

INTERNSHIP PROJECT



SUBMITTED TO GOA UNIVERSITY  
FOR THE PARTIAL FULFILMENT OF COURSE IN

MASTER OF BUSINESS ADMINISTRATION (MBA) - PART II  
**LEVEL OF EFFECTIVENESS OF CURRENT PERFORMANCE APPRAISAL  
METHOD FROM EMPLOYEE PERSPECTIVE AT FAIRFIELD BY MARRIOTT  
GOA, ANJUNA**

BY  
**BHAGYALAXMI MORAJKAR**

ROLL NO- 2033  
BATCH 2020-2022

UNDER THE GUIDANCE OF  
**PROF. DR. NIRMALA RAJMALA**  
ASSOCIATE PROFESSOR OF MANAGEMENT STUDIES  
GOA BUSINESS SCHOOL  
GOA UNIVERSITY

## **DECLARATION**

I, the student of M.B.A Part II of Goa Business School, Goa University, hearby declare that the project entitled **“Level of effectiveness of current Performance Appraisal Method from Employee perspective”** has been prepared by me towards partial fulfilment of the degree of Master of Business Administration under the guidance of my faculty guide Dr. R. Nirmala. This project is neither in full nor in part has previously formed the basis for the award of any other degree of either this University or any other university.

Date: 9<sup>th</sup> May 2021

Place: Goa University

Name: Bhagyalaxmi G. Morajkar

Roll No: 2033

## INTERNSHIP-OFFER LETTER

**Fairfield**<sup>®</sup>

BY MARRIOTT

December 23, 2021

Dear Bhagyalaxmi,

Greetings from Fairfield by Marriott Anjuna Goa!

This is with regards to your application for the Marriotternship (Human Resources) position at the Fairfield by Marriott Anjuna Goa.

We are glad to confirm that **Ms. Bhagyalaxmi G. Morajkar** has been selected as a Marriottern. The duration of your training will be from January 6, 2022 to July 6, 2022.

During the course of the tenure, you will be provided with the following:

- Duty meals in the associate dining room
- Black trousers and whites shirt to be worn on duty
- 4 Weekly offs per month
- Stipend amount of Rs. 4,000/- per month

The student has to arrange for his/her accommodation.

Do ensure that following documents are carried on the date of joining at 09:00am:

- 4 passport size photographs
- College No objection certificate
- Police Clearance Certificate
- Aadhar Card photocopy
- COVID -19 RTPCR test
- Bank passbook
- PAN Card

Welcome Aboard!



Glen Felix Dsouza  
Director of Operations




Jodina Almeida  
Human Resources Manager

### ACCEPTANCE

I have read and fully understood the terms & conditions as a 'Marriotternship' under the training period.

Name and Signature of the candidate:

Bhagyalaxmi G Morajkar 

Fairfield by Marriott<sup>®</sup> Goa Anjuna  
Survey No. 11/14, Plot B, C & E, Simvaddo, Anjuna, Bardez Goa - 403509  
+91 832.222.4400 | [Marriott.com/GOIFG](https://www.marriott.com/GOIFG)

## **ACKNOWLEDGEMENT**

On the very outset of this report I would like to express my gratitude to everyone who supported me throughout the course of this MBA project. For their active guidance, help, cooperation & encouragement, I am sincerely grateful to them.

I want to thank Fairfield by Marriott Goa, Anjuna for giving me the opportunities to follow my internship at Fairfield by Marriott. I want to thank Human Resource Manager Ms. Jodina Almeida for allowing me to intern at Fairfield by Marriott Goa, Anjuna.

I am also grateful for having a chance to meet many wonderful people and professionals at Fairfield by Marriott who led me through this Internship period.

I am also very thankful & pay my gratitude to my faculty Dr, R.Nirmala for her valuable guidance and support on completion of this project. I extend my gratitude to Goa Business School for giving me this opportunity.

Thank You

Bhagyalaxmi G. Morajkar

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**FAIRFIELD BY MARRIOTT -**  
**SELECTED BRAND OF MARRIOTT INTERNATIONAL**

Fairfield®  
BY MARRIOTT



Fairfield by Marriott is a low-cost economy chain of hotels that are franchised by Marriott International. The properties are geared towards guests requiring a place to sleep with fewer amenities, thus allowing Marriott to offer lower prices than would otherwise be possible. This is accomplished via cost-saving measures, such as consistent building architecture and bedding, and the omission of a full-service restaurant. However, a complimentary hot breakfast is included. As of June 2021 reached a milestone of 1,169 global properties with 114,986 rooms.

## **MARRIOTT BRANDS PORTFOLIO**



### **Culture & Beliefs**

Located in the foothills of Virginia's Blue Ridge Mountains, Fairfield Farm was originally owned by the King of England.

Fairfield Farm so reminded J. W. Marriott of the western ranches of his childhood, he purchased the property for his family's enjoyment in 1950.

In 1987, the first Fairfield Inn hotel opened in Atlanta. The Manor House was refurbished in 1997 and opened as Marriott's only Bed & Breakfast property, the Inn at Fairfield Farm.

Serving as a backdrop for American history, many prominent figures have visited Fairfield Farm. J. Willard Marriott continued the tradition by entertaining dignitaries such as Presidents Eisenhower and Reagan.

Today, Fairfield Farm is better known as the Marriott Ranch and is owned and operated by Marriott International. It continues to be a working cattle ranch, as well as a host location for special events.

The warm hospitality and simple beauty of Fairfield Manor House inspired the name of our hotels.

Today, the Fairfield brand continues to live up to its heritage, with over 3,000 associates providing a warm welcome and delivering a hotel experience that's just right to each and every guest.

