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Organization Name: The Park Calangute

Location: Calangute, Goa

A project report submitted in the partial fulfillment of the requirement for
the 8th and 9th Trimesters of Master of Business Administration

At

GOA BUSINESS SCHOOL AT GOA UNIVERSITY

DECLARATION

I hereby certify that this report has been prepared by me. This report has not formed the basis of any diploma or degree. The report is to be submitted to the (GOA BUSINESS SCHOOL AT GOA UNIVERSITY, UNIVERSITY ROAD, TALEIGAO, GOA) as partial fulfilment of internship paper of 8th and 9th trimesters of the EXECUTIVE MBA program.

PRACHI N . VERNEKAR

EM - 1818

EXECUTIVE MBA

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EXECUTIVE SUMMARY

This project has been carried out as a part of the curriculum of the EXECUTIVE MBA AT GOA BUSINESS SCHOOL AT GOA UNIVERSITY, TALEIGAO, GOA.

The project research has been completed in “The Park Calangute” from November 2021 to April 2022. The project was based on two studies:

- 1) A study on employee attrition and retention strategies.
- 2) A study on employee appraisal method at The Park Calangute.

In this report an introduction is given about the company . The report contains the detailed study of both the above topics.

Further the report briefs about the study, causes and solutions on things to be improved.

The thing I liked most was that the company rewards the employees as employee of the month which gives them increment in pay or promotion and the employees feel motivated to work effectively and efficiently.

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Industry profile

The hospitality industry covers a wide range of organizations offering food service and accommodation. The hospitality industry is divided into sectors according to the skill-sets required for the work involved. Sectors include accommodation, food and beverage, meeting and events, gaming, entertainment and recreation, tourism services, and visitor information's.

The Indian tourism and hospitality industry have emerged as one of the key drivers of growth among the services sector in India. Tourism in India has significant potential considering the rich cultural and historical heritage, variety in ecology, terrains and places of natural beauty spread across the country. Tourism is an important source of foreign exchange in India similar to many other countries. The foreign exchange earnings from 2016 to 2019 grew at a CAGR of 7% but dipped in 2020 due to the COVID-19 pandemic.

In 2020, the Indian tourism sector accounted for 39 million jobs, which was 8% of the total employment in the country.

By 2029, it is expected to account According to WTTC, India ranked 10th among 185 countries in terms of travel & tourism's total contribution to GDP in 2019. During 2019, contribution of travel & tourism to GDP was 6.8% of the total economy, ~ Rs. 13,68,100 crore (US\$ 194.30 billion).

Market Size

India is the most digitally advanced traveler nation in terms of digital tools being used for planning, booking, and experiencing a journey. India's rising middle class and increasing disposable income has supported the growth of domestic and outbound tourism.

By 2028, Indian tourism and hospitality is expected to earn US\$ 50.9 billion as visitor exports compared with US\$ 28.9 billion in 2018.

The travel market in India is projected to reach US\$ 125 billion by FY27 from an estimated US\$ 75 billion in FY20.

The Indian airline travel market was estimated at ~US\$ 20 billion and is projected to double in size by FY27 due to improving airport infrastructure and growing access to passports.

Affect of Covid 19 on Hospitality Industry

The Indian hospitality industry is undoubtedly one of the biggest casualties of the COVID-19 outbreak as demand has declined to an all-time low. Global travel advisories, suspension of Visas, imposition of Section-144 (prohibition against mass gatherings), India like most other countries is on a lock down, the ramifications of which are unprecedented.

Not only have many people in the industry lost their jobs, but they have also witnessed significant changes in the way jobs should develop. COVID19: Employee Impact in the Hospitality Industry Explores the Different Ways Workers Are Exposed During and After. The United States has also suffered unprecedented cancellations and a severe business downturn in the past six months.

Impact of covid-19 on hospitality industry is negatively, significantly and highly related with performance of hospitality firms. Hence, covid-19 situation is severely affecting operation and progress of hospitality firms in particular and industry in general and they are in need of adequate financial support from banking sectors and government immediately.

According to the World Travel and Tourism Council, the COVID-19 pandemic could slash 50 million jobs worldwide in the travel and tourism industry, reflecting a 12-14% reduction in jobs

The Indian hotels sector sailed smoothly into January 2020, after a record year in 2019, with 2020 set to be “even bigger”. The country first started feeling the ripple effects of the global COVID-19 turmoil towards the end of February 2020, which worsened in the beginning of March. Occupancy across hotels in key cities declined rapidly and as per our estimates has declined by a staggering 45 percentage points compared to previous year. Such a steep decline in a such a short period of time has never been witnessed by the sector.

The second quarter of the year to be the worst hit. Hotels were unable to drive rates and may even seek to attract business at deep discounts.

The overall occupancy in the branded hotels segment in 2020 is estimated to decline by 16.7 – 20.5 percentage points over 2019, while ADRs are estimated to decline by 7% to 8% for the year. As a result, RevPAR will witness a significant decline of 31% to 36.2%.

Company Profile

Our Vision:

- Leadership Through Differentiation

Our Mission:

- We will operate a collection of luxury boutique hotels and restaurants, establishing global standards of product quality and service excellence.
- We will enhance customer experience and make it the purpose of every action we take and every job we do.
- We believe our strength is our people and we will encourage their development. We respect them as individuals and believe that teamwork, commitment, integrity are values that will lead us to success.
- We will ensure the profitability and growth of the company for the long term benefit of our shareholders, our customers and our employees.
- We believe that it is essential to be a good corporate citizen and serve the community that sustains us.

