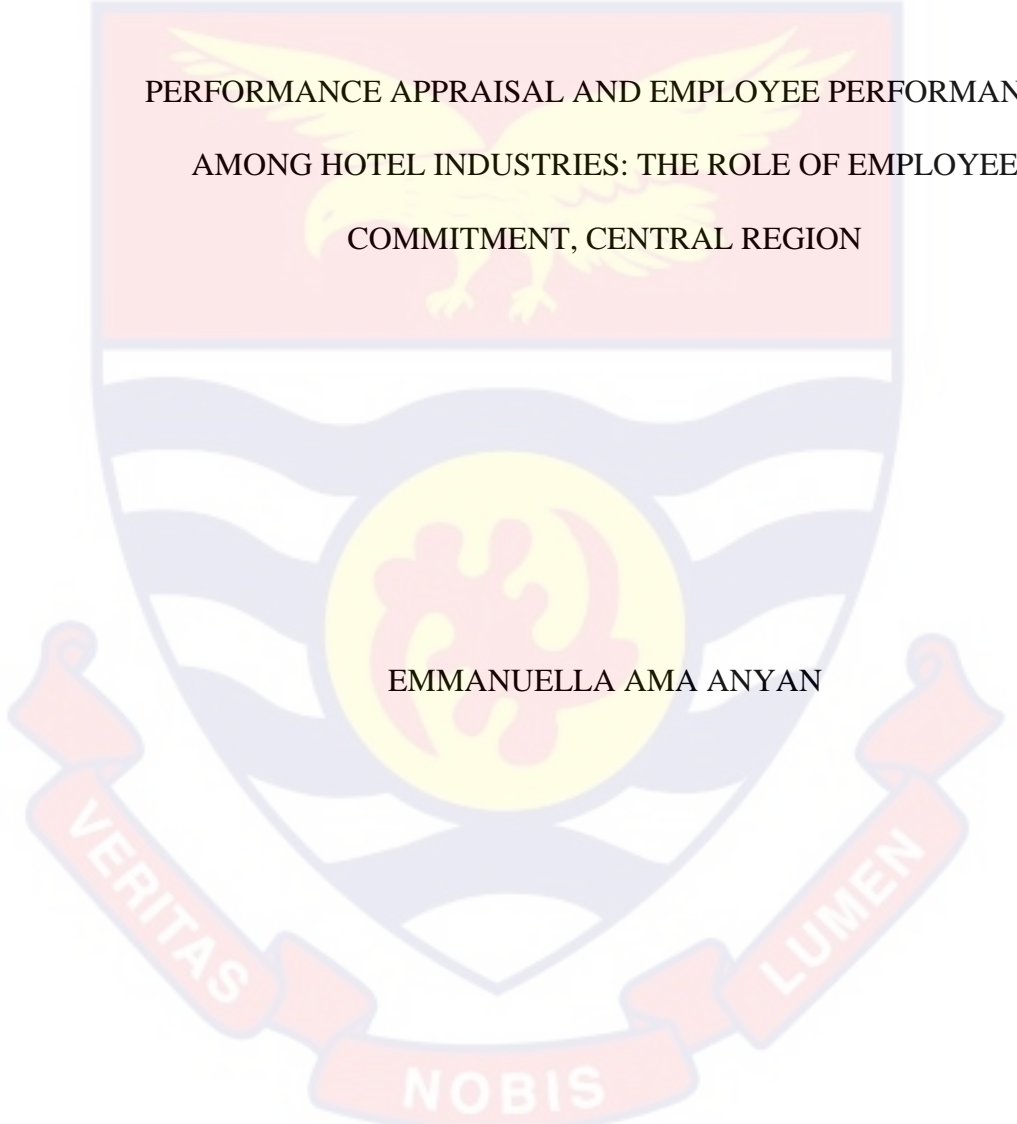


UNIVERSITY OF CAPE COAST



PERFORMANCE APPRAISAL AND EMPLOYEE PERFORMANCE
AMONG HOTEL INDUSTRIES: THE ROLE OF EMPLOYEE
COMMITMENT, CENTRAL REGION

EMMANUELLA AMA ANYAN

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UNIVERSITY OF CAPE COAST

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AMONG HOTEL INDUSTRIES: THE ROLE OF EMPLOYEE
COMMITMENT, CENTRAL REGION

BY

EMMANUELLA AMA ANYAN

Thesis submitted to the Department of Human Resource Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfilment of the requirements for the award of Master of Commerce degree in Human Resource Management

NOVEMBER 2024

DECLARATION

Candidate's Declaration

I the author of this work, do hereby declare that this thesis is solely my handwork except for references made to another people's work which have been duly acknowledged.

Candidate's Signature: Date.....

Candidate's Name: Emmanuella Ama Anyan

Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Supervisor's Signature: Date.....

Supervisor's Name: Prof. Felix Kwame Opoku.

ABSTRACT

The management of the hotel industry faces challenges in meeting employees' logistical needs and other requirements for their well-being, which negatively impacts employee performance. This study aimed to examine the role of employee commitment in the relationship between performance appraisal and employee performance within the hotel industry in the Central Region. The three main specific objectives were to: (1) examine the effect of appraisal quality on employee performance, (2) analyze the effect of performance appraisal fairness on employee performance, and (3) investigate the role of employee commitment in the relationship between performance appraisal and employee performance. A descriptive survey design was employed, utilizing a quantitative research technique. Data were collected from 289 employees in the hotel industry through a self-administered questionnaire and processed using Statistical Product and Service Solutions (SPSS) software. The findings indicated that performance appraisal quality significantly affects employee performance. Additionally, performance appraisal fairness was found to have a moderate and significant impact on employee performance. Furthermore, employee commitment plays a crucial role in the relationship between performance appraisal and employee performance. Based on these findings, it is recommended that hotel management adopt effective appraisal systems that ensure both quality and fairness in performance appraisals to enhance staff performance.

KEYWORDS

Employee performance

Performance Appraisal

Employee Commitment



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DEDICATION

To my family



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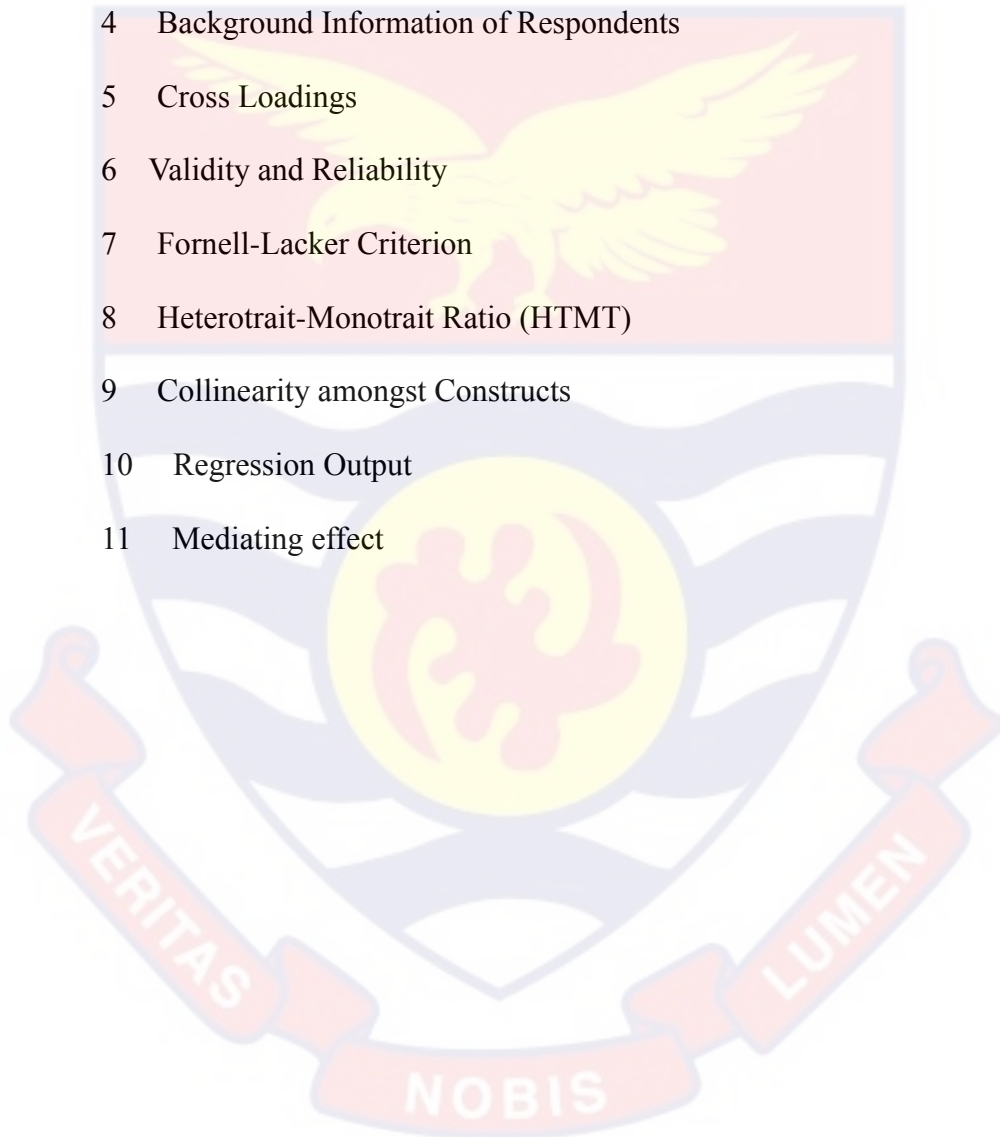
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CHAPTER ONE

INTRODUCTION

Employee loyalty, performance, and judgments are all influenced by an employee's internal attitude toward their job, organization, or group. This attitude is known as employee commitment. Thus, organizational leaders must implement the necessary mechanisms to enhance their staff members' internal attitudes toward their work and the organization overall, a topic that is now receiving a lot of attention. The background information, problem statement, purpose, aims, hypotheses, significance, delimitation and organisation of the study were all included in this chapter's overview.

Background to the Study

The hotel industry plays a significant role in the global economy, operating across virtually every country. In 2019, the World Travel and Tourism Council (WTTC) reported that the travel and tourism sector, which includes the hotel industry, contributed approximately 10.4% to the global GDP and supported around 319 million jobs globally. The Global Hotel Study Report from 2019 highlighted that the industry's revenue reached \$612 billion in 2019, with projected growth at an annual rate of 4.5% from 2021 to 2028. In developed regions like the United States and Europe, the hotel sector generated contributions of \$660 billion and €468 billion to their respective GDPs in 2019 (sources: American Hotel and Lodging Association; European Travel Commission).

In developing economies such as Ghana, the hotel industry contributed 11% to GDP in 2019, supporting over 79 million jobs, and accounting for

8.5% of the continent's GDP in 2019. The industry also contributed GHS 3.3 billion (approximately USD 574 million) in 2019, supporting approximately 300,000 jobs (Ghana Tourism Authority, 2019). Among the 16 regions in Ghana, Central Region is home to several popular tourist destinations, including Cape Coast and Elmina, which are known for their historical sites and beaches. The hotel industry in the Central Region supports approximately 10,000 jobs and contributes to the local economy through taxes and tourism-related spending (Ghana Tourism Authority, 2019).

As tourism in the region continues to expand, it is essential for hotels to ensure that their staff are well-trained and capable of delivering high-quality services to guests (Ezugwu et al., 2019). Employee performance is a critical factor in the success of the hotel industry in the Central Region, encompassing how effectively workers carry out their roles and responsibilities (Ankomah et al., 2021). To enhance employee performance, performance appraisals are a key tool. These appraisals are systems used by organizations to measure their employees' efficiency and effectiveness. This concept is aligned with Equity Theory, which suggests that employees evaluate their appraisals and related rewards, such as salary increases or promotions, based on perceived fairness compared to their peers (Greenberg, 1990).

Research indicates that regular performance evaluations lead to higher job satisfaction, improved performance, and lower turnover (Zhang, Zhai, & Liu, 2022). However, factors like the quality of the appraisal process, perceived fairness, and managerial support can influence the system's effectiveness (Khan & Ali, 2020). Furthermore, employees who are committed to their jobs and organizations tend to respond more positively to performance

appraisal feedback. According to Organizational Commitment Theory, employees who feel a strong attachment to their organization are more likely to act on feedback and work on improving their performance (Meyer & Allen, 1991). Organizational commitment can be categorized into three types: affective, continuance, and normative commitment (Allen & Meyer, 1996; Gellatly, Meyer & Luchak, 2010).

Employees who are more committed employees tend to perceive appraisals as fairer and are thus more motivated to enhance their performance (Wu & Hu, 2020). Furthermore, previous studies have identified various dimensions of employee performance, including job knowledge, communication skills, teamwork, customer service, time management, and adaptability (Mujtaba & Cavico, 2020; Sohail & Daud, 2021). In this study, employee performance looks at the hotel worker expertise, communication skills, teamwork abilities and time management abilities in performing duties.

Statement of the Problem

The hospitality industry plays a critical role in global economic development, contributing significantly to employment and tourism growth. However, these systems often face challenges in implementation, leading to reduced effectiveness in promoting employee performance (Aguinis, 2019). According to the World Travel and Tourism Council (WTTC, 2021), the global hotel industry accounts for around 10% of global GDP, with the quality of employee performance being a key driver of service delivery. Employees often perceive appraisals as unfair or irrelevant, thus diminishing their potential to improve performance (Aguinis, 2019; Deloitte, 2020).