### **The Beauty of Simplicity**

Fairfield by Marriott guarantees a beautifully simple stay wherever you travel-at over 1000 locations worldwide. Marriott family farm heritage inspires a calming, reliable experience characterized by warm hospitality all at a great value.

## **Brand Values**

### **Seamless**

Our steadfast commitment to ensuring smooth, stress-free experience we give guests the flexibility to work rest and maintain their momentum on the road,

### **Trusted**

You can count on us. With a heritage from the Marriott family farm, we deliver the quality and reliability you expect backed by guarantee.

### **Optimistic**

We warmly welcome you into our hotels with friendly service and comfortable uplifting spaces.

## **BRAND PILLARS**

**IT'S RIGHT-** Knowing the Guest Optimizing Values Delivering consistency

**ITS EASY-** Simple/ Intuitive Comfortable Friendly

**IT'S WORK-** Productive Purposeful Enabling

## **1. Company Overview**

### **FAIRFIELD BY MARRIOTT GOA ANJUNA**

Fairfield by Marriott Goa Anjuna is one of the franchised brand of Marriott International located in Anjuna. Before 2018 the Owner of property was Argon Hotels Private Limited. However in August 2018 Fairfield by Marriott took over Argon Hotel Private Limited and became first Fairfield by Marriott property to debut in Goa and also brands 14<sup>th</sup> property in India.

Fairfield by Marriott is a 4 star hotel with well-appointed rooms along with private balconies and refreshing view.

Fairfield by Marriott Anjuna also ranked as the top 2<sup>nd</sup> hotel out of 67 hotels in Anjuna.

### **Location**

Located in North Goa, the Marriott hotel is in close proximity to Anjuna, Baga beach and other nightlife destination across Goa.

### **Rooms**



Hotel with 130 rooms at the Fairfield by Marriott Anjuna. Advantage of free high-speed, wireless Internet to keep in touch with home or the office, or finishing touches on a business presentation at the spacious work desk.

### **Kava Kitchen**

Savor delicious cuisine from India and around the globe at our hotel's light and airy restaurant. Enjoy your favorites from the buffet or select from the curated à la carte menu.

Indulge in an array of gourmet offerings from across the globe, all-day dining restaurant at the Fairfield by Marriott. This exquisite multi-cuisine restaurant overlooking the pool is perfect for any meal. Ranging from light snacks to delectable dinners. The extensive Super Breakfast, lunch and dinner buffets offer Middle Eastern, Chinese, Indian and Western cuisine, while the à la carte menu features stunning culinary offerings.

### **Fitness Centre**

A fitness centre in a hotel is a large room, containing special equipment, where people go to do physical exercise and get fit. The fitness centre has modern exercise equipment, including treadmill and stationary bicycle. Cardiovascular Equipment and Free weights.

### **Guest Services**

Guest will find everything need for a convenient stay in Goa at the Fairfield By Marriott Anjuna. Enjoy a quiet meal in the privacy of room or suite with 24-hour room service. or finishing touches on a project in the business centre, complete with print and fax services. Advantage of valet parking and express check-out to ensure a relaxed stay.

## **FIRM LEVEL ANALYSIS**

### **A- SWOT ANALYSIS**

<b>Strength:</b>  <ol style="list-style-type: none"><li>1. Franchise of Marriott International</li><li>2. Global Brand with nearly 1,169 global properties with 114,986 rooms</li><li>3. Reputation- it stands out on 2<sup>nd</sup> position out of 69 hotels in Anjuna</li><li>4. Loyal Customers</li><li>5. Rules &amp; regulation- the hotel makes sure that it provides optimum professional services to its customers.</li><li>6. Focus on innovation</li></ol>	<b>Weakness:</b>  <ol style="list-style-type: none"><li>1. Focus on the family</li><li>2. Organization culture</li><li>3. Overemphasis on service standardization</li></ol>
<b>Opportunities:</b>  <ol style="list-style-type: none"><li>1. High potential in emerging markets</li><li>2. The shift of consumer behaviour</li><li>3. Growing market size and evolving preference of consumers</li><li>4. Customer Service</li><li>5. Better interiors/ well done renovations</li></ol>	<b>Threats:</b>  <ol style="list-style-type: none"><li>1. Entry of several international and national brands along with the strong hold of long standing, well established Indian brands</li><li>2. Competition on price point</li><li>3. Stagnated growth</li></ol>

## **B. VRIN ANALYSIS**

Capability Valuable	Valuable	Rare	Inimitable	Non-Substitute
Human Resource	<b>Yes</b>	<b>No</b>	<b>No</b>	<b>No</b>
Customers	<b>Yes</b>	<b>No</b>	<b>No</b>	<b>No</b>
Research & Development	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
Positive market reputation	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>No</b>
Brand Loyalty	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>No</b>
Teamwork	<b>Yes</b>	<b>No</b>	<b>Yes</b>	<b>Yes</b>
Access to Critical Raw Material for Successful Execution	<b>Yes</b>	<b>Yes</b>	<b>No</b>	<b>No</b>
Supply chain network flexibility	<b>Yes</b>	<b>Yes</b>	<b>No</b>	<b>No</b>

## **4.1 INDUSTRY LEVEL ANALYSIS**

### **A- PESTLE ANALYSIS**

#### **Political Factors:**

The political factors play a major role especially in the economy of the country. The main target of hotel industry is to attract international tourism which will host a variety of different properties. Remember that hotel industry has a backbone of Government and it is the government support helps to sustain in a competitive world. The government charges great amount of tax on the luxury and star category of hotels. Political changes have a direct impact because of Government, especially on hotel industry. Any small step taken by Government will inevitably affect hotel industry. The state Government has to take huge decisions which will support the growth of industry. Take an example of Taj and Oberoi hotel Terror attack; it has substantially dropped the tourism rate.