About Us:

The Park Hotels fall under the company ApeejaySurrendra Park Hotels Ltd. There are total five brands under the same company namely;

1. The Park Hotels
2. The Park Collection
3. Zone by The Park
4. Zone Connect
5. Flurys

The company ApeejaySurrendra Park Hotels Ltd. Falls under one parent company named ApeejaySurrendra Group. The Group was founded in 1910. The other industries they deal are shipping, Tea, Hospitality, Real Estate & Retail, Insurance and Education.

Our other outlets in India are;

- The Park New Delhi
- The Park Kolkata
- The Denmark Tavern
- The Park Hyderabad
- The Park Visakhapatnam
- The Park Chennai
- The Park Bangalore
- The Park Indore
- The Park Navi Mumbai
- The Park Baga
- The Park Calangute

The Park Pune is undergoing project.

Our Brand Promise

- Creatively Inspiring
- Spontaneously Joyous
- Daringly Different
- Making Things Fun

Our Brand Pillars are;

- Urbane India
- Curating Culture
- 360° Design
- Food Reimagined
- Stays Well
- Life: Leisure
- Ready, Set, Business

Some Fun At Work Activities for The Staff;

- Quiz Competition

- Cookery Sessions
- In-House Movie Shows
- Innovative and Grooming sessions
- I Make Difference Awards
- Participation in athletics and group sports activities
- Month End Awards and Month End Celebrations
- Fun games

Some of Team Initiative and Programs;

- Refer a Buddy Programme
- Welcome back of ex-team members
- Re-Employment opportunities for retired personal
- Intensive medical check-ups for the team members that handle food and beverages
- Maternity and Paternity Policies
- Periodic sessions with renowned physicians on aspects of health and hygiene

Other Products and markets we deal in:

Under Apeejay Surrendra Park Group there are many industries in which we work. As mentioned above we deal in shipping, Tea, Hospitality, Real Estate & Retail, Insurance and Education.

The details of each industry is as follows:

1) Shipping Industry



Apeejay Shipping

We are One of India's largest privately owned shipping companies. Experience, expertise and world-class service spanning six decades. We have fleet of modern dry-bulk carriers, operating worldwide and in India. There are Two wholly-owned overseas subsidiaries: Surrendra Overseas (Panama) Inc and Surrendra Overseas (Singapore) Pte Ltd.

During the last seven decades, recessions have hit shipping worldwide; markets have collapsed. One of the few Indian companies to have survived the roller coaster and often turbulent shipping markets, “Apeejay Shipping” trudged along, changing tack and consolidating, surviving the bad times and waiting for the markets to turn. In the process, we continue to build upon our reputation in international and national shipping.

Moving from strength to strength we are now on the threshold of a new era of expansion and growth.

In the process of setting up a Marine Industrial Cluster at Kulpi on river Hooghly, South 24 Parganas, West Bengal through subsidiary Bengal Shipyard. Owns and operates two Logistics Parks on the East Coast of India through subsidiary ApeejayInfralogistics.

Specialising in dry bulk cargo, fleet comprising supramaxes&panamaxes, being constantly upgraded to meet the requirements of global trade.

2) Tea Industry



Appejay Tea

Apeejay Tea is amongst India’s oldest and 3rd largest tea producer. They have 16 tea estates in the prime tea growing areas, spread over 50,000 acres in three companies Assam Frontier [Estd 1889], Empire [Estd 1863], Singlo [Estd 1984].

It acquired Typhoo, UK's third largest and an over 100-year-old iconic British tea brand in 2005 retailing in nearly 50 countries globally. It is amongst India’s largest bulk seller in the domestic auction sale system.

Their premium teas are the pick of customers globally, this includes the likes of Unilever, Tetley, Typhoo and many others. Quality consciousness and efficient

process control has enabled Apeejay Tea Group to stay competitive and provide better value to its customers.



Typhoo Tea

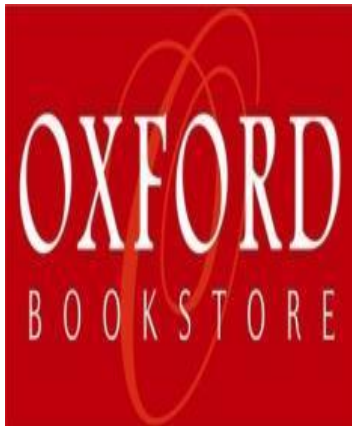
Typhoo is one of India's premium brand in the tea and wellness category that keeps the diverse preferences of our discerning consumers in mind, while creating and marketing the varied range of flavours and wellness products in its portfolio.

From being the first branded ready packaged tea to being a leading tea business in UK to today when it indulges tea enthusiasts in over 50 countries the world over, Typhoo's long and rich heritage, stretching back to 1903, when Birmingham grocer John Sumner developed and sold a blend of tea in his shop, has been nurtured over more than a century.

Typhoo in India began its journey in 2009, bringing in the 117 years heritage of the iconic British brand Typhoo, with an array of Specialty Black & Flavoured teas, Organic Green Teas, Organic Herbal Infusions and delightful Fruit Infusions.

The brand is available in over 30 unique varieties, specially created to delight the Indian diaspora of tea lovers and wellness beverage seekers.