In Africa, the hotel industry is rapidly expanding due to increasing tourism and foreign investment, but it continues to face challenges with employee performance management. Research shows that performance appraisal systems in many African hotels are inadequate, often failing to provide clear feedback or motivate employees (Okechukwu & Ugwu, 2019). Studies from Kenya, South Africa, and Nigeria indicate that appraisal systems often lack objectivity, leading to employee dissatisfaction and lower levels of job commitment (Okechukwu & Ugwu, 2019; Monyatsi et al., 2020). This issue is compounded by the low levels of employee engagement and motivation found in African hotels, which further hampers organizational performance (Kagume & Iraki, 2019).

Hotels in Africa continue to struggle with these issues, as appraisal systems are often outdated or lack the necessary customization to suit the unique dynamics of the workforce. In Ghana, the hotel industry is a key contributor to the tourism sector, which has experienced steady growth over the years. However, employee performance has been on the decline, particularly in the hospitality sector of the Central Region. The Financial Stability Council Report (2020) noted that employee performance in the Ghanaian insurance industry decreased by 3% in 2020 and 5% in 2021, with similar patterns emerging in hospitality. Furthermore, customer complaints have risen by 60% over the past three years, signaling a decline in service quality linked to ineffective performance appraisal systems and low employee commitment (Koomson, 2021).

Many employees in Ghana's hospitality sector feel demotivated by appraisal systems that lack meaningful feedback or recognition, which has

contributed to lower performance and a high turnover rate (Gyasi & Osei, 2020). As a result, hotels are struggling to meet performance targets and retain staff, particularly in the Central Region, where dissatisfaction with appraisals and limited career growth opportunities remain persistent issues (Ampofo et al., 2021). The Central Region of Ghana, renowned for its tourism, heavily depends on the hotel industry for economic stability. However, hotels in the region are grappling with challenges related to employee retention and performance. A key issue is low employee commitment, as many workers feel their appraisal systems are unfair and ineffective (Gyasi & Osei, 2020).

This has led to declining service quality, with hotel managers facing difficulties in maintaining operational efficiency and guest satisfaction (Ampofo et al., 2021). Despite the importance of performance appraisal systems in improving employee performance, there is a gap in the literature regarding how these systems, in conjunction with employee commitment, affect overall performance in Ghana's hotel industry. Few studies have examined this relationship, leaving room for further research to better understand and address the challenges impacting performance in the region's hospitality sector (Opoku et al., 2022). This study examines how performance appraisal systems influence employee performance, focusing on the role of employee commitment in the hotel industry in the Central Region of Ghana.

Purpose of the Study

The study focuses on understanding how employee commitment influences the relationship between performance appraisal and employee performance within the hotel industry in the Central Region. The objectives

aim to assess key elements of this dynamic, including the quality of appraisals, fairness, and the mediating role of commitment.

Research Objectives

Specifically, the study sought to:

1. To determine how the perceived quality of performance appraisals influences the level of commitment employees feel towards their organization.
2. To investigate how fair employees perceive the appraisal process to be and how this perception affects their commitment to the organization.
3. To explore the direct relationship between employee commitment and their performance, highlighting how a committed workforce tends to demonstrate improved performance.
4. To examine how employee commitment acts as a bridge or mediator between performance appraisal (both quality and fairness) and the overall performance of employees.

Hypotheses

The hypotheses for the study are constructed to explore the relationships between appraisal quality, performance appraisal fairness, employee commitment, and employee performance within the hotel industry in the Central Region. Based on the study's objectives, theoretical foundations, and empirical research, the following hypotheses were developed:

H1: Appraisal quality has a significant positive effect on employee commitment in the hotel industry in the Central Region.

H2: Performance appraisal has a significant positive effect on employee commitment in the hotel industry in the Central Region.

H3: Performance appraisal fairness has a significant positive effect on employee commitment in the hotel industry in the Central Region.

H4: Employee commitment plays a significant positive role in the relationship between performance appraisal and employee performance in the hotel industry.

Significance of the Study

The significance of this study is multi-faceted, contributing to both practical and academic understandings of employee performance, particularly in the context of the hotel industry in Ghana and specifically in Cape Coast. By examining the mediating role of employee commitment in the relationship between performance appraisal and employee performance, the study sheds light on important factors that can enhance hotel operations and employee management. For the hotel industry, especially within Ghana, the findings can directly inform hotel managers on designing performance appraisal systems that foster not just performance but also employee commitment.

By understanding how factors like appraisal quality and fairness influence commitment and performance, hotel management can improve appraisal practices to better motivate staff, leading to increased productivity and higher service quality. Moreover, the study's implications extend beyond the hotel sector. It can help policymakers develop more targeted interventions

that support the development of Ghana's tourism industry by boosting workforce productivity through better management strategies. Additionally, insights from the study can contribute to wider organizational studies by highlighting the importance of commitment in enhancing performance across various industries and regions.

Delimitation

The study focused on the impact of performance appraisal systems on employee performance in the hotel industry within the Central Region of Ghana, with specific emphasis on employee commitment as a mediating factor. The research was confined to hotels in this region, excluding other regions of Ghana and international contexts. Data collection was limited to hotel employees and managers, excluding input from other stakeholders such as tourists or regulatory bodies. The study also concentrated on existing performance appraisal systems during the research period, excluding newly implemented or experimental systems. Employee commitment was the primary variable examined, leaving out other potential factors like organizational culture or leadership style.

Limitation

The study faced limitations such as potential response bias, as hotel employees may have been reluctant to provide candid feedback on their performance appraisal experiences. The geographical focus on the Central Region restricted the generalizability of findings to other regions or countries. The reliance on self-reported data introduced subjectivity, as participants'

personal perceptions could influence the accuracy of the results. Additionally, the study's time frame did not allow for an analysis of long-term trends or changes in appraisal systems and their subsequent effects on employee performance and commitment.

Definition of Terms

Performance Appraisal: This process involves establishing clear performance goals and objectives for employees, followed by the systematic collection and analysis of performance-related data. The goal is to provide feedback on an employee's strengths and areas for development. Feedback helps employees understand their performance level, thus fostering improvement and career growth. It is a crucial tool for organizational success as it aligns employee efforts with overall business goals (DeNisi & Pritchard, 2016).

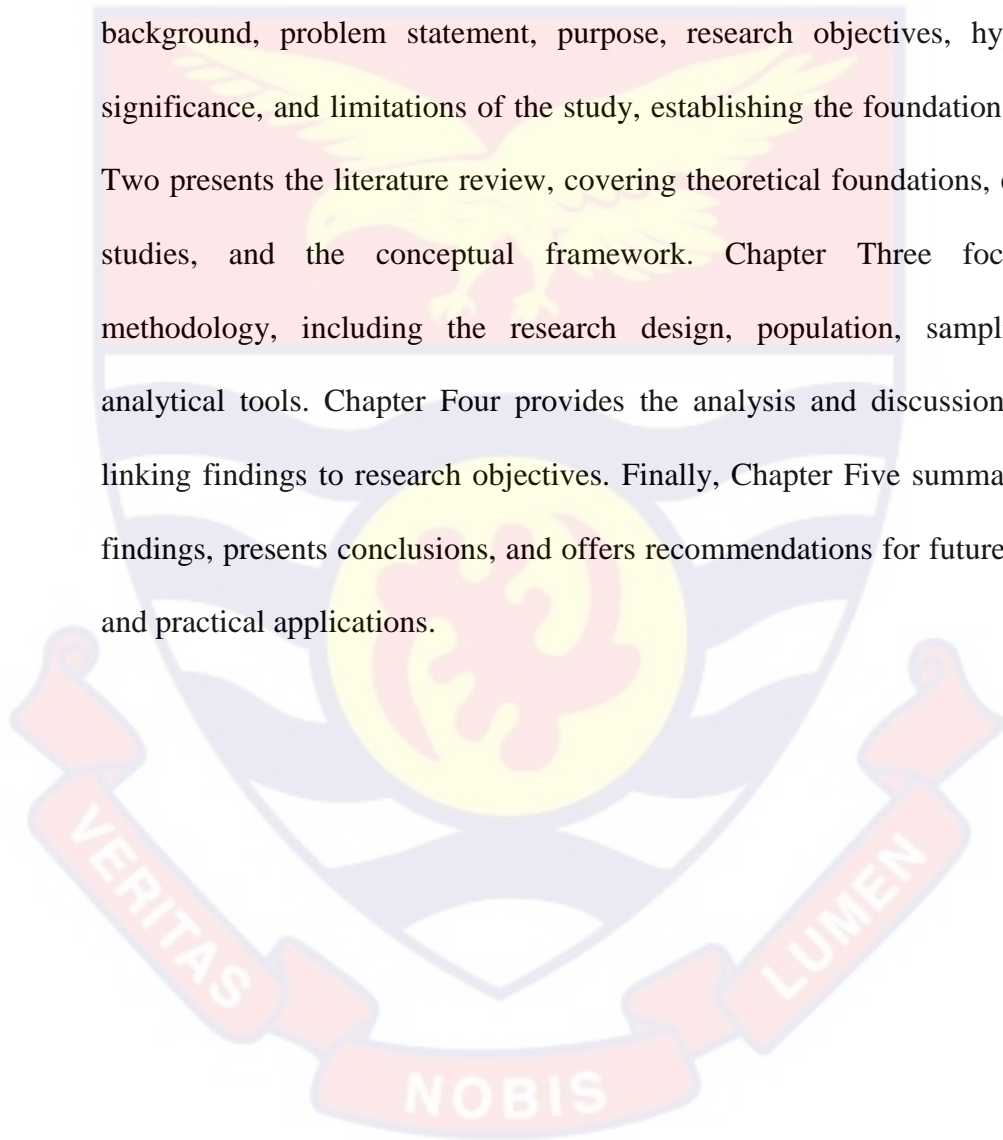
Employee Performance: This concept encompasses how effectively and efficiently an employee carries out their work responsibilities. It includes productivity, quality of work, and timeliness. High employee performance is indicative of meeting or exceeding job expectations and contributes directly to the success of an organization (Rath, 2020).

Employee Commitment: This refers to an employee's attachment and loyalty to their job and the organization. Committed employees are those who have a strong belief in organizational goals, are willing to exert extra effort, and intend to stay with the organization for the long term. Employee commitment has been linked to improved job performance and lower turnover rates,

making it a critical element of organizational success (Meyer & Herscovitch, 2001).

Organisation of the Study

This research is organized into five chapters. Chapter One outlines the background, problem statement, purpose, research objectives, hypotheses, significance, and limitations of the study, establishing the foundation. Chapter Two presents the literature review, covering theoretical foundations, empirical studies, and the conceptual framework. Chapter Three focuses on methodology, including the research design, population, sampling, and analytical tools. Chapter Four provides the analysis and discussion of data, linking findings to research objectives. Finally, Chapter Five summarizes key findings, presents conclusions, and offers recommendations for future research and practical applications.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter of the work reviewed literature pertaining to the study focus. The chapter presented the theoretical, conceptual, and empirical reviews. It also presented the conceptual framework for the study. The theoretical review presented the theories that underpinned the study. The conceptual review encompasses a thorough review of performance appraisal, employee performance, and employee commitment. The empirical review covered a review of the research objectives. The conceptual framework presented a pictorial view of the study objectives guided by the empirical and theoretical review.

Theoretical Review

This study was underpinned by two theories, namely the equity theory and the self-determination theory. The equity theory is the main theory underpinning the study while the self-determination theory is used to augment the main theory. These two theories are discussed in detail.

Equity Theory

The Equity theory was proposed by Adams (1960). The main idea of the theory is to explore the dynamics of fairness and perceptions of justice within social exchanges. Thus, the equity theory suggests that individuals strive to maintain a sense of fairness in their relationships by comparing their input and outcomes to those of others (Pritchard, 1969). At the core of equity

theory is the idea that individuals assess the fairness of their relationships by comparing their own inputs and outcomes with others and typically individuals they consider to be a relevant reference point. The propounder can be a colleague, friend, or even a societal norm that reflects what is considered fair in a particular context (Pritchard, 1969). The comparison between one's own contributions (input) and the resulting rewards or benefits (outcomes) forms the basis for evaluating fairness.

In societal decision-making processes, considering the principles of equity can help ensure that policies, laws, and resource allocation are fair and just (McDermott et al., 2013) This can lead to a more inclusive and cohesive society, as people are more likely to support decisions that they perceive as equitable. The equity theories again helps members of societies in understanding and apply the principles of equity toward reducing socioeconomic inequalities (McCauley et al., 2019). Recognizing and addressing disparities in wealth, education, healthcare, and other areas can contribute to a more balanced and harmonious society. The Equity Theory provides insights into resolving conflicts. When parties involved in a conflict perceive inequity in the outcomes or treatment, addressing these perceptions can be a crucial step in finding common ground and reaching a resolution.

The theory revolves around the notion that people strive for a sense of equity or fairness in their relationships and evaluate the distribution of resources based on certain assumptions (Adams & Freedman, 1976). These assumptions form the foundation of equity theory, shedding light on how individuals perceive and respond to imbalances in their social exchanges. The first assumption of equity theory is the concept of social comparison. People

naturally compare their inputs (contributions) and outcomes (rewards) with those of others. They seek to evaluate the fairness of their situation by examining the ratio between what they put into a relationship and what they receive in return. By engaging in this comparative process, individuals gain a sense of whether they are being treated equitably or experiencing inequity (Adams & Freedman, 1976).

The second assumption concerns the definition of equity itself. Equity is perceived as a state of balance where the ratios of inputs to outcomes for oneself and others are considered equal (Bennet & Satterfield, 2018). When individuals believe that their own input-outcome ratio is equivalent to that of their reference group (the people they compare themselves to), they perceive the relationship as fair. Conversely, if there is a perceived inequality, feelings of inequity arise and motivate individuals to restore balance (Adams & Freedman, 1976). The third assumption relates to the response to inequity. Equity theory suggests that when individuals perceive inequity, they experience tension or psychological discomfort. This discomfort motivates them to restore equity within the relationship.