#### **Economic Factors**

Economic factors include many factors such as taxation changes, inflation, economic growth, interest rates and exchange rates. It is best to know that economic change does leave a significant impact on the behavior of the firm. All the capital states or province of every country, own wide number of tourists arriving for the purpose of conferences, workshops, business dealing and another sole purpose. However, hotels worldwide try to capitalize the travelers because they bring great amount of money with them accompanied with huge expectations from five-star hotels.

In last years, many guests also pay for the extra services they demand. More guests accommodate in hotel, more services they demand and obviously they pay more which means industry will grow. With the increasing number of guests, services provided also needs to be luxurious and good.

The economy of India has faced minimal drop because of financial system and controlled status in country. This will enable the hotels to concentrate on foreign travelers allowing the local market to get relief to Indian Hotel industry.

#### **Social Factors**

Changes in social factors impact the demand for firm services and products. The willingness and availability of individual to work. Being a business hotel, there needs to be a variety of options which can be availed. The room for single guests and twin bedroom proves to be perfect for males. However, individual or single bedrooms are preferred by females. Every hotel welcomes at least 10% different classes of guests and availability for every kind of room is plus point.

#### **Technological Factors**

The technology used must be beyond standards especially when it comes to hotel management. The software's used by Hotels helps to meet all needs of staff members and customers. Many new hotels have started embedding and using more defined technology. Even guests prefer the hotels which are embedded with technology. They are considered more safe and secure. Technology helps to reduce the work effort and enhances the results. It would be a boon to humanity which will help to show progress of property and advances in hotel industry.

There are many hotels which do not provide Wi Fi facility or security purposes, but people and apparently guests prefer accommodation in places which are embedded with Wi-Fi. Many customers and business people utilize technologically integrated hotels because it is a way of achieving customer satisfaction quickly. So technology is a great external factor which would affect hotel industry.

## **Environmental Factors**

Environmental and weather changes have a direct impact on many hotel industries. In serious or severe weather conditions, taxes are applied to avail more friendly and environment related products. The hotel industry does not demand or create any factors which would affect their credibility. Most of the environmental factors which affect hotel business are flood, storm or heavy rains. These factors play a vital role, especially in monsoon season. Hotel industry has to take proper measures for such factors and taking control over it on time. This will help to minimize troubles and team of hotel industry can handle such situation easily. Natural factors such as an earth quake, or natural factor directly affect the hotel sales. The hotel management teaches proper measures to their employees who need to be taken especially during emergency cases.

## **Legal factors**

The legal environment is essential for the growth of hotel industry. Last year, there have been many changes made which affected behavior of firm. The factor does include safety and health laws. In every country, hotel has to follow age law. However, discrimination law has been eliminated. The possible impacts of legal legislative law do affect hotel industry. Only people get attracted to leisure based hotels which are legal and provide secure services.

The current situations and war conditions do affect law of hotel industry. It may lead to serious changes in law. The Government also becomes flexible during this time and allows to think about society. So it might be possible that external factors may leave a negative impact on hotel industry.

## **B- PORTER'S FIVE FORCES**

### **THE BARGAINING POWER OF CUSTOMER**

The bargaining power of the customers. This refers to the ability of customers to force down prices. A good example of this is when groups like tour operators bulk purchase or book hotel rooms. When customers have more bargaining power, they are likely to use it. This increases the cost of doing business for hotels, which will try to pass the increase along to their customers.

If the customers have a lot of power, suppliers may be unable to raise their prices and may even suffer losses. This is sometimes referred to as a race to the bottom or a race to the middle, as customers and suppliers race to the point where prices are equally low everywhere. Hotels that target tour groups or those that have concentrated buyers will be more subject to the bargaining power of customers. On the other hand, individual or walk-in customers have little to no bargaining power at all since they don't hold a huge margin.

## **THE BARGAINING POWER OF SUPPLIER**

The bargaining power of suppliers this force isn't usually too strong a threat for the hotel industry, but it can still inflict some pressure on the industry. Many chains, including Marriott, have implemented so-called "loyalty programs" to incentivize customers to stay with the chain. The lower the supplier power, the more attractive the industry and thus an increase in profit potential. However, the fewer the suppliers to an industry, the more power that supplier has over them. This can affect input costs and puts a strain on the company that relies on their product and services. This puts hotel managers in a predicament but in order to stay competitive, they must find a way to cooperate with suppliers that will give them a cost advantage.

Even often bargaining power of suppliers is a threat to the hotel industry, given that they can inflict some pressure on the company by withholding their services. This means that hotel managers must cooperate with their suppliers in order to avoid losing business to competitors.

## **THE THREAT OF NEW MARKET ENTRANTS**

The hotels industry is strongly influenced by travel and tourism trends. This force is dependent on the ability of the new business to enter the industry. However hotel industry is a very hard industry to enter into, due to one of the biggest obstacles, which is brand recognition. Right now there are a few large hotel chains that make a large footprint in the market. It is hard for a new entrant to come into the industry and compete with these large hotel chains without bringing something new to the table. Many large chains in the industry dominate the industry due to economies of scale due to franchising. However, it's not unheard of for new businesses to still come into the market and threaten the leaders especially when they have an edge in differentiating themselves from others. For example, one hotel in the US has installed a system which allows guests to order a vegan meal on the room service menu.