3) Retail Industry



Oxford Bookstores

Oxford Bookstore is the best equipped 'base-camp' for journeys of the mind offering its customers the widest range of outstanding titles and consistently courteous and informed service for close to a century.

Oxford Bookstore measures its success by the smiles on millions of happy customers that the brand has served over the last 9 decades.

There are a few treats as sumptuous as a visit to Oxford Bookstore in India. Each time you walk into our iconic store in Calcutta where the brand started in 1919, its charm leaves you wanting for more.

A fleet of 200 happy to help expert booksellers and informed hosts work day and night to bring to customers world class reading experience be it through our books or our fine teas and live by the brand's motto - Much more than a bookstore – at every Bookstore.

Its unique product and merchandise mix and the breadth and range in the selection of music, software, exclusive eco-friendly and new age stationary items have added to its fame and appeal.



Cha Bar

Cha Bar is the first of its kind urban contemporary space that created a rage in Kolkata in year 2000, turning tea from a dry page in history to a lifestyle drink! Backed by generations of ApeejaySurrendra group's experience in tea plantation business, Cha Bar was created as an integral part of the iconic Oxford Bookstore in Park Street, Kolkata.

Expanded pan India integrated into Oxford Bookstores and customers loved the experience of being able to browse at leisure, leafing through the books of their choice, over a cup of tea from the wide selection available at the Cha Bar or simply unwinding with friends sipping the rejuvenating beverage, iced or piping hot!



flurys.

five generations of fine confection

Flurys

Flurys was founded at 18, Park Street in the year 1927 by Mr and Mrs J Flury. Within no time, it gained immense popularity to become the favourite tea – room of the prosperous Britisher and the affluent Indian alike.

Flurys over the decades has become a part of the culture of Kolkata and no morning walker's daily routine is complete without a visit to this legendary eatery.

Flurys, as it stands today, is an institution in the city and evokes strong emotions among generations. Memories mingle with meals as members of the Flurys 'family' keep dropping in for decades.

With over 40 outlets in Kolkata and one in Navi Mumbai. Flurys will have a presence in all major metros across India by the end of this year.

4) Real Estate

Commercial Property

The Commercial Property Leasing & Management division manages Apeejay's commercial properties across India.

Our Commercial Properties are known for their cutting edge contemporary design & aesthetics, environment friendly construction, highest levels of safety standards and luxurious as well as modern amenities.

Some of the commercial properties managed by the division are Apeejay House on Park Street, Kolkata ;Apeejay House in Churchgate, Mumbai ; Apeejay House on Haddows Road, Chennai ; Park Mansions on Park Street, Kolkata ; Apeejay Technopark on Mathura Road, New Delhi ; Apeejay Express in Vashi, Navi Mumbai ; ApeejayZyphr on E M Bypass in Kolkata.

Our Commercial properties adhere to all statutory compliances. They are synonymous with highest levels of innovation and product excellence and are at the core of Apeejay Real Estate's business.

Business Centers

The Business Centers division manages fully furnished offices, plug-n-play offices and co-working spaces under the brand name, Apeejay Business Centre established in 1997.

Apeejay Business Centers are modern, premium office spaces synonymous with accessibility, business suitability and commercial viability offering flexible co-working options, immediate cost effective access to essential business services, state-of-the-art technology, connectivity and communications.

Apeejay Business Centers (ABCs) are currently operational in Chennai, Gurugram, Hyderabad, Kolkata, Mumbai, Navi Mumbai and Pune.

Superior infrastructure and interiors with studio offices, bespoke work cabins and interactive lounges besides virtual office options have given Apeejay Business Centers an edge over its competitors.

Warehousing and Industrial Parks

The Warehousing & Industrial Parks division manages some of ApeejaySurrendra Group's warehousing, logistics and industrial parks.

The division is currently diverging and managing a portfolio of around 3.2 million square feet of warehousing & industrial park spaces.

Two strategically located warehousing and industrial parks catering to the city of Kolkata and Delhi - on Hide Road in Kolkata Port area and in Ballabgarh, Faridabad on NH2, under the brand name, Apeejay Global Logistics Park are managed by this division.

Apeejay Real Estate's clients also avail of Logistics Parks owned and operated by its sister company, Apeejay Intralogistics, like, Kalinganagar Logistics Park in Odisha and Haldia Logistics Park in West Bengal, as they build their distribution networks pan India.

5) Marine cluster

Bengal Shipyard

Bengal Shipyard Limited is a subsidiary of Apeejay Shipping Limited that has vast experience in maritime activities.

The company is in the process of setting up a 'Marine Industrial Cluster' at Kulpi on river Hooghly, South 24 Parganas, West Bengal. The project has received Environmental Clearance.

The site proposed for the Marine Cluster has a long water front with adequate depth of water and is also close to the navigational channel.

6) Finance Service Industry

Apeejay Insurance Broking Services

Incorporated in 2004 and headquartered in Kolkata we are experts in Underwriting - including commerciality, coverage and responsiveness; Policy Administration - including timeliness, accuracy and policy wordings.; Claims -

including attitude, settlement and technical support.; General Service – Insurance portfolio analysis, risk assessment and post placement services.

Has Corporate and Retail clients across India and holds a Direct Insurance broker license (General) from Insurance Regulatory and Development Authority.

Provides end to end Insurance broking services starting from reviewing existing portfolio to designing, planning and identifying the best possible policies in the market, to final negotiation & placement that is most beneficial to the Insured.