To achieve equity, individuals may engage in various behaviours such as altering their own inputs or outcomes, changing their perceptions of the situation, or seeking changes in the inputs or outcomes of others (Adams & Freedman, 1976). The fourth assumption focuses on the factors influencing the perception of equity. Equity theory suggests that individuals assess the fairness of their relationships by considering multiple factors. These factors include the effort exerted, skills and abilities demonstrated, seniority or tenure, and the importance of the job or role. Individuals also take into account their

social comparisons with others who hold similar positions or have similar responsibilities (Carrell & Dittrich, 1978). The fifth assumption pertains to the concept of overpayment and underpayment.

When individuals perceive that they are overpaid (receiving more rewards relative to their inputs) compared to others, they may experience a sense of guilt or indebtedness. Conversely, when individuals perceive that they are underpaid (receiving fewer rewards relative to their inputs), they might feel anger, resentment, or a sense of injustice. These emotions can influence their motivation to restore equity (Carrell & Dittrich, 1978). In the context of hotels in Ghana, employees' perception of fair performance appraisals, where their efforts are acknowledged accurately, can influence their commitment and job performance. When employees feel their contributions are recognized and rewarded fairly, they are more likely to exhibit higher commitment levels and improved job performance (Zhou et al., 2020).

In addition, when employees feel that they are treated fairly during the appraisal process, they are more likely to have faith in the management's decisions and policies. This trust encourages workers to share their concerns, ideas, and suggestions openly, leading to a collaborative work culture. Consequently, the organization benefits from improved employee performance, increased innovation, and better problem-solving capabilities. Conversely, if appraisals are perceived as unjust, it can lead to lowered commitment and reduced motivation, ultimately impacting job performance. Balancing perceived equity in performance evaluations can foster a positive cycle of commitment and enhanced job performance among hotel employees in Ghana.

Thus, employees assess the quality of their appraisals by comparing them to the appraisals received by their colleagues. If workers believe that their appraisals accurately reflect their performance and are consistent with the evaluations of their peers, they are likely to perceive the process as fair. In such cases, they will feel that their inputs (such as effort, skills, and dedication) are justly rewarded with desirable outcomes (such as recognition, promotions, or salary increments). When workers perceive the appraisal quality as high and fair, it fosters a sense of equity and leads to positive outcomes. They feel motivated and rewarded for their efforts, which enhances their job satisfaction and commitment to their work. This motivation and job satisfaction, in turn, can boost their overall performance.

Employees may strive to maintain or exceed the standards set in their performance appraisals, leading to improved productivity, customer service, and overall job performance. In spite of the importance of the equity theory, critics of the theory argue that it oversimplifies the complexity of human motivation and fails to account for individual differences and cultural variations. For instance, Tyler and Blader (2013) contend that the theory relies heavily on the assumption that individuals are solely driven by a desire for fairness, disregarding other factors such as personal values, aspirations, and societal influences.

Moreover, the equity theory does not adequately address situations where individuals might prefer to over-contribute or under-contribute based on their unique goals or circumstances (Lustenberger, 2011). Another criticism revolves around the subjectivity of the equity comparison process. The choice of a propounder is highly subjective and can vary significantly among

individuals. The theory also assumes that people have accurate information about others' inputs and outcomes, which may not always be the case. Inaccurate or incomplete information can lead to faulty equity perceptions and subsequent behavioral responses (Lawler, 1968).

Self-Determination Theory

The Self-Determination Theory was propounded by Deci and Ryan (2004). The theory underscores that supporting individuals' intrinsic motivation by satisfying psychological needs leads to enhanced well-being and optimal performance. The Self-Determination Theory has wide applications in understanding how employees engage with tasks, make choices, and sustain commitment in diverse settings, including education and training, work, and personal development, fostering a holistic understanding of human motivation and behavior (Lumpkin & Achen, 2018).

The Self-Determination Theory proposes that individuals strive to achieve three innate psychological needs: autonomy, competence, and relatedness (Gatling et al., 2016). These needs are crucial in fostering optimal motivation and well-being. Autonomy refers to the need for individuals to experience a sense of control and choice in their actions (Nelson et al., 2015). In the context of performance appraisal, when employees have the autonomy to set their goals, participate in the appraisal process, and provide input on their evaluations, it can enhance their motivation and engagement.

In hotels in Ghana, allowing employees to actively participate in setting performance goals and discussing their progress during appraisals aligns with their autonomy needs. This can lead to increased commitment as

employees feel valued and respected, fostering a positive perception of the appraisal process. Consequently, employees are more likely to exhibit higher job performance as they are internally motivated to meet their self-defined targets. Competence refers to the need to feel effective and proficient in one's actions.

Performance appraisals can influence competence by providing feedback on employees' strengths and areas for improvement (DeNisi & Smith, 2014). In hotels in Ghana, constructive feedback during appraisals that acknowledges employees' achievements and offers opportunities for skill development can enhance their sense of competence. When employees believe they are capable of performing well and growing in their roles, their commitment is likely to increase. This commitment, in turn, positively affects job performance, as employees are motivated to apply their enhanced skills to contribute effectively to the hotel's success.

Relatedness refers to the need for social connection and a sense of belonging. Performance appraisals can impact relatedness by facilitating open communication between employees and managers (Saunila et al., 2014). In hotels in Ghana, fostering a supportive and empathetic environment during appraisals can enhance employees' sense of relatedness. When employees perceive that their managers genuinely care about their well-being and development, they are more likely to feel committed to the organization. This commitment drives them to invest more effort into their job roles, leading to improved job performance as they feel a sense of belonging and shared purpose within the hotel's team.

The Self-Determination Theory differentiates between intrinsic and extrinsic motivation (Ryan & Deci, 2020). Intrinsic motivation arises from internal factors such as personal enjoyment and satisfaction, while extrinsic motivation is driven by external rewards or pressures. When performance appraisals emphasize intrinsic motivators, such as providing meaningful feedback and recognizing employees' contributions, employees' commitment is likely to strengthen (Al Dhamit & Kreishan, 2016). This commitment is associated with higher job performance as employees are intrinsically motivated to excel beyond external rewards, aligning their efforts with their personal values and aspirations.

Although the Self-Determination Theory provides insights that help motivate employees, limitations revolve around the theory's generalizability across different cultural contexts. Some argue that the emphasis on individual autonomy and personal agency may not align with collectivist cultures that prioritize communal goals over individual desires (Howard et al., 2016). Another critique concerns the oversimplification of the relationship between psychological needs and employee commitment. Critics argue that commitment is influenced by multifaceted factors beyond the scope of SDT, such as job characteristics, leadership styles, and organizational culture (Markland et al., 2005). These external elements can interact with an individual's basic psychological needs and shape their commitment in complex ways that the theory does not fully address (Vlachopoulos et al., 2000).

Conceptual Review

The conceptual review section covered three main concepts, namely performance appraisal, employee performance, and employee commitment. These concepts are reviewed in detail.

Performance Appraisal

Performance appraisal has evolved significantly over time as it dates back to the 19th century (Ohemeng et al., 2015). It began with a focus on quantifiable outputs, gradually shifting to trait-based evaluations, and then behavioral assessments (Tweedie et al., 2019). Presently, continuous feedback, driven by technology, is gaining prominence, promoting ongoing communication and development (Tziner & Rabenu, 2018). This evolution reflects a transition from one-dimensional assessments to multidimensional, employee-centric practices, acknowledging the importance of holistic well-being and individual growth within organizational contexts. Sumangala and D'Souza (2013) pinpoint that performance appraisal plays an important role in accomplishing the aforementioned goals, either directly or indirectly.

It enhances the interpersonal relationships between the organization's employees and employers. It reflects an evaluative assessment of the employees' features, attributes, and work performance. It is a continual process to achieve the organization's and workers' desired objectives. Padhaya et al. (2021) described performance appraisal as the systematic, periodic, and objective grading of an employee's excellence in subjects related to his current work and his potential for a higher position. The performance evaluation defines individual performance criteria and highlights the individual's

contribution to the organization's overall goals (Ikramullah et al., 2012). It has the potential to become an important employment resource (Farndale, 2017).

A performance appraisal is a method of formally evaluating how well a person has done their job (Dal Corso et al., 2019). The ultimate goal of this initiative is to encourage employees to continue to enhance their performance on the job (Selvarajan et al., 2018), as well as to educate creativity (Benadusi & Giancola, 2016). The performance appraisal process also includes several particular goals, including responsibility, professional progress (Delvaux et al., 2013), and organisational expansion (Rubel & Kee, 2015). Islami et.al. (2018) defined performance appraisal as a mechanism in which managers and superiors ensure the performance and works assigned to employees are probably performed in line with organizational goals.

This process involves a good understanding of the operations and outputs, ensuring that feedback is achieved and that staff can fulfil standards. Managers and employees must then recognize potential performance issues and develop the best solution. A reliable method can be considered to ensure that the correct roles are taken in the organisation by the required employees (Iqbal et. al., 2014). In addition, performance appraisal offers the management the knowledge needed to refine processes so as to retain an appropriate workforce and identify any strengths or weaknesses faced by employees (Islami et.al., 2018).

According to Lusthaus, (2002), Performance appraisal is an ongoing and systematic method for assessing employee performance periodically. In other words, evaluation offers an opportunity to look back on the overall material, tons and quantities of the job and what were done during the

monitoring period and the accepted goals of the next. This description explicitly demonstrates that the employee receives input on previous performances in the assessment of his or her results, but suggests that a performance assessment provides the possibility to measure different aspects of an employee's job performance by reviewing how he or she has done in the past and looking forward to agreeing on potential aims or workloads.

Writers like Drucker (1954) opined that assessing a subordinate including his performance is part of management's job and he cannot fulfill his duty to support and instruct his subordinate properly unless he does this assessment himself. He argued that appraisal methods are not only intended to monitor the behavior of subordinates more systematically but also to control the behavior of superiors. Drawing on the assumption of Drucker, it is crucial for organizations, both subordinates and their immediate superiors or supervisors to set practical and achievable objectives or goals. This can be accomplished by the implementation of an appropriate control framework that ensures desired performance.

Longenecker and Fink, (2017) defined performance appraisal as the action used to determine the extent to which an employee within an organisation performs his or her job effectively. It is the name given to the periodic, formalized and recorded review of the employee's performance in his or her job. Additionally, Saratun, (2016) opines that appraisal are performance review workshops that give employees feedback on their past performance and future capacities. Abuhantash, (2019) asserts that, in an organisation performance appraisal is done by the jobholder's direct supervisor carries out this exercise. He further, revealed that it gives managers an opportunity to

communicate the performance record of subordinates and explore areas of potential improvement and growth and provides an opportunity to identify the employee's attitude and feelings more thoroughly and thus improve communication.

Although performance appraisal appears to be a simple process, researchers report that it is widely utilized in performance feedback to discover individual employees' strengths and weaknesses (Ruddin, 2005). The percentage of businesses and industries that employ a performance appraisal system range from 74% to 89 percent (Murphy & Cleveland, 1991). Performance appraisal systems are used for a variety of goals such as human resource choices, evaluation, and feedback. Many organisations review performance of employees regularly, usually annually, during which an employee's manager assesses performance, potential, and development, (Cappelli, & Tavis, 2016).

According to DeNisi and Murphy (2017) performance appraisal system primarily used a merit rating was established via the close system for legitimizing employee salaries and performance. Actually, the management uses an employee performance appraisal system to enhance human potentials and therefore obtain the most advantage (Idowu, 2017). Performance appraisal is a tool that may be used to successfully manage an employee's performance. According to research, the performance appraisal framework establishes a link between supplemental pay and remunerates of skilled workers, therefore increasing their inspiration and general dedication. (Giangreco, Doyle & Suter, 2012).

Performance appraisal may be defined as the methodical description of a person's job-related strengths and shortcomings in order to make a decision about the individual (Ahmad & Bujang, 2013). As a result, an appraisal framework might be seen as being highly dependent on crucial metrics that are neither appropriate nor acceptable, particularly for the representative whose performance is being evaluated (Aranda-Jan et.al., 2014). According to the literature, performance appraisals are behaviors and outcomes that are used to identify how and why an employee is presently doing on the job and how the individual may perform more successfully in the future, benefiting the employee, the business, and society as a whole (Shabir et al., 2017). To increase production, any organisation requires skilled employees. It is a conscious effort by the human resource department to appraise strengths and weaknesses.

The performance is not connected to the specific focal qualities, but rather to the relationship between the social and emotional surroundings (Shabir et.al., 2017). According to the current research, performance evaluation is critical for bringing professional allied conduct (Shabir et al., 2017). Employees must believe that there is an examination system, improvements, awards, inspirations, and negative consequences and discontent in Performance management (PM). Employees who get good marks on their exams are often motivated to do well and take care of their own performance (Ahmad & Bujang, 2013). Performance measures explain specific work components and enhance the technique to assess efficient or inefficient levels of work performance (Bernardin & Wiatrowski, 2013). In general, the

incorrect items have been assessed and the improper approaches used by the firm have been (Shabir et.al., 2017).

In the hotel industry, performance appraisal plays a crucial role in evaluating the performance and progress of employees. It serves as a systematic process that allows managers and supervisors to assess individual performance, provide feedback, and identify areas of improvement (Ilgen & Feldman, 1983; Al-Jedaia & Mehrez, 2020). The objective of performance appraisal in the industry is to enhance employee productivity, recognize achievements, and ensure overall organizational success (Aggarwal & Thakur, 2013). The process typically begins with establishing clear performance expectations and goals for each employee. These expectations are based on job descriptions, key performance indicators (KPIs), and the 's mission and values (Bernardin & Wiatrowski, 2013; (Ali, Mahmood & Mehreen, 2019; Rubin & Edwards, 2020).