## **THE THREAT OF SUBSTITUTE**

When we think of the hotel industry, we think of the glamorous amenities, the five-star services, and the breath taking views. The truth is, the hotel industry has come a long way since its humble beginnings. In the past, the biggest threats to the hotel industry were far and few. Today, however, the threats to the hotel industry are far more unique, innovative, and challenging and with the continued development of technology, innovative disruptions have proved to be quite the challenge for hoteliers. One such example is the rise of technology-based services, most notably Airbnb, which launched in 2008. Through its platform, Airbnb allows individuals to list and rent out their homes or spaces — transient lodging/housing, homestays or Couchsurfing style — to tourists and guests. Today, the company has 3 million listings

across over 90 countries and has disrupted the traditional hospitality industry by providing a new alternative for guests seeking accommodations.

The 2020 COVID pandemic has given rise to an even newer substitute product: Video Conferencing. In lieu of face-to-face conferences and gatherings, people and many businesses have shifted to meeting at a virtual space, eliminating the need for travel and booking rooms, which put a huge strain on many hotels all across the country.

## **INDUSTRY RIVERLY**

There are also a large number of independent players present in the industry apart from the existing houses. Larger number of players means increased competition. Many larger operators have diversified to some extent and own additional businesses, such as casinos, restaurants and shops. To attract and sustain more business, operators try to offer more and more complex packages and value-added services, such as free breakfast and parking, free third night, etc. A recent trend among major hotel chains is lifestyle hotels which cater to the conscientious traveller's demands for eco-friendly practices, social responsibility, and affordable style. The largest hotel and motel operators are fairly well insulated from unpredictable market conditions by geographical diversification. However, others are based largely or exclusively in one country.

## **PROJECT UNDERTAKEN**

### **To Analysis Effectiveness of current performance appraisal method from a appraise perspective at Fairfield by Marriott**

#### **INTRODUCTION**

The present study is conducted at Fairfield by Marriott Goa, Anjuna. An attempt was made to study level of effectiveness of Performance Appraisal method at Fairfield by Marriott, the main focus is on appraises perspective.

#### **PROJECT QUESTIONS:**

The Project questions of the study are the following:

- What is the level of effectiveness of present Performance Appraisal method from appraise perspective at Fairfield by Marriott Goa, Anjuna?
- What is the perception of the employees on Performance Appraisal system?

#### **LITERATURE REVIEW**

**Craig Eric Schneider and Richard W. Beauty, July 1979:** While performance appraisals have been standard practice in most public and private organizations for over 50 years, many challenges remain. Assessors show resistance to criticism from their subordinates, and in evaluating human performance, aspects of judgment have latent (subjective and personal) weaknesses and overt (biased and biased) weaknesses. Ratters are often not trained to advice employees and may require insufficient or inaccurate information about rate performance to conduct performance reviews.

**Robert M. Guion, the state of the Arts, November 5-6, 1984:** Twenty years ago, almost all civil servants in the central governments of OECD countries were paid according to official wage standards. This does not mean that in the past officials were not rewarded based on performance. The advancement of "especially senior management" is "strictly controlled", partly as an incentive and partly as a means of increasing the independence of civil servants from the executive and thus increasing their ability to serve governments of various political persuasions. This is considered an alternative or additional incentive for promotion. Social and economic pressures have required other types of incentives besides "incentives" to strengthen performance management.

**Nemeroff & Wexley, 1982:** Surveys show that employees are more likely to be satisfied with their appraisal when they have the opportunity to speak and discuss their work freely. These employees are more likely to achieve their future performance goals. Employees are also more likely to believe in the fairness of the evaluation process when they are given the



opportunity to talk about their work. Especially if they can object and appeal their decision. Evaluations should receive appropriate performance feedback.

## **Research Objectives**

### **Primary Objective**

- To study the employee's performance appraisal system in the Fairfield by Marriott Goa Anjuna.

### **Secondary Objectives**

- To Study & analyse the effectiveness of present Performance Appraisal method being Followed in Organization.
- To find the perception of the employees on Performance Appraisal system.
- To give appropriate suggestions, based on employee feedback and other information collected with a view to improve the appraisal system in the organization.

## **SCOPE OF PROJECT**

- This work is limited to reviewing the evaluation method that exist in the organization. It also visualizes industry scenarios in real time. Overview of the pros and cons of existing systems.

This study is comprehensive as it covers few employees at the plant level and presents the relationship between appraisers and appraisees and the importance of the company's overall valuation system. This study is based on a study of employee attitudes towards performance appraisal. To understand the whole process, I first studied the performance appraisal system, where I found that performance appraisals are held quarterly and yearly for incremental purpose.

- To test employees' attitudes towards performance appraisal, I selected a few employees who could represent all of the company's employees.

## **LIMITATIONS**

1. Employee Opinion; Employee feedback may not be 100% reliable and accurate. Sometimes, they may keep back information that may be detrimental to the image of the organization. Also some employees may fear their superiors and refrain from furnishing any negative data.
2. Employees response may differ from one another.
3. The sample size taken for the research is small due to constraint of time.

## **PROJECT METHODOLOGY**

### **PROJECT DESIGN**

The research has used descriptive type of research. The main purpose of descriptive research is description of the state of affairs" as it exists at Present. The research has no control over the variable and can only report what has happened or what is happening.

## **METHODOLOGY**

### **POPULATION**

The total numbers of employees are 70

### **SAMPLE SIZE**

Out of population 30 employees are taken as a sample size

### **SAMPLING TECHNIQUE**

The sampling technique use is simple random technique

### **TOOL FOR DATA COLLECTION**

The method for data collection used in project is structured questionnaire.

## **SOURCES OF DATA**

### **Primary Data**

Data collected for the purpose of own research. Primary data are collected through questionnaire by direct contact method and through informal meetings and observation and it is interpreted. The questions are framed to gain maximum possible knowledge from employees.