Expanded Retail offerings in 2020. Designing, planning and identifying the best possible health & other insurance policies for Retail customers.

7) Education Industry

Apeejay Schools

Apeejay Schools are intellectual and creative centers that enable learners to imbibe the three powerful virtues of a truly educated individual - Strength, Vision and Wisdom.

Since our first school came up in 1975 in Kolkata, Apeejay Schools have won innumerable accolades for academic excellence and admiration for the strong bond of trust and faith shared between parents, teachers and students. With an unrelenting focus on the emotional, spiritual, physical and mental growth of the child we prepare a little over 2000 children, annually, to mature into socially responsible citizens.

Apeejay Institute of Hospitality

The Apeejay Institute of Hospitality was established in the year 2007; it is located at CBD Belapur and shares it's premises with The Park Navi Mumbai.

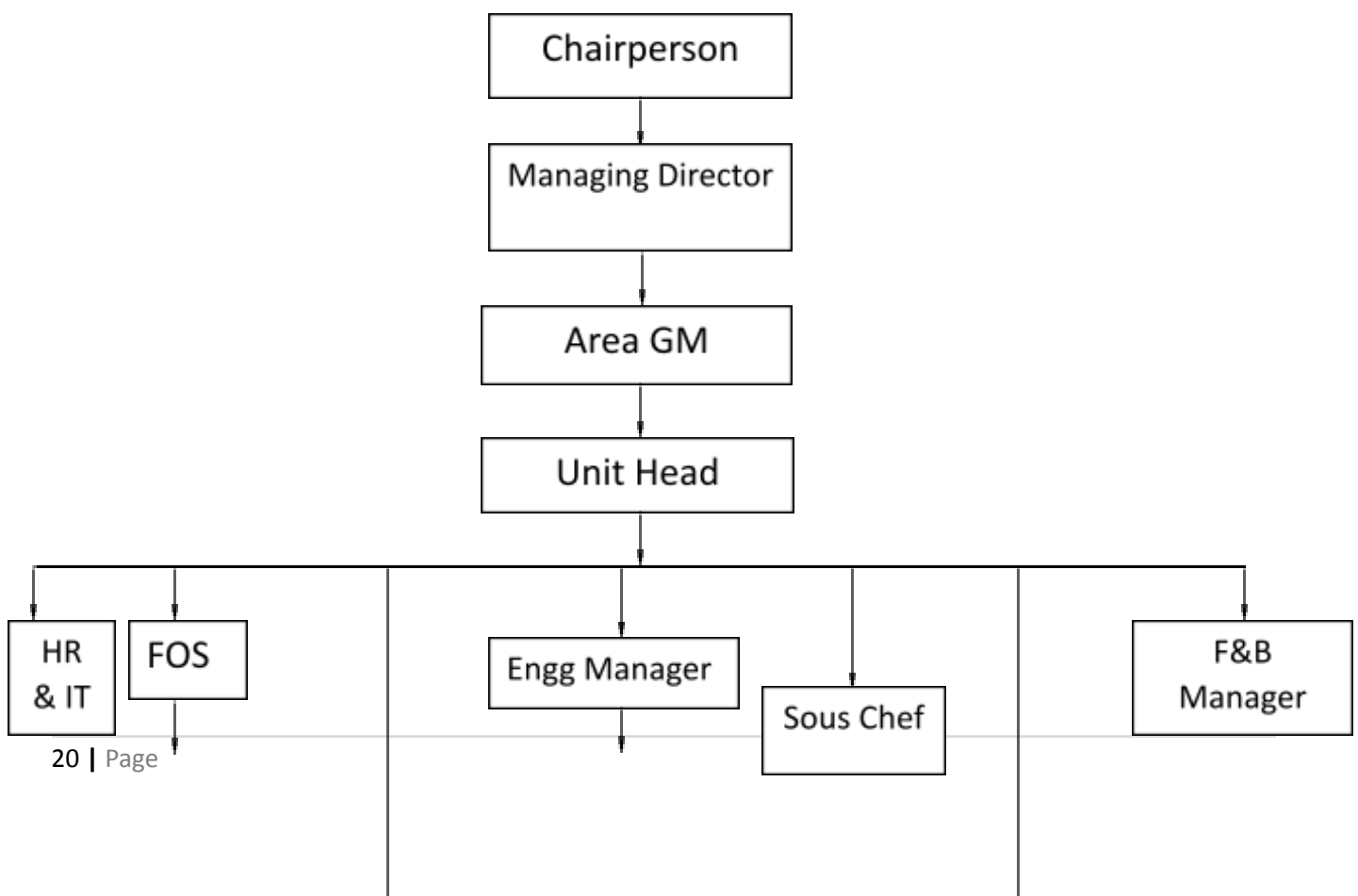
The institute offers a 3 years Bachelor Degree programme in Hospitality Studies (Hotel Management) affiliated to the University of Mumbai, is recognized by the Government of Maharashtra and University Grants Commission. The institute also offers IATA Foundation in Travel and Tourism Diploma from IATA, Canada.