According to Dangol (2021) regular performance feedback is an integral part of the appraisal process. Managers and supervisors provide constructive feedback to employees on their strengths, areas of improvement, and overall performance. This feedback helps employees understand their performance levels, identify opportunities for growth, and align their actions with organizational goals. It is crucial for managers to provide feedback in a supportive and constructive manner, encouraging employees to improve without demotivating them (Eyoun et al., 2020) This evaluation can be based on a variety of factors, such as customer satisfaction ratings, sales performance, teamwork, punctuality, and adherence to policies and procedures (Murphy, 2020).

Dasanayaka et al. (2021) asserted that to ensure fairness and objectivity, performance appraisal in the industry may involve multiple sources of feedback. Apart from managers and supervisors, input from colleagues, subordinates, and even customers may be sought to gain a holistic perspective on an employee's performance. These multiple viewpoints provide a comprehensive understanding of an employee's strengths, weaknesses, and overall contribution to the 's success. The results of performance appraisal are typically used to determine various aspects such as promotions, salary adjustments, training needs, and recognition programs (He, Chen & Liu, 2020). Based on the appraisal outcomes, managers can identify high-performing employees who deserve rewards or additional responsibilities (Rana, Mukhtar & Mukhtar, 2022).

It is important to note that performance appraisal in the hotel industry should not be seen as a one-time event. Rather, it should be an ongoing process that encourages regular communication between managers and employees (Kihama & Wainaina, 2019). In conclusion, performance appraisal in the industry is a systematic process aimed at evaluating employee performance, providing feedback, and identifying areas for improvement. By setting clear expectations, offering regular feedback, and considering multiple perspectives, managers can effectively assess employee contributions, recognize achievements, and foster a culture of continuous improvement (Kwon, 2020).

Methods for Conducting Performance Appraisal

There is a variety of approaches or performance appraisal methods. Selecting a single approach is rather complicated, and defining it as ideal. Such practices, according to Dexter (2005), can be loosely divided into two categories: traditional method and modern method. The traditional approaches are the performance appraisal methods which are relatively older. Those approaches are focused on observing the employees' personalities. They can include knowledge, initiatives, commitment, leadership, and judgment. Dexter (2005) claimed that there are two differences in the traditional performance appraisal method, that is organisational and development of employees. According to Aggarwal and Thakur (2013), the traditional (organisational or overall) approach focused mainly on the overall enterprise and invested in past success, while the modern approach regarded the employees as individuals and looked forward to using target setting.

Performance appraisal using traditional methodology has been used for recruitment purposes, employee reviews, and compensation decisions (O'Boyle, 2013; Sing & Vadivelu, 2016). The traditional performance appraisal methods contribute to certain particular objectives, such as giving employees the chance to officially identify the path of an employee's desire, exhibit organisation, and encourage the employee who has attempted to perform effectively (Payne, Horner, Boswell, Schroeder & Stine- Cheyne, 2009). Some of the traditional performance evaluation methods are pair classification, critical incident and trait approaches, and Ranking methods. Modern approaches include management by objective, behavioural anchored rating scales (BARS) and 360° feedback etc.

Traditional Methods of Performance Appraisal

According to Sing and Vadivelu (2016), traditional appraisal methods are also referred to as trait methods because the appraisal process are structured to determine to what degree an individual exhibits certain quality such as competence, innovation, initiative and leadership that are deemed essential and desirable for the job and the company in general. Also, work-related features such as job experience, ability to complete a task, progress in carrying out plans, etc. can be added (Jaiswal, 2020). As there are different methods of rating people on the basis of such dimensions, there are several methods based on this approach. The reason that trait methods are the most popular is largely due to the ease with which they are developed (Fox et.al., 2005).

Critical Incident Appraisal

The critical incidence appraisal demands management to keep an account of incidents involving employment behaviors which show the individual being evaluated to be both acceptable and unsatisfactory (Segbenya & Bonsu, 2019). The events, as they occur over time, serve as a foundation for evaluating performance and delivering feedback to employees (Jaiswal, 2020). The primary disadvantage of this technique is that the management must keep track of occurrences on a regular basis, which may be tedious and time-consuming (Ijadi et.al., 2018). Furthermore, the concept of a significant occurrence is ambiguous, and various managers may interpret it differently (Sing & Vadivelu, 2016). This approach is believed to generate friction

between the management and the staff if the employees think that the boss follows them (Shaout & Yousif, 2014; Jaiswal, 2020).

Ranking Methods

The ranking method of performance appraisal is usually employed when it is essential to compare the performance of two or more employees, the ranking technique of assessment is utilized (Jaiswal, 2020). The performance rating of one person is a result of the performance of other workers on the job, which distinguishes ranking techniques from other approaches (Farr, Fairchild & Cassidy, 2013). The superior in the order of their merit ranks his or her subordinates, starting from the best to the worst. It is the simplest and oldest method of valuing merit. Every employee as a whole is assessed without separating the levels from his results (Payne et.al., 2009). All the human resources department knows is that A is better than B. Neither the 'how' nor the 'why' are asked nor answered. There is no attempt to fractionalize what is measured into component elements. This method is subject to the halo and regency effects, although ranking by two or more raters is averaged to help reduce bias, but ease of administration and clarification. (Shaout & Yousif, 2014).

Rating Scales

Under this method, the scale at which a rater indicates the degree to which an employee possesses the trait or feature is represented by each trait or characteristic to be evaluated. This is the simplest and most popular technique for assessing performance of employees. The standard rating scale structure

consists of several numerical scales, each reflecting a job-related performance criterion such as dependability, initiative, participation, efficiency, attitude and cooperation (Thurston & McNall, 2010). Under the rating scale appraisal method, each scale ranges from excellent to poor. On each criterion, the rater checks the appropriate performance level, and then calculates the total numerical score of the employee (Payne et.al., 2009). Subjectivity bias is reduced somewhat when the dimensions on the scale and the scale points are defined as precisely as possible. This can be achieved by training raters and by including descriptive appraisal guidelines in a performance appraisal reference packet (Andersen et.al., 2014).

Some Modern Methods of Appraising Performance

According to George (2016), one of the potential drawbacks of a trait-oriented performance appraisal or traditional method is that traits tend to be subjective and vague. One way to enhance a rating scale is by providing action explanations along a line, or spectrum (Goel, 2012). These descriptions allow the rater to readily identify the point at which a specific employee falls on the scale. Modern methods were developed specifically to describe what actions should or should not be displayed on the job (Ail, 2016). Modern methods are also termed methods of behaviour and are often more useful in providing the developmental feedback to employees (Shaout & Yousif, 2014).

360-Degree Appraisal

The 360- degree appraisal is one of the evaluation procedures which in recent years has become quite important both for small and large companies

(Deb, 2009; Lepsinger & Lucia 2009). By definition, the 360-degree evaluation approach requires an evaluation system combining various groups of reviewers' viewpoints who communicate with employees in the organisation. Examples include superiors (administrators and supervisors), colleagues and clients. The technique also requires a subjective view of the employee and its acceptance as a foundation for a multi-source and multi-rater appraisal (Grund & Przemecck 2012).

Horng Hsu et.al. (2011) propose four main appraisals to be carried out through an examination of employees' skills, including a 360-degree appraisal framework. They include self-appraisal, direct supervision appraisal, subordinate assessment and peer appraisal. The main idea behind a performance appraisal at 360 degree is that when multiple sources are used a considerable quantity of data may be collected about a single individual (Sahoo & Mishra, 2012). In other words, 360-degree appraisal systems allow for the acquisition of information on a person from various degrees and perspectives.

Deb (2009) confirms these views by noting that it enables an employee to double-check its performance utilizing multiple evaluation sources. The 360-grade approach to performance evaluation is also designed to help overcome defects in traditional techniques of evaluation including prejudices, subjectivity and halos (Hsu et al., 2005). According to Espinilla et al., (2013), when this assessment technique is used, even the boss is less inclined to condemn the employee. Employees see 360-degree appraisal systems as more objective and reflective of their accomplishments, according to Sahoo and Mishra (2012).

As such, accurate information may be used to analysis the training requirements of an employee is considered very successful. Despite the efficacy of 360-degree assessment methodology, a number of literary difficulties have been discovered that impede the performance of these systems. The use of a single domain category for 360-degree systems, such as numeric or linguistic, according to Espinilla et al., (2013) limits the capacity of reviewers to collect a plethora of data. Furthermore, it is challenging to correctly understand the final results since quantitative assessment does not always adequately reflect qualitative knowledge (Hsu et al., 2005).

Management by Objective (MBO)

Management by objective is characterized as one of the primary techniques of evaluation as a results-based evaluative system (Choon & Embi, 2012). From an MBO viewpoint, a range of main stakeholders, including managers, superiors, and workers, determine the performance appraisal program's goals. There are numerous stages to a typical MBO assessment methodology. Setting clear goals for the employee is the first step in the cycle. Create an action plan that outlines how the objectives will be met. After that, the employee must carry out the action plan that has been developed. It provides an unbiased method of measuring outcomes. In suitable situations, corrective action is done, as are new goals for the future (Sillup & Klimberg, 2010). The relevance and value of employee involvement is a basic aspect of the MBO, according to Huang et al. (2011).

Peter Drucker, who said that objectives are vital in every field in which results and results affect the life of the firm directly, has promoted MBO in his

philosophy (Armstrong, 2009). Drucker stressed the participatory objective setting and the self-evaluation as one of the main components of MBO, according to Armstrong (2009). While the MBO concept was pioneered by Drucker, the modernization of the concept was made by McGregor, one of the leading managers of the industry. McGregor's approach to MBO reveals defects in traditional assessment techniques such as overemphasis on characteristics. Instead, McGregor supports a strategic approach whereby the subordinate generally establishes short-term goals and then analyses the progress towards these goals (Stein, 2010). The MBO model has proven that the firm and its workers have considerable efficiencies (Armstrong, 2009).

The MBO method fosters fairness, double-way feedback and increases productivity of employees. Similarly, Uduji (2013), stresses that the MBO technique helps to build an efficiency and fairness-based performance evaluation system when appropriately applied. Huang et al., (2011), while supporting the need for companies to use MBOs, think that this approach is important for efficiency in the sense that staff stay adequate to achieve set goals. Employee adoption of organizational objectives is seen as one of the most significant motivators in the MBO process in this scenario. A detailed MBO literature survey still shows that such a performance assessment does not present any deficiencies.

One of its main disadvantages is that there is no need to follow employees during their permanent job periods while dealing with any circumstances (Bipp & Kleingeld, 2011). In this case, the most effective use of the resources is maybe inadequate to attain the results by the employee in the evaluation. Bipp and Kleingeld (2011) nevertheless maintain that comparison

assessments have been minimized by the MBO process, as no criteria are provided during the working cycle based on changing working conditions.

Behaviourally Anchored Rating Scales

This type of performance evaluation is intended to examine behavioural perspectives in order to properly do a task. Despite their simplicity of use, graphical rating scales have a number of disadvantages that have been noted in numerous research. First, the scales' hierarchical architecture ignores the attribute pertinence features (Armstrong, 2009). In this case, Armstrong (2009) argues that some traits have to be deemed in various workplaces more necessary in certain occupations than others. In that way, the rating scales suffering from a structural benefit may be abolished, and thus the outcomes that the whole value of the staff cannot be achieved (Woods, 2012).

Employee Job Performance

Employee job performance refers to how employees behave and carry out the job tasks prescribed in their job description (Bakker et al., 2010). Britt and Jex (2014) define job performance as the set of attitudes exhibited by workers on a daily basis. Similarly, Brown and Arendt (2010) describe job performance as the behaviours of employees towards their job and how effectively they are able to complete their tasks. These definitions portray job performance as an input-output process where employees exert efforts to yield certain outcomes either positive or negative.

As explained by Cooke (2013), job performance can be seen from two angles; job relevant behaviours and work outcomes. Whereas job relevant

behaviours encompass the efforts employees put in their jobs, work outcomes reflect the quality and quantity of work done. In this case, job relevant behaviours are job inputs and work outcomes are job outputs. However, Cardy and Leonard (2014) argue that job performance cannot be simply classified into inputs and outputs but rather on the basis of whose perspective job performance is being considered. According to the authors, whereas supervisors view job performance as the outcomes of various activities performed by the employees, employees view job performance as the daily process of completing tasks and exhibiting work talents.

According to Jayaweera (2015), an assessment of individual employee performance should focus on level of job effectiveness and quality of work. The author further posited that the proficiency in carrying out a person's duties and the ability to perform these duties are potentially affected by workplace factors such as work structure, teamwork and role conflict. However, Johari and Yahya (2016) believe that the ideal way to assess employee performance is through the combination of task-related variables and expected work behaviours, or through the use of financial metrics. They also stated that employee job performance might be evaluated on an absolute scale, a scale of comparison, or based on specific results like sales or productivity.

According to some studies (Oseiboakye, 2015; Onyekwelu et al., 2018), performance can be seen from two angles, that is, employee performance and organisational performance. Whereas organisational performance is the degree to which an organisation achieves its goals and objectives. Employee performance, on the other hand, is a more subjective term referring to an individual's output, which must be in line with

organisational goals to be accepted and valued (Ayers, 2015). This explains that a culmination of individual employee performances would reflect the broader organisational performance (Oseiboakye, 2015). Thus, an attempt to increase an employee's performance will play a crucial role in achieving higher organisational performance (Riyanto, 2017).