### **Secondary Data**

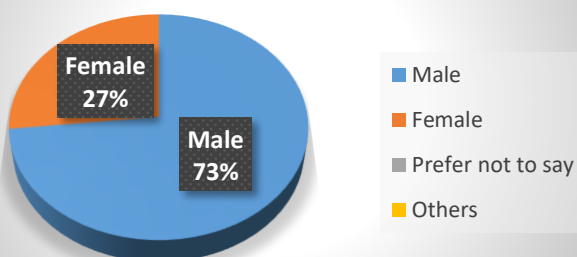
Secondary data is collected from company history and management records, books and the Internet. This is already collected data for reference. The secondary sources used in my research are various files and records held by the organization.

Both primary and secondary data were collected for the purpose of the research. Primary data was more useful in analysing and identifying shortcomings in labour relations. Secondary data was useful in gathering information about the history & growth of the company, the Performance appraisal action system used in the former years in the organization & the revised system that is being followed today.

## Data Analysis

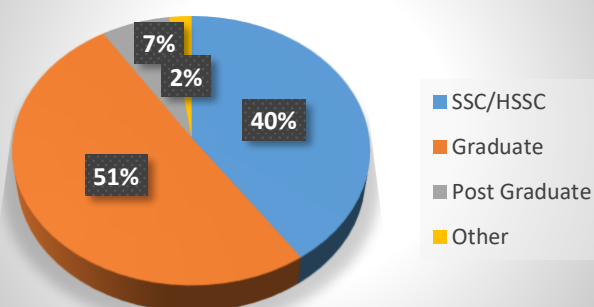
The survey was conducted through structured questionnaire to identify Effectiveness of current Performance Appraisal Method from Employee perspective. The survey is conducted for 30 respondents (employees) working at Fairfield by Marriott Goa, Anjuna.

**Male-Female Ratio**



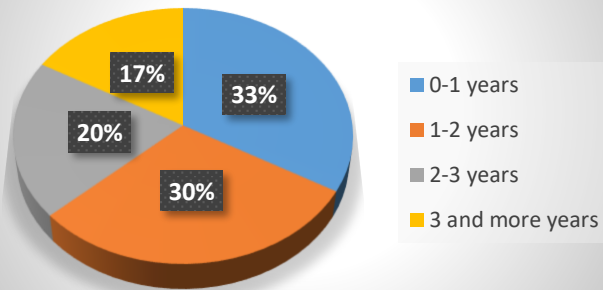
The collected data is representation in the form of pie chart. The survey was conducted for total 30 employee from Fairfield by Marriott Goa, Anjuna out of which female ratio is 27% which consist of total 8 females and male ratio is 73% which consist of 22 males. As most of hotels headcount is consist of male candidates.

**Qualification**



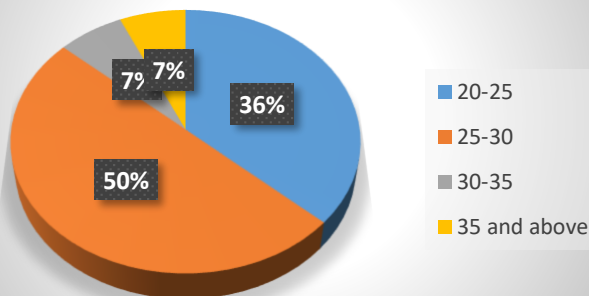
The following pie chart shows Qualification of employees. As we can see that 51% which consist of 15 employees have done their graduation, 40% which consist of 12 employees have completed their SSC/HSSC, 7% which consist of 3 employees has completed their post-graduation and small portion is for other.

### Years Of Service



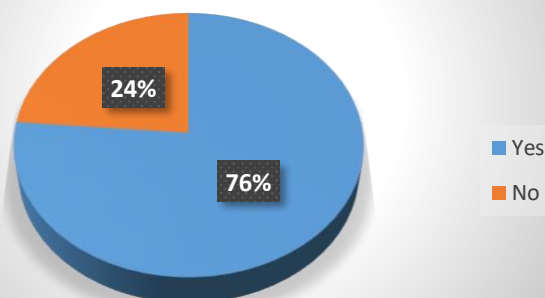
The following pie chart shows Years of employee service in the organisation. As we can see 30% of employee is or about to complete their 2 years whereas 33% has not yet completed 1 year, 20% is or about 3 years and only few i.e. 17% has over 3 or more years of experience in the organisation.

### Age



The following pie chart shows Age of employees 50% of them are between 25-30, 36% of them are between 20-25 and each 7% are between 30-35 & 35 and above.

### Clarity on Performance Appraisal objective



#### Interpretation:

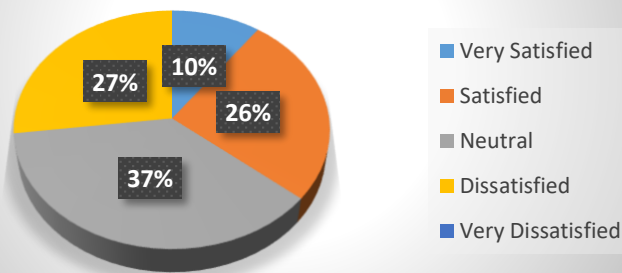
As shown in the above Chart for 76 % of respondents the objective of performance appraisal is clear and understandable to them and for 24% of respondent felt that the objective of performance appraisal is not clear to them.

#### Analysis:

24% of respondent's doesn't have clear picture of performance appraisal objective as this respondents are the one who are new in the organisation who

have not yet completed their 1 year however they need time to understand the workplace dynamic.