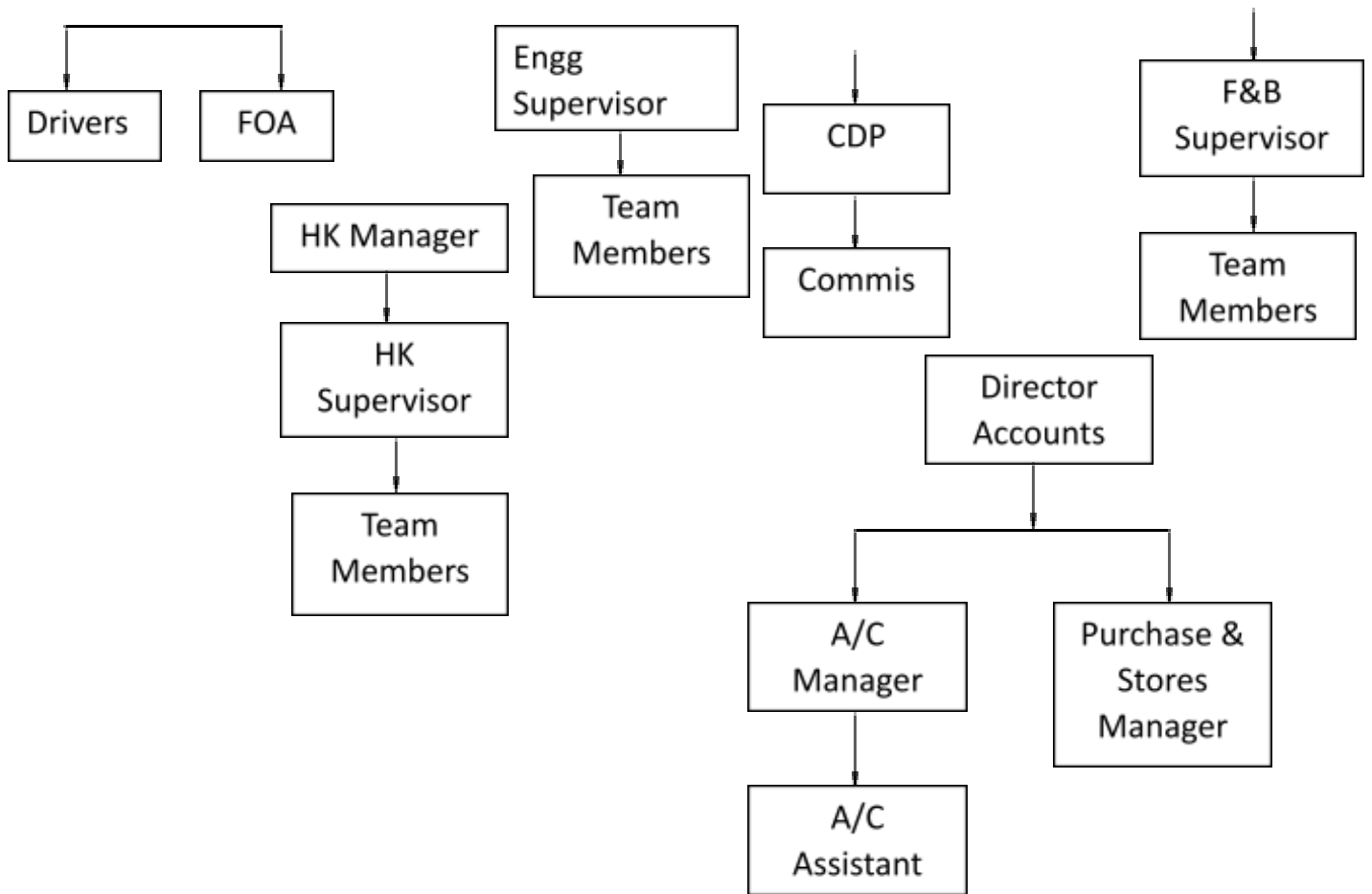
nder the aegis of ApeejaySurrendra Park Hotels, AIH is also the center of learning for ApeejaySurrendra Park Hotels, the group's Management Training Programme, Executive Training Programmes, Professional Development Programmes, as well as consultancy projects for the hospitality industry are some of AIH's additional core activities.

The highly accomplished faculty team is drawn from academics, supplemented by visiting faculty from reputed institutions, experts from The Park Hotels and professionals from the Hospitality and Services sector.

Established in 2007 under the Apeejay Education Trust with a world class curriculum augmented by state of the art facilities, the campus has a separate hostel facility for Girls and Boys.

Organization Structure





Some Glimpse of The Park Calangute







Project Details

Area of Study:

1. Employee Attrition
2. Employee Performance Appraisal

Objectives of study

- 1) A study about employee attrition and suggest new retention techniques
- 2) A study about the performance appraisal method at The Park Calangute and suggest new appraisal method if needed.

Methodology of the study:

Primary data used

1. Observation

Secondary data used

1. Websites
2. Internet

Analysis

Study 1: A Study on Employee attrition at The Park

Employee turnover or Attrition refers to the number of employees who leave a business during a specified period of time. This includes staff who voluntarily resign, retire, or are made redundant. Employee retention, on the other hand, is the ability of a business to keep its staff.

Hospitality sector is a sector well known for having a high employee turnover.

Talent retention is important even in the hospitality and restaurant industries where turnover is at an all-time high. The cost of turnover is increasing and is made up of the time to source and hire a new worker, skills training and on the job training. This time can be up to two months until the worker is proficient. Both onboarding and training new employees take time and money so the less frequently you do so, the more companies can save and the less disruption to the team.