Kuranchie-Mensah (2016) opines that a worker's output is a combination of skills, effort, capacity, motivation and opportunities that may be prescribed by the demands of the job. According to Riyanto et al. (2017), another definition of performance is the result that an employee achieves under the evaluation that is applied to the job in question. They believed that performance is a record outcome attained after employee performance appraisals within a specific time period. In conclusion, each employee individually contributes to the operation of the hierarchical unit and, consequently, the entire company. Overall performance will be impacted if a hierarchical unit or a worker's performance lags behind over an extended period of time.

Businesses place great importance on the performance of their employees. Often, performance is equated to efficiency and effectiveness (Neely et al., 1995). Thus, the job correlated duties required of an employee and the effectiveness in performing predict the performance of the employee. Similar to Hellriegel et al. (1999), employee job performance is described as the degree of a person's professional accomplishment after the individual has exerted some efforts. However, Whetten et al., (1995) argued that although performance is ultimately an individual phenomenon, other external variables have the potential to influence performance. This is in line with Seyfarth's

(2005) perspective of employee job performance where the concept was described as a function of employee knowledge and skill, employee enthusiasm and the environments of the working place.

It was argued that, workers will only be motivated to perform to their full capacity when these underlying external factors are satisfactory (Seyfarth, 2005). Several factors within and outside the workplace can affect employee job performance. For instance, according to Hellriegel et al., (1999), the goal orientation of employees, leadership style and level of job satisfaction have a great influence on employee outcomes. They added that pay and other compensation issues also affect performance in that regard. Diamantidis and Chatzoglou (2018) posited that other factors that affect employee performance include employee competencies, work standards, knowledge and expertise, feedback, and motivation. In addition to these factors, Lau et al., (2017) posit that healthy organisational climate promotes job performance. Thus, employees perform higher in innovative, creative and friendly workspace.

Dimensions of Job Performance

Several dimensions of job performance can be found in literature. For instance, Borman and Motowidlo (1993) identified task performance and contextual performance. Task performance is defined as the extent to which workers effectively participate in the job responsibilities explicitly indicated in their job description. These job duties are mainly the production of materials or provision of services. Task performance also relates to an organisation's core activities such as planning and directing (Borman & Motowidlo, 1993). This implies that task performance relates to the efficacy with which job

incumbents conduct activities that contribute to the achievement of organisational goals either directly or indirectly. As a result, administrative decisions (such as promotions, salary raises, and terminations) are often based on an employee's degree of task performance.

Although supervisor-subordinate appraisals are often used to measure task performance, objective indicators of task performance can be gathered in some positions. Meanwhile, contextual performance is defined as the degree to which organisational setting contributes to organisational effectiveness (Motowidlo, 2003). For instance, measures of contextual performance can emerge from the level of enthusiasm demonstrated by employees in conducting themselves within the organisation as well as their problem-solving initiatives. Contextual performance includes actions that endorse, promote, and defend business objectives. Such attitudes extend to engaging in organisational politics and promoting a favorable organisational image (Borman & Motowidlo, 1993).

According to Organ and Ryan (1995), organisational citizenship behaviour is another dimension of job performance. Organisational citizenship behaviours are actions that are not technically part of a worker's job description, but are yet advantageous to the organisation as a whole or to particular individuals within the workplace (Organ & Ryan, 1995). Engaging in organisational citizenship behaviours is frequently described as going over and above an employee's basic function (Podsakoff et al., 2000). Organisational citizenship behaviours include volunteering to assist coworkers, showing concern for the welfare of colleagues and offering a helping hand to other workers.

Robinson and Bennett (1995) posit that job performance could take another dimension which may not always be beneficial to an organisation. They argued that employees could engage in counterproductive work behaviour which is defined as any voluntary activity that breaches key organisational rules, endangering the organisation, its members, or both. They distinguished between two types of counterproductive work behaviours: (a) deviance behaviours aimed at the organisation and (b) deviance behaviours directed towards other employees (Robinson & Bennett, 1995).

Rather than adding to the organisation's aims, these behaviours directly contradict them. Counterproductive work behaviours are simply unprofitable to the well-being of the organisation (Rotundo & Sackett, 2002). In research by Campbell (1993), eight dimensions of job performance were identified. These dimensions are: (a) work-specific task proficiency, (b) non-work-specific task proficiency, (c) demonstrating effort, (d) maintaining personal discipline, (e) facilitating peer as well as team performance, (f) written and oral communication, (g) management and administration duties; and (h) supervision and leadership.

According to Campbell (1993), job performance is a combination of an employee's skills, attitudes and conduct within an organisation. As a result, job performance is dependent on the employee's own actions rather than those that are constrained by the employee's environment. This suggests that an employee's personal characteristics play a major role in performance as compared to organisational factors. For the purpose of this study, three out of the four dimensions of job performance proposed by Koopmans et al., (2014) will be used. The dimensions are task performance, contextual performance

and adaptive performance. The fourth dimension which is counterproductive work behaviour will be excluded.

Task Performance

Koopmans et al., (2014) describe task performance in line with previous writers (Borman & Motowidlo, 1993; Campbell, 1993). Task performance refers to how effectively a worker completes assigned tasks within a business. Terms such as work-specific task proficiency, in-role performance, and technical proficiency are used in describing task performance. This relates to Campbell's (1993) dimensions of job performance, where Campbell defines task performance as the ability to accomplish both work-specific and non-work-specific tasks. Koopmans et al. (2014) stated that, some significant indicators for evaluating task performance include planning and organizing work, quality of work outcomes, being result-oriented and ensuring efficiency. According to Koopmans et al. (2014), significant task performance indicators include quality of work, ability to plan and organise work, being result-oriented, ability to prioritize and efficiency of work.

Contextual Performance

Koopmans et al., (2014) assert that job performance is no longer regarded to be solely based on task performance. Employees are expected to do more than what is explicitly stated in their job descriptions in an increasingly competitive job market. Thus, contextual performance, defined as actions that contribute to the social and psychological well-being of the

organisation, is increasingly gaining significance (Borman & Motowidlo, 1993). Six out of the eight components of Campbell's framework for measuring work performance; showing initiative, upholding self-discipline, fostering individual and group productivity, verbal and written communication, managing, supervising, directing, and leadership, can all be regarded as contextual performance, according to Koopmans et al. (2014).

Among the instances, employees offer contextual performance in the work setting include offering voluntary help, strictly observing organisational protocols, building group cohesion with fellow workers, and a variety of other discretionary beneficial actions (Koopmans et al., 2011). These efforts are suggested to improve the psychological environment by enhancing meaningful social networks. Contextual activities are significant because they shape the institutional, and psychological environment that play an essential role for task activities and processes.

Key traits for assessing contextual performance include taking initiative, embracing and growing from feedback, cooperating with others, and effectively communicating (Koopmans et al., 2014). Similarly, criteria for measuring contextual performance are separated into two categories for practical reasons. They include indicators at the interpersonal and organisational levels. Four key contextual performance indicators have been found at the interpersonal level; taking initiative, accepting and learning from feedback, collaborating with others, and communicating effectively. Furthermore, four major contextual performance indicators discovered at the organisational level are: showing responsibility, being customer-oriented, being creative and taking on challenging job tasks (Koopmans et al., 2014).

Adaptive Performance

Adaptive performance refers to an employee's ability to embrace and accept any possible changes that occur in the work environment. That is, a worker's proficiency in adjusting to either pleasant or unpleasant modifications in work duties or within the work environment (Koopmans et al. 2014). The level of adaptive performance of a person is determined by how well they adjust to changes in a work system. Learning new tasks, technology, and processes; adjusting to a new culture, new personnel, and the physical environment; coping with complex or unexpected work situations; and developing innovative alternatives to challenges are some examples of adaptive work performance behaviours (Koopmans et al. 2014).

For adaptive performance, there are six main indicators for employee work performance. These include being resilient (and managing stress, challenging circumstances, and adversities), providing innovative solutions to unique, challenging problems, having up-to-date knowledge and abilities, handling complex and unpredictable work situations, and modifying work objectives when necessary (Koopmans et al., 2014).

Employee Commitment

Sani and Ekowati, (2019) defined employee commitment as the employee's inner attitude towards their organization, job, or group, which influences their judgments, performance, and loyalty to the organization. As a result, it is critical for organizational leaders to put in place adequate machinery to improve their employees' inner attitudes towards their jobs and the organization as a whole, which is a hot topic at the moment. In addition to

working to improve this attitude, they must also work to sustain it because its maintenance will go a long way towards improving overall organizational performance and lowering employee turnover rates.

Lam et.al. (2015) defines employee commitment as the psychological link between the employee and the organization that reduces the likelihood of an employee leaving voluntarily. Satardien, (2014) defines employee commitment as the felt obligation by the employee to remain with the organisation. A committed employee according to Satardien, (2014), identifies with the organisation, makes personal sacrifices, performs beyond normal expectations, works selflessly and contributes to the organisation's overall effectiveness. According to Anitha, (2016), regardless of the definition, 'committed' employees are more likely to stay with the organization than 'uncommitted' employees. According to the researchers, commitment can take various forms (i.e., the relationship between an employee and the organization can differ), and committed individuals can be committed to various entities.

Employees who are committed to personal success rather than organizational goals and objectives have low levels of employee commitment (Raveendran, 2021). They look for alternative jobs and resign once they find one. Unlike low-level committed employees, highly committed employees see themselves as an integral part of the organization, and they are aligned with it (Raveendran, 2021). Employees who are committed to their jobs go above and beyond what is expected of them by management. Andrew and Mohankumar, (2017) argues, that maximum effort exerted by employees with high levels of organizational commitment leads to high levels of performance and efficiency at both the individual and organizational levels.

According to Akintayo (2010) employee commitment is the degree to which the employee feels devoted to their organization. Saputra and Mahaputra, (2022) also defined commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Zheng et al. (2010) described commitment as employees' attitude to an organization. This definition of organizational commitment is broad in the sense that employees' attitude encompasses various components.

Employee commitment is critical to achieving organizational performance (Andrew, 2017). This is supported by Saputra and Mahaputra, (2022), who contend that high levels of commitment are required to improve production and achieve long-term competitive advantage. Obtaining competitive committed employees who are willing to do their best to pursue the organization's objectives has been a major challenge for organizations over the years. Employees who are unwilling to give them all have low levels of employee commitment (Riana, 2021).

Employee commitment, according to Kashefi et al. (2013), is the employee's inner attitude toward their organization, job, or group, which influences their judgments, performance, and loyalty to the organization. As a result, it is critical for organizational leaders to put in place adequate machinery to improve their employees' inner attitudes toward their jobs and the organization as a whole, which is a hot topic at the moment. In addition to working to improve this attitude, they must also work to sustain it because its maintenance will go a long way toward improving overall organizational performance and lowering employee turnover rates.

Lam et al. (2015) define employee commitment as the psychological link between the employee and the organization that reduces the likelihood of an employee leaving voluntarily. Mohsin et al., (2021) define employee commitment as the felt obligation by the employee to remain with the organization. A committed employee according to Stander and Rothmann (2008), identifies with the organization, makes personal sacrifices, performs beyond normal expectations, works selflessly and contributes to the organization's overall effectiveness. According to Anitha, (2016), regardless of the definition, 'committed' employees are more likely to stay with the organization than 'uncommitted' employees. According to the researchers, commitment can take various forms (i.e., the relationship between an employee and the organization can differ), and committed individuals can be committed to various entities.

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Dimensions of Employee Commitment

Employee commitment is a critical factor that influences an organization's success. It reflects the extent to which employees are dedicated to their work, identify with the organization's goals, and are motivated to contribute their best efforts. Understanding commitment goes beyond a simple measure of job satisfaction, delving into deeper layers that drive employees' decisions to stay, engage, and contribute. This understanding is encapsulated within the dimensions of commitment. As a result, Meyer and Allen (1991) identified three types of commitment; affective commitment, continuance commitment, and normative commitment. These dimensions are discussed in detail.

Affective Commitment

Affective commitment according to Mercurio, (2015), is when an employee remains with a specific organization since he or she feels a sense of loyalty and shares its values and objectives. Affective or emotional attachment to the organization is the most established component describing organizational commitment (Sharma & Dhar, 2016). Affective commitment is work-related attitudes which possess positive feelings towards the organization (Kim, 2014). Lam and Liu, Y. (2014) assert that affective commitment is the employee's attachment to, connection with and association in the organization. This type of commitment instigates organizational members to continue working for the organization because they want to (Mercurio, 2015).

Farzad, Nahavandi and Caruana (2008) agree that employees with strong affective commitment stay with the organization because they see their goals and values to be compatible with that of the organization. Similarly, Shahnawaz and Juyal (2006) postulate that affective commitment explains an alignment that employees feel between their organization and their personal value system and needs. Employee exhibits affective commitment towards the organization, they are likely to improve the operational aspects of the organization. Additionally, such improvements include greater satisfaction and involvement, as well as increases in job performance.

Affective engagement makes employees emotionally attached to, identifies with, and becomes more involved with the organization (Andrew 2017). In layman's terms, affective commitment is the employee's emotional attachment to the organization (Balassiano & Salles 2012). Employees with affective commitment traits are highly committed to the organization primarily because they want to be closely associated with the same organization and are willing to stay with the same organization if their personal employment relationship is consistent with the organization's objectives and values (Wang et al. 2010; Gelaidan & Ahmad 2013).

Respondents who are affectively committed to the organization are more willing to maintain their relationship with the organization than those who are normatively and continuance committed (Satardien, 2014). However, other researchers (Farris, 2012; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) stressed on the need to foster multiple organizational commitment forms as opposed to only focusing on affective commitment. According to Andrew (2017), employees with strong affective commitment continue to work with

their organization because they are willing to do so. According to Meyer and Allen's commitment model clearly outlines factors that influence affective commitment, including job challenge, goal clarity and goal difficulty, role clarity and goal clarity, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability.