### Satisfaction level of current Appraisal System



### Interpretation

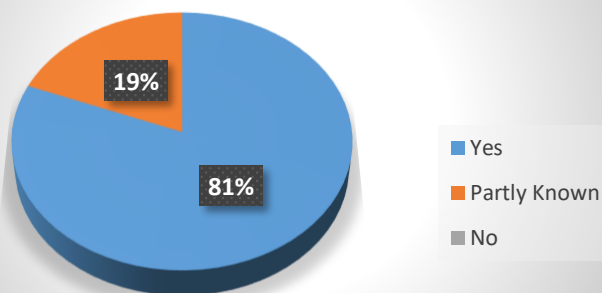
As shown in the following chart 37% have neutral satisfaction level view from their current performance appraisal system, 27% respondents showed their dissatisfaction with appraisal system, 26% respondents finds it satisfactory and 10% respondents

are very much satisfied with the system.

### Analysis:

27% respondents are dissatisfied with current appraisal system as they feel that they never gets positive feedback from their appraisal which can motivate them and even there is a mismatch between Rater appraisal & Self Appraisal.

### Awareness on Rating System

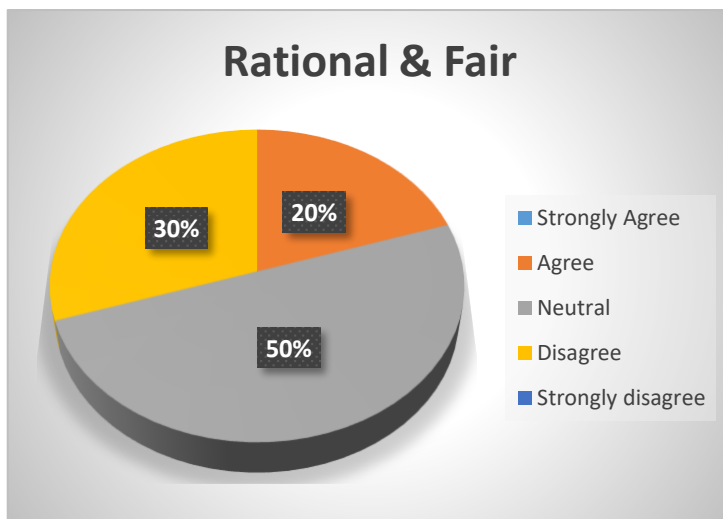


### Interpretation:

According to the survey taken 81% of respondents are aware Rating system which is being practice in their organisation while conducting performance appraisal and 19% of respondents are partly aware about the same.

### Analysis:

19% of respondents are partly known rating system objectives and criteria as these respondents are those who have not yet even completed 1 year in the organisation.

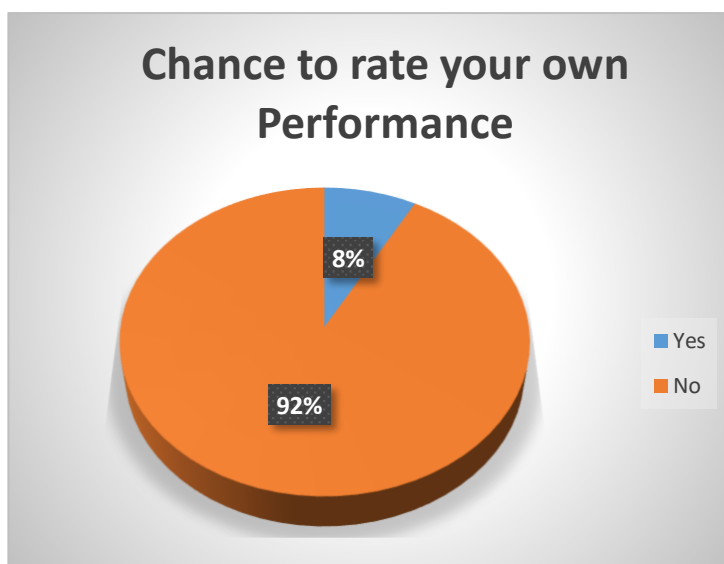


#### Interpretation:

The following pie chart depicts that 50% have neutral feeling about rational & fairness towards appraisal system, 30% of respondents are disagree with the statement that performance appraisal is rational & fair, whereas 20% are agreed with the statement.

#### Analysis:

As explained in the above graph most of the respondents are neutral and disagree with rational & fairness about appraisal system as the employee feel that appraisal show bias attitude sometimes.



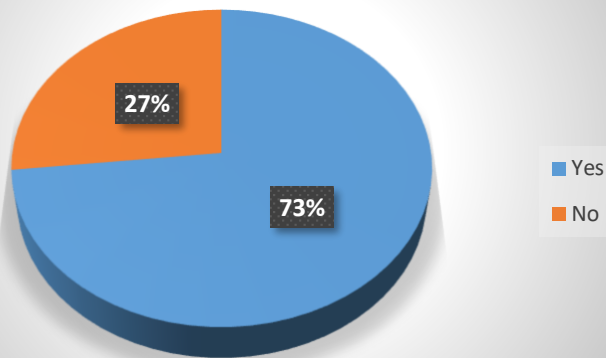
#### Interpretation:

As we can see in the following pie chart almost 92% of employees never got any liberty to rate their own self whereas small portion of respondents says that they got chance to appraise them oneself.

#### Analysis:

As we can clear see in the graph the organisation does not have Self-rating performance appraisal system despite respondents are interested in self- rating.

### Increment after Appraisal



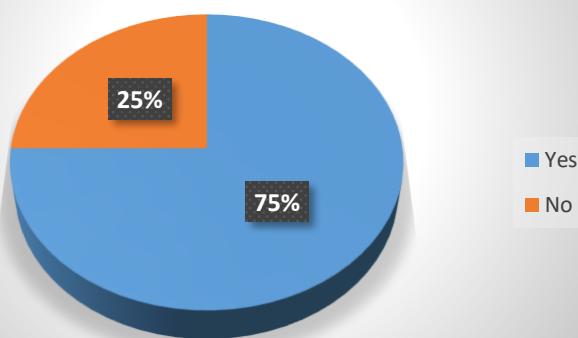
#### Interpretation:

As depicted in following chart 73% of respondents received increment in their salary where as 27% of respondents did not received any increment in their salary yet.