Because the pandemic led many workers to leave these industries for good, this trend created the challenge of both attracting and retaining talent. Demand for workers is so intense that many restaurants are offering various incentives to attract and retain talent. With 70% of hotel employees laid off due to COVID – 19, it is more important than ever for hotel owners to retain their top performing employees. When the market recovers, hotel business will find it difficult and expensive to recruit the skilled talent they need. Therefore, now is the right time for owners and management to implement a strong retention strategy that sets a foundation for the future.

Below are some reason why there is High attrition rate in Hospitality Industry.

1) Unsuitability for the Role

Its not necessary that the high employee turnover or attrition is because the workplace is bad, sometimes an employee is simply unsuitable for the role and this does not became apparent until they have been hired. After all, customer service isn't for everyone. Even with the best training, some people aren't equipped to deal with the fast-paced hospitality

environment. This isn't a reflection on the business' ability to create a positive workplace for their staff, even though it can be disappointing.

2) Unsociable Hours

Hospitality businesses naturally operate under different hours to many other businesses. This is because the busiest times happen to be when the majority of the working population are able to visit establishments. As a result, hospitality workers can usually expect to work holidays, late evenings and weekends.

Over time, even for the most dedicated employees, this kind of lifestyle can become undesirable. Therefore, they may look for a job that doesn't create such difficulties in finding a good work/life balance.

The hours in a hospitality business also tend to be longer than in other sectors. Breaks are not always as easy to take, either. This can lead to employees becoming overtired and is one of the most common factors that affects employee retention in the hospitality industry.

3) Lack of Flexibility

The hours don't just tend to be unsociable, either. One of the biggest appeals of working in hospitality is in the flexibility of shifts and schedules; however, this is also a common reason for staff leaving.

Due to the nature of the industry, staff in hospitality need to be flexible in order to adapt to the businesses' needs.

As a result, it isn't uncommon for rotas to change late in the day for staff, and this can become stressful over time. There also aren't typically many opportunities for staff to have a say in their schedules. If a business operates with a small number of staff, it can also be difficult for them to take any time off without feeling as though their absence will have a ripple effect on the other staff members.

4) Toxic or Unhealthy Environments

As we've already established, the hospitality industry is fast-paced and sometimes stressful to work in. If communication breaks down, or interpersonal conflicts are left unresolved, it can lead to a toxic work environment.

Working in a toxic environment has a detrimental effect on a person's physical and mental health. This could leave staff feeling as though they have no choice but to leave the workplace. Unfortunately, this is a common reason for low employee retention in the hospitality industry.

5) Minimal Growth Opportunities

Many people look for potential promotions or advancement opportunities within their workplace. If it appears that these options are limited, they are likely to look elsewhere. This can affect employee retention in the hospitality industry, as many businesses view their employees as part-time workers who they expect to move on anyway. Ironically, this attitude can be self-fulfilling and employees who may have wanted to advance in their hospitality role will move away from the industry.

6) Misconceptions about the Industry

It's natural when hiring staff to make the role you're wanting to fill sound as attractive as possible. However, this might be part of a problem regarding common misconceptions about the sector and a contributing factor towards employee retention in the hospitality industry.

Only highlighting the positive aspects of a job will create a false impression, masking the reality of a role. This doesn't just apply to employers, either.

7) Applying for Abroad/Cruise

As we all know Abroad or Cruise Line jobs pay better amount of salary and benefits, and this is the same reason why most of the staff take experience and leave to apply aboard/cruise.

Some of the employees also like that fact that they will have to work for a certain period of contract and then they can take break and rejoin their work whereas hotels here in Goa hardly gives leaves to their employees for period of 1 month that too in off season.

Now that we have discussed the reason and factor why there is low retention rate in Hospitality Industry lets discuss about the strategies Hoteliers can use to have good employee retention rate:

1) Establishing Expectations and Policies

One of the first things we can do is to make it clear to prospective employees what will be expected of them before they start working. If we need to fill a position that will involve working three out of four weekends, state it outright. Don't sugar coat it by saying it will involve 'working the occasional weekend'. This may not provide certainty about their suitability for the role, but it will set out the expectations for both you and the employee.

Equally, you may consider introducing policies to help. These could limit the number of hours in each shift or the number of days employees work in a row which will have positive long-term effects with protecting the physical and mental wellbeing of your staff.

2) Effectively Communicating with Staffs

Having an 'open-door' policy encourages your staff to be honest about any issue or situation that may arise. This could be with customers, other staff members, or questions about management.

This can go a long way to preventing a toxic work environment. It also means you'll be in a better position to spot any negative changes amongst your staff. You can then act swiftly to help prevent burnout.

3) Personal Development Plans

One of the most common reasons people leave hospitality is because they feel that their progression opportunities are limited. If you're effectively communicating with your staff, you can also find out their aspirations and career ambitions.

If you have a capable employee on your hands, actively work with them to help them achieve this. They are far less likely to leave if they feel as though you are taking the time to train them to a higher level.

4) Recognizing and Valuing staff

People perform better and more productively in their roles if they feel secure, supported and valued as an employee.

Most importantly, remember to reward them for a job well done. A simple thank you can go a long way to making your staff feel as though you understand the hard work they put in to make your business a success.

5) Creating a Positive Working Environment

Overall, it is about creating and maintaining a culture of mutual respect and support. Having a no-tolerance policy for workplace bullying or gossiping and promoting open communication can help to resolve conflicts before they escalate. This affects the overall feeling of the workplace and the employees therein. Having this kind of a culture and environment will protect employee welfare. This in turn will increase their performance and likely lessen the employee retention in hospitality business.