Continuance Commitment

Umoh et.al. (2014) signpost that continuance commitment refers to the extent to which the employee feels committed to the organization based on years' service. Continuance commitment occurs when an individual decides to stay with the organization due to previously devoted time and resources to the organization, as well as weighing the costs of changing jobs (Umoh 2014). Tenure, pay, benefits, pension vesting, and family commitment related to leaving the organization are all costs that influence continued commitment. Employees who are committed to staying with the organisation do so because they have to (Andrew 2017). They also stay with the organization because they have no other options (Abou-Shouk et.al., 2022). The individual on a continuous commitment evaluates the monetary benefits associated with the organization.

Nalip (2016) suggests that continuance commitment is subdivided into high sacrifice commitment (personal sacrifice associated with leaving) and low alternative commitment. Continuance commitment refers to the employee's perceived sacrifices associated with ending, such as losing one's rank or pension benefits, which results in the entirety of leaving the organization. Previous studies have linked continuance commitment with

adverse organizational outcomes, such as employee intention to leave the organization (O'Donnell, Jayawardana, & Jayakody, 2012). Continuance commitment is relevant to this study because it may help to determine employees' intention to continue working at their current organization as Meyer et al., (2002) demonstrated in their study that continuance commitment has a negative correlation with turnover intention.

Normative Commitment

Normative commitment is defined as a sense of obligation to continue working (Amponsah-Tawiah & Mensah, 2016). Employees with normative commitment, according to Balassiano and Salles (2012) believe that they should stay with the organization (Andrew 2017). Employees in this category stay primarily because they believe they should and because it is the right thing to do. Employee commitment gradually increases when they feel affiliated with the organization, according to Lee et al. (2009), and factors such as recognition, individual and organizational productivity tend to increase normative commitment (Andrew 2017).

Normative commitment relaxes on employees' compulsory feelings towards management; people stay because they think an obligation to perform so (Ahmadi & Avajian, 2011). Employee commitment and loyalty are optimistically connected with higher level of place of work performance (Brown, McHardy, McNabb & Taylor, 2011). I anticipate relational agreement, with their well-built socio-emotional element, to engender high positions of affective commitment. Relational agreements are predictable to be

continuing and lively and hence meet individual needs in favor of liveliness and belongingness.

Individuals in relational agreement naturally obtain advantage from the developmental perspective and individual uphold, they collect from the organization, and do not express a focus on an evaluative wisdom of what they would get or lose by parting. Normative commitment is sensation of responsibility. Well-behaved and faithful employees can do work better having fewer opportunity, considering themselves employees of the organization (Green, 2008). Organizations have to care for employees fairly in order to catch the attention of and support good employees.

Wasti and Can (2008) is of the view that the feeling of obligation to remain with an organization may result from the internalization of normative pressures exerted on an individual prior to entry into the organization. The strength of normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members. The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000). This implies that individuals often feel an obligation to repay the organization for investing in them.

Empirical Review

The review in this section is categorized into four; (a) a review of performance appraisal and job performance, (b) a review of performance appraisal and commitment, (c) a review of commitment and job performance,

and (b) a review of performance appraisal and job performance as mediated by commitment.

Performance Appraisal and Employee Performance

Iqbal et.al. (2013) conducted a study to investigate the impact of Performance Appraisal on employee performance, taking into account the Moderating Role of Motivation on 150 employees of banks in Dera Ghazi Khan using simple random sampling. Primary Data were gathered using a standard questionnaire. It was found out that there is a positive association between Performance Appraisal and employee performance. The study might have relied on a relatively small sample size from a specific geographic area (banks in Dera Ghazi Khan). This could limit the generalizability of the findings to other regions or industries. The study focuses on a single moderating factor motivation. Other potential moderators such as job satisfaction, organizational culture, or leadership style could be overlooked, providing an incomplete picture of the impact of performance appraisal on employee performance.

Wanyama et.al. (2015) undertook a study to examine the influence of the appraisal on bank workers' performance in ten selected commercial banks in Trans-Nzoia County, Kenya. The inquiry was conducted using a descriptive research technique. In 178 research participants from the target demographic, the stratified and simple random selection technique was utilized. The surveys were finished with a 67 percent response rate. In order to analyse the data descriptive statistics were employed, especially frequencies and percentages. The data were shown in frequency tables and the hypothesis was tested via a

chi quarter method. The result showed a positive and significant effect of performance appraisal on employee performance.

Khan et.al. (2017) explored the link between performance appraisal and employee performance at Dera Ismail Khan in India. The study used the equity theory. The researcher used the quantitative approach and explanatory design. A total of 150 bank workers were sampled via a purposive technique. The researcher collected data with a structured questionnaire. Data was analysed with multiple regression and descriptive statistical tools such as mean and standard deviation. The results showed the interaction of performance appraisal and employee performance has no relationship. That is there exists an insignificant but positive relationship between performance appraisal and employees' performance. The study failed to provide the population in which the sample of 150 was drawn from.

Egziabher (2018) looked at the impact of performance appraisal on staff performance among private banks in India. The study used a mixed research technique and an explanatory research design. Explanatory and inferential statistics were employed to summarize and evaluate the obtained data. To assess the influence of the elements on the questionnaire, the survey was built using a five-point scale. Analysis was done using t-test, correlation, and regression analysis by SPSS version 20.0 data analysis software. The results showed that performance appraisal has a significant and positive effect on job performance. The investigator advised that these variables be taken into consideration by organizations in order to accomplish the efficiency of employee performance and the aim of the appraisal. The study failed to

provide the exact samples used and how the qualitative data was collected and analysed.

Ugoani (2020) conducted a study on performance appraisal and employee motivation. The author provided a comprehensive analysis of 27 articles from 2015 to 2020 to establish the relationship between performance appraisal and employee motivation. The study used descriptive research design. The author considered publications that were done in Malaysia, China, Pakistan, and India. The study yielded interesting findings. However, the author failed to justify why the study focused on articles that were published in these four countries. Also, the author failed to mention the journals from which the articles were extracted from. In addition, it was clear as to whether the author only considered peer-reviewed journals or not.

A study by Babar et al. (2022) looked at performance appraisal and employee performance. The authors used the attribution theory and the job demand resource model. They measured appraisal quality using clarity, regularity, and openness. The study was a quantitative study, and data was collected from 391 employees and 61 managers from five telecommunication companies in Pakistan. The analytical technique was sound. However, the authors failed to justify why both employees and managers were used as the study population. Also, the authors failed to provide the basis for the sample size calculation. In addition, the authors failed to draw implications to policy, practices and theory.

Performance Appraisal and Employee Commitment

Salleh et al. (2013) also investigated the impact of performance appraisal on organisational commitment among employees in Malaysia. This study also examined the intermediary effects of satisfaction in these two relationships. Data were gathered from employees working in cellular companies using paper-and-pencil surveys. A total of 280 responses were received. Hypotheses were tested using structural equation modeling and Hayes's Model. The study found that performance appraisal influences organisational commitment significantly. Again, findings suggested that perceived fairness of performance appraisal has influenced their commitment towards organization through the mediating factor of satisfaction. This finding is consistent with the efforts by the government to establish a more transparent and more accountable decision-making process in an organization. The study failed to provide the approach and the research design used.

Deepa et al. (2014) investigated the influence of performance appraisal on organisational commitment. It was a quantitative study that involved 17 Information Technology companies. Employees from both project-based and non-project-based in the organisational were used. A total of 84 questionnaires gathered through convenience sampling were used for analysis. The questionnaire had two sections; the portion which measured performance appraisal was self-evaluated by the employees. The subsequent aspect which evaluated commitment was completed by the superiors of the designated employees. The approach was used to lessen bias associated with common method variance. Regression was employed in the data analysis to determine the association between performance appraisal on organisational commitment.

A further study of correlation coefficients was used to examine the strengths of the correlation coefficients for projectized and non-projectized enterprises individually. Findings showed that higher performance appraisal is useful for increased commitment in both projectized and non-projectized organizational structures. The study also showed that both projectized and non-projectized firms have the same levels of performance appraisal and organisational commitment. The study had two limitations: first, the convenience sampling method may have introduced personal biases; and second, the majority of respondents were under the age of 40, suggesting that the practical implications only apply to young people.

Ahuja et al. (2018) assessed the strength and direction of the relationship between performance appraisal and organizational commitment in India. The main aim of the study was to ascertain the impact of employee engagement on employee job performance. The researcher adopted the quantitative research approach and used the explanatory design. A simple random sampling technique was employed to select 112 employees working in 18 private sector organizations in Delhi-NCR. The researcher used a structured questionnaire as the main instrument to collect data from respondents. The structural equation modelling was used to analyse the data. The results established a significant relationship between performance appraisal and organizational commitment.

Affective and normative commitment and overall commitment were found to have significant correlation with Performance Appraisal Satisfaction. Continuance commitment, however, was not found to have a significant relationship. The author recommended that organisation should institute

policies that enhance employees' performance appraisal. In spite of these suggestions, it is worth noting that different organisations have different ways of conducting appraisals. Thus, providing a general policy may be misleading. Further, the author suggested that a comparative study should be made with current and previous models of performance appraisal. However, the models and scales used to measure appraisal may not fit all contexts.

Organisational Commitment and Job Performance

Ekowati and Andini (2008) conducted a study to investigate the effect of three dimensions of employee commitment on job performance in Portugal. A quantitative research design was adopted. The data collection was performed through a mail survey of a sample of Portuguese non-profit organisations operating in the area of health. Structural equation modelling was used as a means to analyse the hypothesised relationships. One of the objectives was to determine the effect of affective commitment on employees' performance. Another objective was to determine the effect of normative commitment on employees' performance. The last objective was to determine the effect of continuance commitment on employees' performance.

The study adopted the quantitative research method and descriptive study design. The study used the convenience sampling technique to select 50 respondents. Questionnaires were used to collect primary data from respondents. The researchers used simple regression and descriptive statistical tools to analyze data. The results showed that all dimensions of commitment (affective, normative, and continuance commitment) have a strong positive and significant effect on employee performance. It was recommended that a

strong commitment to organizations will result in a greater effort to support organizational success. To improve employees' job performance, management should make efforts to ensure that all aspects of employees' commitment are met. The study is critiqued on grounds that the sample used was small. Again, the study failed to mention the total population in which a sample of 50 was drawn from.

Kalkavan and Katrinli, (2014) conducted a study to investigate the effect of organisational commitment on job performance of prison employees in Turkey. The study used the goal-setting theory. The study adopted the quantitative research method and cross-sectional study design. The researchers used the simple random sampling technique to select 249 respondents. Questionnaires were used to collect primary data from respondents. The researchers used hierarchical regression and descriptive statistical tools to analyze data. The results showed that organisational commitment has a strong positive and significant effect on job performance. Although the study makes a significant contribution to the literature, it failed to provide the unit of analysis used for the study.

Role of Employee Commitment in the Relationship between Performance Appraisal and Employee Performance

The study revealed that employees' job satisfaction is positively related to and impacted by fairness in the appraisal system, linking appraisals with promotion, clarity of roles and feedback about their performance. The study also revealed that employee commitment is positively related to and impacted by the linkage of appraisals with salary, identification of training

needs, clarity of performance appraisal purpose and employee involvement in the formulation of appraisal tools. The study recommends that organizations comply with rewards systems linked to performance levels, provide training to employees identified to be in need of training so as to further enhance the relevance of performance appraisal, and also instigate and/or maintain communication between management staff and their subordinates especially with regards to their performance.

Islam and Sarker (2020) carried out a study on the impact of performance appraisal on organizational commitment and job satisfaction. The objective of their study was to find out the effect of performance appraisal system on job satisfaction and organizational commitment in the service sector in India. The study adopted an online questionnaire survey in collection of data. Correlation and regression analysis in SPSS package were used for the study and the results indicated that employees who were satisfied with the performance appraisal system of their organization were also satisfied with their job and were committed to their organization.

Irdaningsih, Parwoto and Saluy (2020) conducted a study on the relationship between performance appraisal satisfaction and employee outcomes in peninsular Malaysia. The objectives of his study were to; examine the relationship between performance appraisal satisfaction and employee outcomes, in the form of work performance, affective organizational commitment and turnover intention and to explore the influence of intrinsic motivation as a mediating variable. Data were collected through the use of questionnaire and all the items were measured on a 5-point likert scale.

The study used descriptive statistics for analyzing the demographic characteristic of the respondents while correlation analysis was used to measure the relationship between performance appraisal satisfaction, intrinsic motivation and work performance, affective organizational commitment and turnover intention. Bayo-Moriones et al. (2021) conducted a study on fairness of performance appraisal and organizational commitment. This study was conducted to examine the perception of public servants towards the fairness of performance appraisal and its effect on organizational commitment.

This study also examined the intermediary effects of satisfaction in these two relationships. The data for this study were obtained through a survey among 425 employees of government agencies. The findings show that perceived fairness of performance appraisal has influenced their commitment towards organization through the mediating factor of satisfaction. This finding is consistent with the efforts by the government to establish a more transparent and more accountable decision-making process in an organization. The researcher concludes that, to make performance evaluation to be more effective in influencing organizational commitment, satisfaction of the civil servants as well as fair performance management within the organization should be given priority.