#### Analysis:

The organisation have appraisal two time a year 1<sup>st</sup> is for all the employee to rate their performance and 2<sup>nd</sup> appraisal for salary increment. And the following 27% of employees are the new employee who have not yet completed their 1 year in the organisation therefore there is did not received any increment.

### Valuable Feedback after Performance Appraisal



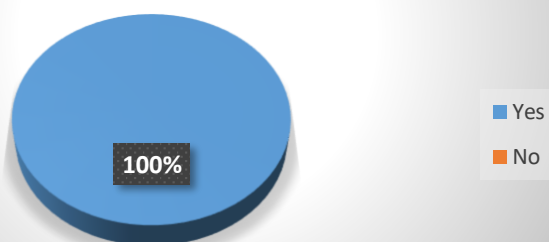
#### Interpretation:

As we can see in the following chart only 75% of respondents received valuable feedback from their appraiser where as 25% did not receive any valuable feedback from their appraisal.

#### Analysis

75% respondents gets valuable feedback from their appraisal which helps them to boost their morale and ability whereas 25% respondents feels that they did received the feedback but the manner through which their appraisal gave them feedback was very demotivate.

### Do you want your comments and suggestion to take into consideration



#### Interpretation & Analysis

As we can clear see in the chart all most all the employees of Fairfield by Marriott feel that their suggestions and comments during the appraisal and on the appraisal system should be taken into consideration.

### What Employee Expect from Performance appraisal



#### Interpretation & Analysis

The above graph depicts that 30% of employee expect evaluation of employees, 20% of respondent each expect Determination of promotion or transfer and Salary benefits/ Increment from performance appraisal, 15% of respondents expects guidelines for training in the field in which they are lacking and only 10% of respondents expect assistance in achieving goals from performance appraisal.



## **FINDINGS**

On the basis of study conducted at Fairfield by Marriott Goa, Anjuna the following are the findings.

1. Performance appraisal at Fairfield by Marriott Goa, Anjuna happens 2 times a year. Half yearly basis for all the employee and yearly basis for salary incentive purpose.
2. They follow Rating method to evaluate the performance of employee.
3. Following are the 9 competency areas on which employees are rated
  1. Hospitality
  2. Team work
  3. Quality of work
  4. Quantity of work
  5. Dependability/ Reliability
  6. Communication
  7. Safety/ Loss prevention
  8. Total Quality management
  9. Initiative
4. Performance Levels- Rating Scale (Performance is recognised as falling into one of the following categories) of the organisation.
  1. Exceptional: For exceeds job standards even on some of the most complex parts of the job. Turns in peak performance. Extremely accurate worker; rarely makes errors. Seizes the initiatives in the development and implementation of challenge work goals. Exceptionally dependable in accomplishing job assignment. Requires practically no directions and supervision.
  2. Commendable: consistently exceed job standards in both quality and quantity in all the key functions of job. Work is consistently accurate, errors are few and seldom repeated. Consistently dependable in accomplishing job assignment. Handles assignments with minimum amount of supervisory direction.
  3. Competent: Consistently meets all job standards. Quality and Quantity consistent with standards on job assignment; errors are infrequent. Almost always complete assigned work on schedule. May require with non- routine assignment. Requires only normal supervisory direction and follow- up.
  4. Marginal: overall work does not meet minimum job standards or is frequently below standards. Often fails to meet standards or work quality and quantity. Requires additional counselling, training, experience and initiative to meet standards in some or all areas of responsibility. Cannot always be counted on to fulfil responsibility. Requires more than normal supervisory direction and follow-ups.
5. Appraiser rate all 9 competency on individual basis by giving rating scale from 1-4. Then add all the points of 9 competency and then divide total points by 9. Out of which job knowledge equals 50% of overall rating. They add total rating from

competency areas and job knowledge and divide it by 2, by dividing it by 2 they gets final rating.

6. From the survey results its evident that the appraiser's expectation from Performance appraisal system are 40% of respondents expectation is "Evaluation of employees" whereas 20% each "Determination of Promotion or Transfer" as well as "Salary Benefits/ Increment". Therefore the Performance appraisal program would be designed in such a way that the appraiser would be able to analyse the contribution of the employee to the organisation periodically and all the employees who have been performing well would be rewarded suitably either by an increase in the salary or a promotion.
7. Analyzing ones own strengths and weaknesses is the best way of identifying the potentials available, rather than the other person telling. Self-appraisal is a tool to analyze oneself. One of the most important findings was that almost 100% of respondents wanted self-rating to be a part of performance appraisal program carried out by the organisation. From the responses of the appraiser we can also see that Self rating is not encouraged by the organisations. This could therefore be an important factor which leads to dissatisfaction among the appraisees.
8. 73% of employee agreed that they receive increment after performance appraisal is done
9. Almost 100% of respondents says that there is no complain channels in the organisation. The existence of a proper complain channel was also of utmost importance to the appraisees. They should be given a chance to convey their grievances to the top management.
10. The appraiser also expect that their comments and suggestions should be taken in to account while conducting the appraisals. This expectation is not fulfilled as the appraisers do not take their comments and suggestions into consideration. Therefore they should look into this matter before it leads to dissatisfaction among the employees.

## **CONCLUSION**

Fairfield by Marriott is a low-cost economy chain of hotels that are franchised by Marriott International. The properties are geared towards guests requiring a place to sleep with fewer amenities, thus allowing Marriott to offer lower prices than would otherwise be possible. This is accomplished via cost-saving measures, such as consistent building architecture and bedding, and the omission of a full-service restaurant. However the hotel always try to keep Associate-Employee basically team work always on top. And always try to reward the employee on the basis of appraisal.