6) Health Care Benefits

Health care benefits are also hugely important in warding off employee turnover. With medical costs on the rise, this should come as no surprise. Though employees need to know that their employer has their future in mind, they also need to know that they're taken care of in the present. Providing good health care benefits can do just that.

Study 2: A study on performance appraisal of employees at The Park Calangute.

A performance appraisal is also referred to as performance evaluation, performance review or employee appraisal. All companies use performance appraisals to discover which employees have contributed the most to the company's growth, review progress, and reward high-achieving workers.

The employee performance appraisal process is crucial for organizations to boost employee productivity and improve their outcomes. Performance appraisals are an annual process where an employee's performance and productivity is evaluated against a predetermined set of objectives.

Performance management is super important, not only because it is the determining factor in an employee's wage rise and promotion but also because it can evaluate an employee's skills, strengths, and shortcomings accurately.

What are the Objectives of Employee Performance Appraisal?

The main objective of the employee performance appraisal is often termed as a comparison of the standard performance set by the organization with the actual performance of the employee. However, there are some other important objectives served by the employee performance appraisal system as given below:

- 1) The performance appraisal system maintains the records which are used to determine the compensation and wage structure of the employee.
- 2) It is very useful to determine the strengths and weaknesses of the employees and helps to place the right person at the right job.
- 3) It provides access to the potential in the person for future growth and development
- 4) It gives the necessary feedback regarding the performance of the employee and their actual contribution to the growth of the organization.
- 5) It guides the HR department about the training needs of the employees.
- 6) It influences the working habits of the employees and makes them work-oriented.

Findings

Finding on study of Employee attrition and retention strategies

Being in the hospitality sector we are too facing big time issues in employee attrition and Employee retention because of covid and other factors.

Currently our attrition rate is 68.6% where 2.4% is for the Top Management Level (The HODS and Executives), 20.8% is for the mid level(Supervisors, Commi 1, Captain) and 45.4% is for the lower level staff (Mostly the blue collar workers like Commi 3, KST, Room boys) for the FY 2021-22 with average of 6.7%.

While it is common that employee turnover is high in hospitality industry for the reasons stated above.

As we have majority of blue-collar workers, who are working in housekeeping, kitchen, maintenance departments, they tend to change their jobs even if they are getting hike of 1000 rupees. Whereas the white-collar workers or the HODs stay for long period because of the benefits like incentives and all.

Also the blue-collar workers or even sometimes the white-collar ones go to their hometown and don't return in the approve time period because of which we sometimes need to hire new staff as his replacement considering the business needs.

As we are luxury boutique hotel where we need to give attention to our services and it sometimes becomes stressful for the employees and this often turns into frustration at the workplace because of which they tend to change their workplace.

There are certain issues like we don't have chair at our front office/reception area because of which people join and leave after two days when they are not able to work full day standing continuously.

Then our accommodation is almost 15mins walking distance away from the accommodation, which is little away from the hotel as per our employees. It becomes very difficult for the employees when they are on break duty as they have to walk that 15mins distance in sunny afternoon. It almost like walking 4way for the work.

After Covid like every hotel is going on cost cutting, we are too doing the same because of which we are working with less staff compared to otherwise required. This leads to long working hours on the staffs who are currently working or employees who join new. Fresher's who join us recently finds this stressful because of which they leave quickly.

Employees did not had increment from 2019 and then the pandemic brought no increment again. When they had increment in 2021 they found it to be too little compared to all increasing rate of commodities. Also some staffs had already left waiting for the increment for very long time when they got good package from the competitor brands.

There is no proper communication between the HODs and the juniors under him. As we mostly deal with blue-collar jobs we can send a mail to communicate with all. Also we have some employees who don't use whatsapp which is why they are not added to the group and they don't get updates.

Findings on the study of Employee Performance Appraisal

Below is the form which we currently use for Performance Appraisal of all our staffs.

MONTHLY APPRAISAL FORM

ISSUE DATE _____ APPRAISAL DATE _____ APPRAISAL NO _____
 PERIOD OF ASSESSMENT FROM _____ TO _____
 NAME _____ E.CODE _____
 DESIGNATION _____ GRADE _____
 DATE OF BIRTH _____ DATE OF APPOINTMENT / ENGAGEMENT _____

GUIDELINES

Please read the following guidelines thoroughly before proceeding with the appraisal procedure.

1. This appraisal has two equally important objectives
 - ☐ to provide feedback to the appraisee and, thereby help to improve his/ her performance.
 - ☐ to serve as an input for appointment and confirmation decisions.
2. As far as possible try to complete this form in one sitting itself and record all responses in ink.
3. Please assess the appraisee in relation to the requirements of his/ her present position only.
4. Your rating should be as objective as possible. Please do not let personal prejudices influence your appraisal.
5. Please assess the appraisee on his/ her performance during the period of assessment and not upon isolated incidents.
6. Consider each performance dimension independently, uninfluenced by the rating you give to other factors.
7. This appraisal is a developmental tool. Discuss the appraisee's development needs by focussing on those weaknesses that the appraisee can do something about and that you can help to overcome, and prepare a developmental plan for him/ her for the year. Also encourage his/ her strong points and potentials and help him/ her to develop further on them. It is your responsibility to ensure the professional and personal development of this employee.
8. In cases where there is dual reporting relationship, the rating must be done by the administrative superior in consultation with the functional superior. Also in larger departments having multiple sections, the rating must be done by the Department Head in consultation with the Section In-charge of the employee.
9. Please indicate your appraisal by ticking in the appropriate column on the reverse side.

