity classification

Excellent:	Ability to react quickly, solve all problems, create good relationships with people inside and outside the unit, have high convincing ability, present reports accurately and professionally.
Outstanding:	The ability to behave well, have fun and be gentle and willing to share with colleagues, clear and easy to understand.
Qualified:	Good communication relationship with people, able to present themselves for others to understand.
Must try harder:	Weak behavior, long and incoherent presentations often cause misunderstandings.

Individual performance evaluation criteria can be used for employees to quantitatively evaluate and score them on a scale from 1 to 5 (Likert scale) as shown in the following table. In addition to the defined scale, we also have to

determine the weight of the criteria (eg, understanding the topic of expertise outside of our field) and the criteria groups (work management) and sub-criteria groups (eg. . plan).

Table 2: Criteria for assessing individual capacity

Evaluation Criteria	Degree evaluation from 1 to 5				
	1	2	3	4	5
I. Expertise					
• Use professional knowledge and experience to ensure all solutions are workable and effective					
• Diagnose and solve technical problems within the functional area of your unit					
• Monitor technical and professional issues during implementation					
• Knowledge of specialized topics outside of your field					
II. Workflow management					
1. Plan					
• Plan within deadlines with the goal of maximizing profits/or making full use of employee resources					
• Executing the work according to the plan					
• Monitor the progress of the work according to the planned plan and ensure that situations are anticipated and communicated to subordinates.					
2. Communicating/directing work results					
• Ensure that the assigned work is completed efficiently, on time, and to the set goals					
3. Problem solving					
• Synthesize information from various sources to find the optimal solution					
• Solve complex problems, contribute solutions to get the job done well					
• Learn from experience, recognize potential problems and solve problems					
III. Initiative/Creativity					
1. Initiative					
• Deliver business initiatives that respond to challenges and competitive environments					
2. Creativity					
• Ability to take on new tasks and achieve set goals					
IV. Human Development					
1. Teamwork					
• Motivate and manage employees to ensure a strong team spirit .					
2. Personal development					
• Understand the personal skills required and leverage your strengths to benefit/add value to your business plan or to target your personal development needs .					
• Review the business plan on an ongoing basis to identify skill requirements that need to be supplemented and acquired .					
• Develop effective leadership styles, management abilities and coaching skills					
3. Develop others					
• Develop employee development plans to ensure that development goals are set to meet both personal and business requirements					
• Lead new employees to new tasks; assign work to the right levels to improve the management skills of employees, achieve their goals and can train others to do similar work					
• Lead new employees to new tasks; assign work to the right levels to improve the management skills of employees, achieve their goals and can train others to do similar work					
• Initiate/contribute to internal development program by documenting or training					

After calculating the total scores of the criteria, sub-criteria, and criteria groups, we can rely on the following table to evaluate the individual capacity of each employee from "unsatisfactory" to "excellent".

Table 3: Scoring scale for assessing personal capacity

From 4.81 and up	Excellent
From 3.81 to 4.80	Above the required level
From 3.00 to 3.80	Qualified
From 2.00 to 2.90	Below required level
From 0.00 to 1.99	Unsatisfactory

6. Conclusions

Evaluation of work results is to determine the level of work completion of a collective or individual against the set standards or compare with the work results of other collectives or individuals performing the same work. . Performance evaluation in enterprises should be done in close relationship with training-development and compensation.

The purposes of performance appraisal in an organization: a) c provide feedback on employee performance; b) stimulating and motivating employees to perform better; c)

serve as a basis for developing an employee compensation policy; d) developing staff training and development plans; e) leaders at all levels have a better understanding of the current state of human resource management in the enterprise; f) comply with the provisions of the law.

Evaluation of employee's job performance is carried out in the sequence of 5 steps: 1) determining evaluation criteria; 2) selection of assessment methods; 3) assessment skills training; 4) notify employees; 5) conduct appraisals and set new goals for employees.

Enterprises can apply the following methods to evaluate job performance: 1) alternate ranking method; 2) pairwise comparison method ; 3) scoreboard method; 4) storage method; 5) behavioral observation method; 6) management by objectives.

Competency of employees is the ability to perceive, knowledge, skills to perform work, the ability to make decisions, handle situations and solve problems.

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