With rewards being directly linked to achievement of objectives, goal setting and Performance Appraisal assumes utmost importance. The Performance Appraisal System has been professionally designed and it is monitored by HRD. The implementation is the responsibility of each and every employee along with their supervisor. There should be adequate training to the evaluator that will go a long way in answering the quality of Performance Appraisal. In conclusion, a Performance Appraisal is a very important tool used to influence employees. A formal Performance review is important as it gives an opportunity to get an overall view of job performance and staff development. It encourages systematic and regular joint stocking and planning for the future. Good performance reviews therefore don't just summarize the past they help determine future performance.

## **SUGGESTIONS**

1. The appraiser should be trained to develop skills required to carry out performance appraisal and to overcome various appraisal errors.
2. Self-rating of the employees should also take into consideration
3. Performance evaluation should take place with a close involvement of superiors using training program.
4. The employee should be given specify, timely, understandable and constructively developed feedback.
5. The company should go for periodic auditing of the process with the help of an experienced consultant. It is helpful to identify and rectify the shortcomings of the appraisal process.
6. The company must consider the suggestions given by the employees there by the employees will feel more responsible and this will increase their performance and simultaneously their morale.
7. The organisation should have small committee which can look after the dissatisfied employees since there is no complaint channels for the employees who are dissatisfied.
8. The criteria decided upon which the performance has to be rated should not be fixed, it should change from time to time.
9. The Standard of the rating should be very satisfice, clear and concise.
10. The organisation should design an effective performance appraisal system which can facilitates mutual goal setting and feedback. A MBO system can be incorporated to facilitate objective in goal setting or 360 degree appraisal method.
11. Proper communication of Appraisal report (Feedback) - The appraisal report should be properly communicated to the concerned employee. Good performance should be appreciated so that the employee is sufficiently motivated and happy. Also shortfalls and weaknesses must be made known to the employees so that they can work on their weaknesses and perform better the next time around.

## **LEARNING DERIVED**

1. The process of transferring information from top management to qualified staff helped me in improving my soft skills.
2. Fairfield by Marriott enhance my active listening skills, which is to actively listen to others without being prejudice or judgemental.
3. I was responsible to update internal database with employee information, including contact details and employment onboarding forms.
4. Work closely with recruiter on creating Post Vacancies Available (PVA)'s and to mail it to other Marriott's properties and posting it on social media.
5. Whenever there is vacancy for new candidate, I am supposed open positions on Mhub (Marriott career website) where new candidate can apply and put up their resume.
6. I studied how to view potential employee's resumes & application form and how to identify suitable candidates to fill positions in the company and to hand over selected resume to HR manager.
7. I was also responsible to follow up with candidates who gets shortlisted, from sending up their salary break to sending their reference.
8. Fairfield by Marriott gave me opportunity to look after all industrial trainees, right from searching the candidates and contacting their colleges to screening their resumes, scheduling interviews and interviewing them.
9. They also gave me opportunity to learn Marriott software known as project tree, where I have upload each and every bills, putting up accruals, raising service invoice and petty cash.
10. I also learned preparing offer and appointment letters.
11. Assisting employees with exit interview & issuing experience certificate
12. Finally, the best training I have received from Fairfield by Marriott and from the staff is teamwork, which is very important for any company to function.

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## **ANNEXURE**

{ This questionnaire is framed to study the level of effectiveness of present Performance Appraisal method being followed from employee perspective at Fairfield by Marriott }

**The information provided by the respondent for this questionnaire shall remain confidential. All your records and personal data will be kept confidential**

1. Name

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2. Gender

- a. Male
- b. Female
- c. Others

3. Qualification

- a. HSSC/SSC
- b. Graduated
- c. Post Graduate
- d. Other

4. Years Of Service

- a. 0-1 years
- b. 1-2 years
- c. 2-3 years
- d. 3 and more years

5. Age

- a. 20 – 25
- b. 25 – 30

- c. 30 – 35
- d. Above

6. Are you aware about performance appraisal system?

- a. Yes
- b. No

7. What do you expect from a performance appraisal:

(Rank the options from 1 to 5; 1 being most preferred & 5 being least preferred)

Details	Rank
Salary Benefits/Increment	
Determination of promotion or transfer	
Assistance in goal	
Guideline for training plan	
An insight into your strengths and weakness	

8. Are the objectives of appraisal system clear to you?

- a. Yes
- b. No

9. Are you satisfied with the current appraisal System?

- a. Most Satisfied
- b. Satisfied
- c. Least Satisfied

10. In your opinion, does the performance Appraisal system followed in the organization is rational & fair.

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree



11. Are you aware about Performance Rating?

- a. Yes
- b. Partly Known
- c. No

12. Do you think you should be given an opportunity to rate your own performance?

- a. Yes
- b. No

13. Are you given a chance to rate your own performance?

- a. Yes
- b. No

14. Timing of Appraisal

- a. Quarterly
- b. Half Yearly
- c. Annual
- d. Anytime

15. Who conducts the performance appraisal?

- a. Immediate Supervisor
- b. Peer appraisal
- c. Rating committees
- d. Self-Rating
- e. Appraisal by Subordinates

16. Do you receive any increment in your salary after performance appraisal?

- a. Yes
- b. No
- c. Maybe

17. Whether the valuable feedback on your performance communicated to you after the assessment?

- a. Yes
- b. No

18. Do you want your comments and suggestions to be taken into consideration during appraisal?

- a. Yes
- b. No

19. Is there a complaint channels for the employees who are dissatisfied with the performance appraisal system?

- a. Yes
- b. No