If a dimension is not applicable to the appraisee or you do not have sufficient information to rate his/ her performance in that area, then please draw a straight line across the corresponding four rating columns. While calculating the Appraisal Index, the denominator will be reduced accordingly.

10. To calculate the Appraisal Index (AI) follow this formula:
$$\frac{\text{Weighted columnwise total}}{\text{Total number of rating factors}}$$

11. Performance Dimensions (PD) with corresponding Appraisal Index (AI) are signified as follows

Unsatisfactory (U) - below 2	Fair / Average (F) - 2 to 2.7
Good (G) - 2.8 to 3.5	Outstanding (O) - 3.6 and above

12. The performance dimension with corresponding Appraisal Index will be specified by the Human Resources Department in the box above (top right) box. The method of writing this would be G/ 2.8 or F/ 2.6 for an indication of the overall performance rating of the employee.

RATING FACTORS	Unsatisfactory (1)	Fair (2)	Good (3)	Excellent (4)
1. Job Knowledge				
2. Quality of output				
3. Productivity				
4. Customer orientation				
5. Adherence to grooming standards				
6. Discipline Attendance & Punctuality				
7. Human Relations				
8. Communication Ability				
9. Initiative				
10. Dependability				
11. Integrity & honesty				
12. Analytical Ability				
13. Creativity				
14. Organisation & Planning				
15. Decision making ability				
16. Leadership & Team Building Ability				
WEIGHTED COLUMNWISE TOTAL	1x =	2x =	3x =	4x =

COMMENTS OF DEPARTMENT HEAD

Signature & Date

COMMENTS OF APPRAISEE

Signature & Date

COMMENTS OF DIRECTOR HR IN CONSULTATION WITH TRAINING MANAGER

Signature & Date

COMMENTS OF GENERAL MANAGER

Signature & Date

COMMENTS OF MANAGING DIRECTOR

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If we check the above forms we can see clearly that we are following traditional method of appraisal which is rating method of appraisal. It is one of the simplest methods of performance appraisal. Under this method, employees are rated from the best to the worst according to their performance level and other expects.

Here the best ones are rated or given 4points and least performing is rated or given 1 point based on the different categories. Based on the total ratings , the companies take actions from promotion to termination.

Here we rate the employees based on different criterions like job knowledge, quality o output, productivity, customer orientation, adherence to grooming standards, discipline attendance and punctuality, human relations, communication ability, initiative, dependability, integrity and honesty, analytical ability, creativity, organizing and planning, decision making ability and leadership and team building ability.

Then below there are different comment box available. In our outlet we only two comments box. The HOD and the appraise fill both the comment box.

I find this appraisal method very good as the appraise gets to see how the HOD has rated them. If there is any bias rating they can write under their comment box. So it becomes fair rating and the HODs have no chance to remove any of their personal grudges.

Suggestions

Study 1:

I would like to suggest the management to take the attrition percentage seriously and take some initiatives to have more employee retention.

I myself as a HR will take up some initiatives like telling the applicants what exactly we want from them once they are hired. In this way they will be aware of what we are expecting from them and what all will be the benefits of joining by properly explaining them about their perks and incentives.

The HODs should also try to communicate properly with the staff so that they are informed well before and they can start planning about their work.

The management can think about sending the capable employees on training in other outlets of the brand. In this way they will be able to learn new methods and procedure of operations. Going to other outlets will also help them meeting new people and thereby getting new ideas from new professionals.

We also need to create a positive work environment. Thinking about the pressure the workforce is going through we need to include some stress-free programme or activities for the staff. More good employee engagement and activities will help them to give some time for themselves.

As a HR, Considering the distance of walking to the accommodation and the shifts I have suggested our management if we can take a nearby accommodation.

Lastly, even though the rewarding system is in place, I feel that the management should reward all deserving employees every time instead of keeping the reward category empty.

Study 2:

Regarding the appraisal methods I feel that we should take up new modern appraisal methods.

Currently we are following only one pattern or form for both the HODs and junior staff. Whereas I feel there should be different appraisal methods for both the levels.

For the HODs we can have Management by Objectives appraisal method. Here the HODs can identify, plan, organize and communicate objectives to focus on during a specific appraisal period. This will help them to set objectives as per their respective departments. At the end of appraisal period the management will take update of objectives they have meet with or completed.

For the junior staff we can have the other modern appraisal method. Though the current appraisal method is fine, we can still improve it by implementing 360° feedback where all appraise subordinates and colleagues give feedback on his performance and behavior. In this way it will help to identify employees who always helps their team.

Conclusion

To conclude with the research study conducted at “The Park Calangute”, the entire 6months internship was full of learning, new experiences and vast knowledge.

This project for me was a source of learning where I experienced how different factors can contribute to failure pertaining to employee retention which is a major topic in hospitality industry.

It also helped me to learn, research and to interact with the fellow HRs in the industry and ask them about the appraisal and retention strategies they follow. I will surely try my best to implement some of those in my company.

This project also helped me to focus on the things I am following low or the areas where the management and I as HR can improve.

Bibliography

- www.highspeedtraining.co.uk
- <http://www.apeejaygroup.com/>