Conceptual Framework

This section presents the conceptual framework of the study in relation to the variables under consideration. It is derived from the review of empirical data which shows a relationship between the dependent and independent variables under study. Conceptual framework, according to Mugenda and

Mugenda, (2008) is a structure of concepts which are put together as a map for a study to show the relationship among the research variables. This framework was designed specifically to explain the relationship between the dependent variable, the intervening variable and the independent variable of the study. The independent variable (performance appraisal) predicts the amount of variation in the dependent (employee performance) (Kothari, 2008) under an intervening variable (employee commitment).

The value of employee performance depends on any change in the appraisal quality and fairness, subject to the role of employee commitment. The framework was supported by reviews conducted by Baird, Tung and Su (2020); Wenzel, Krause and Vogel (2019); Setiawati and Ariani (2020); and Bayo-Moriones et al. (2021). The framework was, therefore, developed to provide a pictorial view of the relationship between the dependent variable, intervening variable and independent variables. As shown in Figure 1, appraisal quality and performance appraisal fairness are the independent variables, representing how effective and fair the performance appraisal systems are in the hotel industry. Employee commitment is both a dependent and mediating variable in this framework. It reflects how the appraisal process impacts employees' dedication and loyalty to their organization.

The final dependent variable is employee performance, which shows how well employees meet job expectations and contribute to the hotel's success. The framework highlights that both appraisal quality and fairness directly influence employee commitment. When appraisal systems are clear, effective, and fair, employees tend to feel more engaged and committed to their organization. This, in turn, leads to better job performance. The

framework also emphasizes that employee commitment mediates the relationship between performance appraisal and employee performance. This means that high-quality, fair appraisals improve employee performance by first increasing their commitment to the organization. In summary, effective appraisal systems not only directly boost employee performance but also do so by fostering a stronger sense of commitment in employees, which ultimately drives better results in the hotel industry.

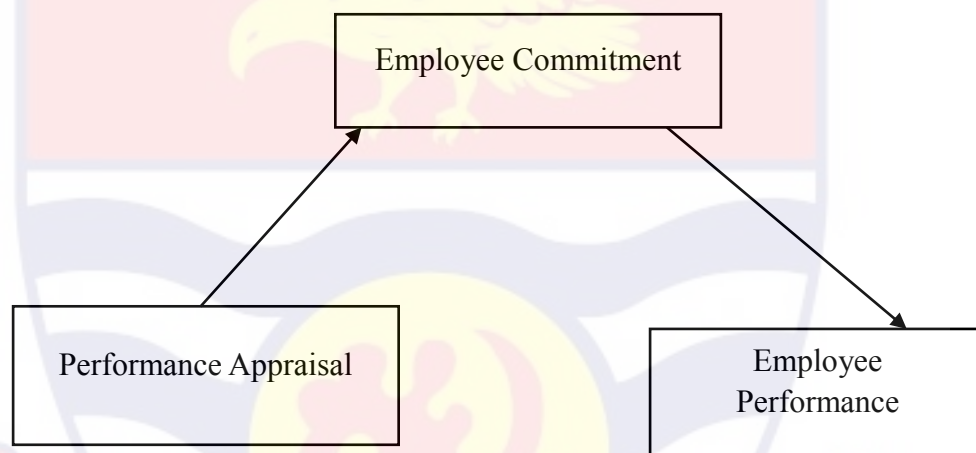


Figure 1: Conceptual framework

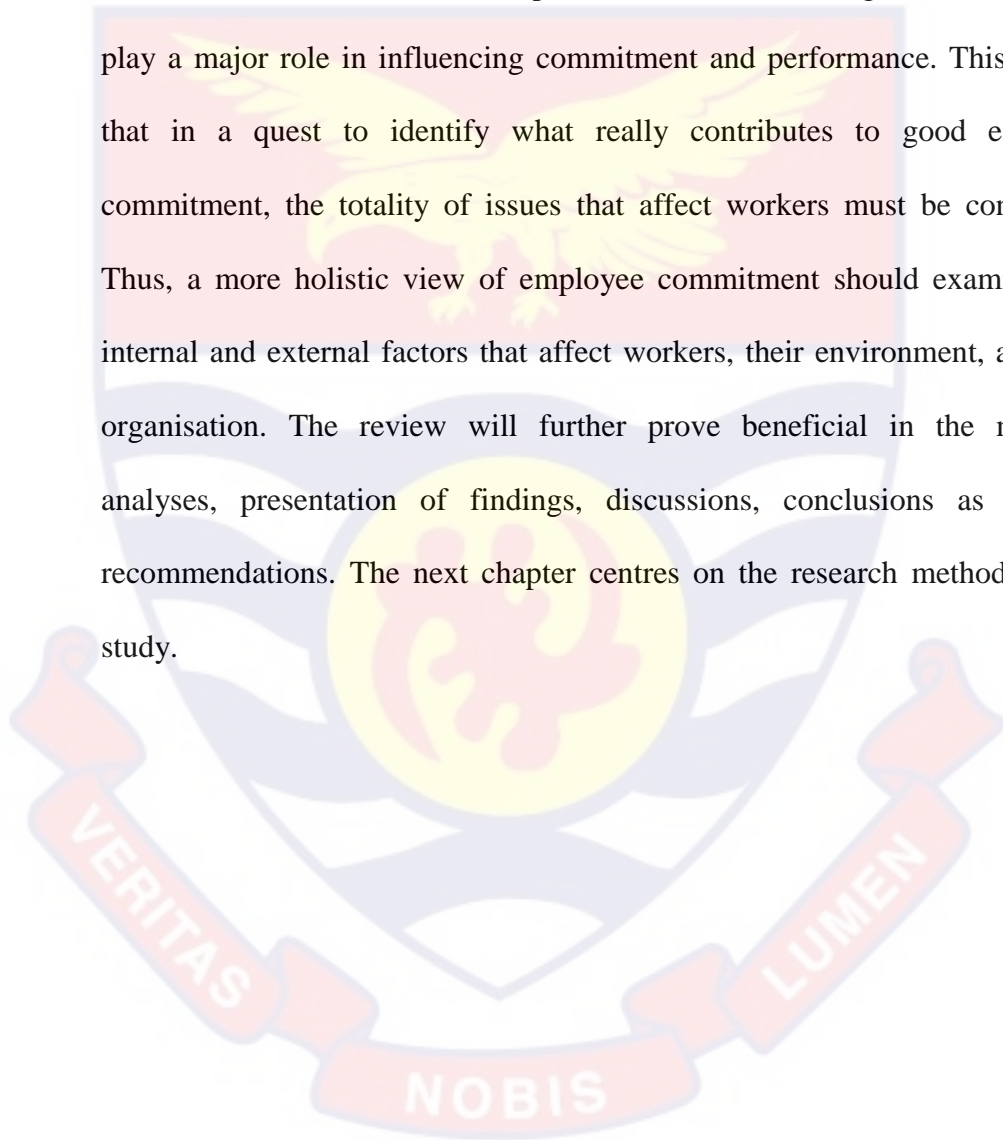
Source: Author's construct (2023)

Chapter Summary

This chapter reviewed literature on theoretical and conceptual issues relating to performance appraisal quality, fairness, employee commitment and employee performance. Two key lessons were learnt from the empirical review. First, much has not been done on the mediation of organisational commitment on the link between performance appraisal and job performance of hotel workers in Africa, particularly in Ghana. Almost all previous studies on the mediation of organisational commitment on the link between

performance appraisal and job performance of workers focused on workers in other sectors and industries.

Furthermore, it is observed that the level of commitment varies with several factors. While some studies indicate that personal factors have greater influence on commitment, others prove that external and organisational factors play a major role in influencing commitment and performance. This implies that in a quest to identify what really contributes to good employee commitment, the totality of issues that affect workers must be considered. Thus, a more holistic view of employee commitment should examine both internal and external factors that affect workers, their environment, and their organisation. The review will further prove beneficial in the methods, analyses, presentation of findings, discussions, conclusions as well as recommendations. The next chapter centres on the research methods of the study.



CHAPTER THREE

RESEARCH METHODS

Introduction

In this chapter, the research methods employed to conduct the study are detailed and explained. The discussion includes the research paradigm, research design, and research approach, along with an overview of the study region, target population, sample size, and sampling methods. Additionally, the chapter covers the data collection instruments and procedures, as well as the data processing and analytical techniques used. A summary of the chapter concludes this section.

Research Paradigm

A research paradigm is essentially a set of beliefs that encompass the theories of a group of researchers' ideas underpinning their research methods and interpretation (Tashakkori & Teddlie, 2010). This study adopted the positivist philosophy to research. This philosophy underscores that any knowledge that is regarded as factual can be trusted if it is obtained through observation (Prasad, 2017). This assertion presumes that researchers using this philosophy are restricted to explanation and data collection which can either be quantified or observed. Thus, positivism is based on observations that are quantifiable and lead to statistical analysis as in the case of the current study which examined the effect of performance appraisal on job performance using commitment as a mediating variable among employees in hotels in Central Region.

Again, the philosophical assumptions of this paradigm are based on scientific realism, which asserts that reality is objective and exists independent of the researcher and how they make sense of the social world (Craig, 1998). Positivism, therefore, concludes that the object being investigated and the meaning ascribed to that object has a distinct separate existence from the researcher's own perspective (Bryman & Bell, 2011). This paradigm helps researchers to explain events that are logical using statistical analysis, also since the objective of the study is explanatory in nature, this philosophy will help to achieve all objectives in the study.

The researcher adopted the positivist approach because this research assumes the ontological belief that the real world is made up of people's expectations and perceptions of the support, they receive from their organisation which determines their level of commitment. Employee commitment and performance appraisal are two different constructs but they are interdependent. The Organizational Support Theory posits that employees monitor how organizations treat them to gauge the level of support and appreciation for their contributions (Aselage & Eisenberger, 2003).

It further holds that the nature of support affects employees' appraisal but the nature and extent of its effects differ from one employee to the other. Therefore, it is an objective reality that independently exists, not an illusion in the contemporary world. Thus, this research assumes that the knowledge of employee commitment and performance appraisal can be identified, measured and described in different scenarios. It further assumes that not all individuals will experience the same level of commitment and hence job performance may differ across organisations.

Research Approach

Mundiri (2018) identified two primary approaches to conducting research: qualitative and quantitative. Qualitative research focuses on gathering narrative data over time to gain insights into specific issues of interest. This approach emphasizes words rather than quantification in data collection and analysis (Bryman, 2016). In contrast, quantitative research aims to describe or explain phenomena numerically. It addresses questions about relationships, cause and effect, or current status by collecting and statistically analyzing numeric data (Ary, Jacobs, Sorensen, & Razavieh, 2010). Both approaches can be integrated within the same study, a practice known as the mixed-method approach. This study adopted a quantitative approach. This decision was made because the study's objectives necessitate an accurate numerical reflection of the mediating role of employee performance in relation to performance appraisal.

Additionally, the quantitative approach is calculative and maintains consistency, making its results reproducible. According to Saunders, Lewis, and Thornhill (2012), quantitative research involves the numerical manipulation and representation of data to enhance the description and explanation of that data. This study is purely quantitative; in analyzing the influence of organizational commitment on the relationship between performance appraisal and employee performance, descriptive statistics (mean and standard deviations) and regression analysis were employed to address all objectives, with a conventional alpha level of 0.05 adopted. The quantitative approach allows the researcher to adhere closely to the original research goals, leading to more objective conclusions and a better understanding of causality.

Research Design

An explanatory research design was selected for this study due to its suitability in examining cause-and-effect relationships between performance appraisal quality, performance appraisal fairness, employee commitment, and employee performance. Explanatory research aims to clarify the reasons behind certain phenomena and the relationships among variables, helping to explain how changes in one variable influence changes in another (Creswell, 2014). The key components of this design include the identification of independent variables (performance appraisal quality and fairness), a dependent variable (employee performance), and a mediating variable (employee commitment). It employs a structured approach to data collection, typically using surveys or questionnaires to gather quantitative data, which can then be analyzed using statistical methods like regression analysis or path analysis.

This design allows the study to track how variations in appraisal systems influence employee commitment and, consequently, their job performance. The main advantage of the explanatory design is its ability to provide a clear understanding of causal relationships, which is essential for investigating the influence of performance appraisal systems on employee outcomes (Asenahabi, 2019). It also allows for precise measurement and quantification of variables, ensuring that the findings are statistically reliable and replicable.

However, one disadvantage is that this design can sometimes oversimplify complex relationships by focusing predominantly on measurable variables, potentially overlooking other influential factors (Gay, 1992).

Despite this, the explanatory research design was selected for this study as it aligns with the research objectives, offering a structured approach to identifying and testing the impact of performance appraisals on employee performance through the lens of employee commitment. By elucidating these causal relationships, the study aims to provide actionable insights that can enhance employee performance within the hotel industry.

Study Area

The study was conducted in the Central Region of Ghana, specifically targeting hotels within the area. The region is bordered to the south by the Gulf of Guinea, to the west by the Western Region, to the southeast by the Greater Accra Region, to the northeast by the Eastern Region, and to the north by the Ashanti Region. Covering an area of approximately 9,826 square kilometers, the Central Region comprises 22 administrative districts, including Cape Coast, which serves as the capital town. The region was chosen for the study due to its numerous contributions to Ghana's tourism industry.

The Region has already seen a significant impact on employment and local income from tourism, particularly high-end leisure and tourism industry (Snyman, 2017). Due to its castles (which are UNESCO World Heritage Sites), beautiful beaches along the coast, national parks, and forts, the central region attracts a lot of tourists (Ministry of Tourism, 2020). With this interesting contribution of this region to the tourism sector, it is important to understand the role hotels play. Since the majority of hotel guests are visitors, tourists, and foreigners, the hotel industry is closely related to tourism. The area has a large number of hotels, and these include 3-star hotels (GHA,

Ghana. The Ghana Tourism Authority (GTA) is responsible for overseeing hotel inspections and approvals, utilizing a widely accepted star rating system to classify these establishments. The rating scale ranges from one star to five stars, including categories such as budget hotels, guesthouses, and 1-Star to 3-Star hotels. The classification of these facilities is generally determined by factors such as establishment size, location, target market, average room rate, ownership structure, number of rooms, affiliations, levels of service, available facilities, and the presence of competing establishments in the vicinity.

Each year, the Ghana Tourism Authority conducts assessments to ensure that these hotels comply with operational standards, adapt to industry trends, and deliver effective service (GSS, 2017). The target population for this study consists of employees currently working in star-rated hotels within the Central Region of Ghana. This region is home to numerous luxurious hotels with varying star ratings and is considered the hub of the country's tourism industry. According to estimates from the Ghana Tourism Authority, approximately 1,145 employees are employed in star-rated hotels (3-star, 2-star, and 1-star) within the Central Region (GSS, 2022). The distribution of these hotels according to their ratings is summarized in Table 1.

Table 1: Distribution of Hotels According to their Ratings

S/N	Name of Hotel	Location	Star Rating
1	White Sand Beach Resort	Gomoa Fetteh	3
2	Ridge Royal	Cape Coast	3
3	Pempamsie	Cape Coast	2
4	Samrit Hotel	Cape Coast	2
5	Arafynn	Cape Coast	2
6	Cape Coast Hotel	Cape Coast	2
7	Anomabo Beach Resort	Anomabo	2
8	Birdrock Hotel	Anomabo	2
9	Manna Height	Mankesim	2
10	Blue Diamond Beach Spur Resort	Gomoa Abrekum	2
11	Hotel Loreto	Ankaful	1
12	Hotel Francilia	Cape Coast	1
13	Glorical Hotel	Winneba	1
14	Windy Lodge	Winneba	1
15	El-Capitano Eco Resort	Agona Dunkwa	1
16	Royal Elmont Hotel	Elmina	1
17	Hutchland Hotel	Brafoyaw	1
18	Durowaa Plus Hotel	Cape Coast	1
19	Heaven's Lodge	Cape Coast	1
20	Matlat Hotel	Cape Coast	1

Source: Ghana Tourism Authority

Sample and Sampling Procedure

The amount of time involved in studying the entire population can be so long that the results can become outdated. For this reason, Keith (2005) opined that it is best to sample among a population. According to Etikan and Bala (2017), sampling is the process of selecting a representative unit from a larger group or population to estimate specific traits or characteristics of that group or population. The sampling technique used for the study was the simple random sampling technique. The simple random sampling was used to select the sample based on the characteristics of employees of hotels in the Central Region. The researcher chose this technique because, it is believed that staff in these categories have similar characteristics and hence the level of commitment from the organisation may be the same.

Again, this sampling technique was used primarily to ensure that staff with similar characteristic were adequately represented in the sample to improve the level of accuracy in estimating parameters of interest. Researchers provide several reasons for opting for a sampling technique rather than a census. They argue that complete coverage of an entire population is not always practical, especially when dealing with large populations (Saunders et al., 2016). Furthermore, selecting an appropriate sampling technique enables researchers to obtain a sample size that accurately represents the population. According to the Krejcie and Morgan sample size determination table, a sample size of 289 is recommended for a population of 1,145 (Krejcie & Morgan, 1970).

Participants were drawn to this sample using a sampling technique. The various star ratings are shown in Table 2 along with the total number of

Central Region employees and the sample from each category. Using the simple random technique, specifically the lottery method, 2 hotels were selected for the 3-star hotels (White Sand Beach Resort and Ridge Royal Hotel), 8 hotels were selected for 2-star hotels (Pempamsie, Samrit Hotel, Arafynn, Cape Coast Hotel, Anomabo Beach Resort, Birdrock Hotel, Manna Height, and Blue Diamond Beach Spur Resort) and 10 hotels were selected from the 1-star hotels (Hotel Loreto, Hotel Francilia, Durowaa Plus Hotel, Glorical Hotel, Windy Lodge, El-Capitano Eco Resort, Royal Elmont Hotel, Hutchland Hotel, Heaven's Lodge, and Matlat Hotel).

The proportional sampling technique was used in determining the number of staff to be used from each hotel. To get the sample proportion of staff for each hotel, the total population of staff by each hotel was divided the total number of staff in all the hotels and multiplied by the sample size. Having identified the 10 hotels and the sample proportion for each hotel, the proportion of the participating staff was selected from each of the 10 hotels using the single random sampling method.

Table 2: Employees in Star Rated Hotels in Central Region

Hotel Category	Employee Size	Sample/Proportion
3-star	309	78
2-star	280	71
1-star	556	140
Total	1145	289

Source: Ghana Tourism Authority (2022)

Data Collection Instrument

A structured questionnaire aligned with the research approach and study objectives was employed as the data collection instrument for this investigation. In a quantitative study utilizing primary data, a questionnaire is essential for gathering information. According to Sileyew (2019), a questionnaire consists of a series of questions designed to elicit information about respondents' attitudes, experiences, or opinions, with each participant answering the same set of questions. The sample self-administered the questionnaire, which comprised closed-ended questions (Hammond & Wellington, 2020).

Generally, questionnaires are suitable for both large and small participant groups and ensure anonymity; however, they may be prone to nonresponse bias (Bougie & Sekaran, 2019). The questionnaire was organized into four sections: Section A addressed demographic characteristics, Section B focused on performance appraisal, Section C examined employee commitment, and Section D explored employee job performance. The 5-point Likert Scale was selected for this study due to its effectiveness. This scale is user-friendly, easy to understand, and allows for quicker completion.

Given that data will be manually collected from employees at their workplaces, this scale provides respondents with options without overwhelming them, facilitating a more efficient analysis. Additionally, it offers a low margin of error and the possibility for respondents to select a neutral response. The researcher ensured that clear explanations were provided to respondents to maximize the likelihood of sincere responses, thereby enhancing the objectivity of the results. However, it is acknowledged that

some respondents may tend to choose a neutral opinion, potentially leading to less appropriate responses.

Validity and Reliability

A two-step procedure was employed to test the validity and reliability of this study. The first step involved the Models of Measurement Evaluation. This model incorporates reflective measurement models and composite reliability, which were utilized to assess internal consistency and the reliability of individual indicators. Additionally, average variance extracted (AVE) was employed to evaluate convergent validity. To test discriminant validity, the Fornell-Larcker criterion was applied alongside cross-loadings (Hair et al., 2013). Finally, the structural model was evaluated for multicollinearity and variance inflation factor (VIF).

Measurement of Variables

This section outlines how the study's variables were measured to achieve the research objectives. All measurement items were developed based on comprehensive reviews of relevant literature concerning performance appraisal, employee commitment, and job performance. The independent variables, for instance, consisted of performance appraisal. On the other hand, the dependent variable focused on was job performance. Questionnaire items for performance appraisal were self-developed, however, items for job performance were adapted from Koopman (2015).

Table 3: Summary of the Questionnaire Items

Elements	Number of questions	Empirical Source
Commitment	12	Allan and Meyer (2019) and Meyer et al. (2019)
Affective commitment	4	“
Continuance commitment	4	“
Normative commitment	4	“
Job performance	15	Koopman et al. (2015)
Task performance	9	“
Contextual performance	4	“
Adaptive performance	2	“

Source: Researcher’s compilation, (2023)

Finally, a 12-item scale was employed to measure employee commitment, drawing on the work of Allan and Meyer (2019) and Meyer et al. (2019). This scale included four items assessing affective commitment, another four items measuring continuance commitment, and four items evaluating normative commitment. Responses to all items were anchored on a five-point Likert scale, ranging from (SD) “strongly disagree” to (D) “disagree,” (N) “neutral,” (A) “agree,” and (SA) “strongly agree.” Each item was scored from 1 to 5, with 1 indicating the least agreement and 5 reflecting the strongest agreement.

Data Collection Procedure

Before the data collection exercise commenced, an introductory letter and ethical clearance letter were obtained from the University of Cape Coast. These documents were then submitted to the management of the hotels to secure permission for conducting the data collection. The data collection period lasted one month, from July 15 to August 15, 2023, to ensure a timely and high response rate, considering the participants' busy schedules. However, several challenges arose during the exercise. Some respondents were unwilling to participate due to reasons such as confidentiality concerns and inflexible schedules.

Additionally, a few respondents declined to take part, citing strict organizational policies and ethical codes of conduct. To mitigate these challenges, assurances were provided that the exercise was solely for academic purposes. Respondents who preferred to complete the questionnaires at their convenience were accommodated, which helped encourage participation, as their involvement was crucial for informing the study's outcomes. Returned questionnaires were meticulously edited to organize the information appropriately for analysis. Out of the 249 distributed questionnaires, 245 were retrieved and utilized for data analysis, resulting in a response rate of 98.4%.

Data Processing and Analysis

The structural equation model was employed to analyze the interactions among performance appraisal, employee commitment, and employee performance. Partial Least Squares Structural Equation Modeling

(PLS-SEM) assesses the connections between pathways in the model to minimize the residual variance of endogenous components. Path analysis is utilized to determine the relationships between the study's constructs. PLS-SEM predicts path model interactions that maximize the R^2 values of the endogenous constructs (Hair et al., 2016). It is particularly valuable for handling complex models with small sample sizes (Hair et al., 2016; Rezaei & Ghodsi, 2014). The current study utilized a reflective measurement scale, as all measurements were induced by the underlying constructs.

This method enables researchers to simultaneously assess multiple exogenous and endogenous variables, classifying direct, indirect, and total effects. Model structures can be evaluated through various approaches. Generally, the measurement model assessment and structural model evaluations are implemented systematically in a two-step process. Reflective measurement models are evaluated for convergent validity using composite reliability to assess internal consistency, individual indicator reliability, and average variance extracted (AVE). The Fornell-Larcker criterion and cross-loadings are also used to test discriminant validity (Hair et al., 2016). While Cronbach's alpha indicates internal consistency, composite reliability is preferred for advanced research levels (Rossiter, 2002).

Composite reliability values range from 0 to 1, with higher values indicating greater reliability, where a range of 0.70 to 0.90 is deemed satisfactory (Nunally & Bernstein, 1994). Convergent validity was estimated using factor loadings and AVE, with factor loadings of 0.70 or higher recommended for creating predictive relevance (Hair, Ringle, & Sarstedt, 2011). An AVE of 0.50 or greater indicates that the construct explains a

significant portion of the variance in its indicators. The Heterotrait-Monotrait Ratio (HTMT) is employed to determine the discriminant validity of a PLS-SEM model, with an HTMT ratio below 0.850 indicating discriminant validity (Henseler, Ringle, & Sarstedt, 2011). The coefficient of determination (R^2) for each endogenous component serves as a crucial predictor for evaluating PLS-SEM. Hair et al. (2016) classified R^2 values of 0.25, 0.5, and 0.75 as weak, moderate, and substantial, respectively.

The next step involves calculating the regression coefficients between validated latent variables, with significance determined at the 0.05 threshold (Bradley & Tibshirani, 1993). The final aspect of structural model evaluation is assessing the model's predictive ability. The Q^2 statistic is used to determine the predictive relevance of the structural model (Stone, 1974). A structural model with Q^2 values greater than zero indicates predictive relevance for a specific reflective endogenous latent variable. For exogenous constructs, predictive relevance values of 0.35, 0.15, and 0.02 are interpreted as large, moderate, and small, respectively. Cohen (1988) defines F^2 values of 0.02, 0.15, and 0.35 as small, medium, and large effects of exogenous latent variable impacts.

Ethical Consideration

The major ethical issues considered in this study included voluntary participation, the right to privacy, anonymity, and the confidentiality of information. Efforts were made to ensure that these ethical principles were upheld throughout the research process. For voluntary participation, all respondents were allowed to engage in the data collection exercise willingly.

To address the right to privacy, participants were permitted to complete the questionnaires independently, with instructions to leave any unclear statements unanswered and seek further clarification through their preferred medium.

Anonymity was maintained by prohibiting respondents from providing their names or contact information on the questionnaires. Confidentiality of information was assured by informing participants that all data collected would be kept strictly confidential. Additionally, all necessary documents and sources utilized in the study were appropriately referenced to prevent issues related to plagiarism. As a result, all essential ethical considerations were rigorously observed in this research.

Chapter Summary

This chapter outlines the research methodologies employed to achieve the study's objectives. It examines various aspects, including the research technique, design, demographics, sampling strategy, and data collection instruments utilized in the investigation. Given that the inquiry adopted a quantitative approach, an explanatory research design was implemented. To address the research objectives, data collected from the questionnaires were analyzed using descriptive and inferential statistical methods, including percentages, frequencies, means, standard deviations, and structural equation modeling.

CHAPTER FOUR

RESULTS AND CONCLUSIONS

Introduction

The purpose of this study was to examine the role of employee commitment in the relationship between performance appraisal and employee performance in the hotel industry in the Central Region of Ghana. This chapter presents and discusses the study's results, organized according to the research questions that guided the investigation. The chapter is divided into two sections: the first section provides background information about the respondents, while the second section focuses on the presentation and discussion of the main findings.

Demographic Data of the Respondents

This section presents the data collected on the background information of respondents who are staff members in the hotel industry in the Central Region. The demographic variables assessed included gender, age, educational qualifications, duration of employment at the hotel, and office of work. These variables are summarized in Table 4. Table 4 clearly illustrates that there were more female staff participants than male participants in this study. More than half of the respondents (54.3%) were female, while the remaining respondents (45.7%) were male. This indicates that a higher proportion of females are employed in the hotel industry compared to males. In terms of age distribution, the majority of respondents (142 staff members) were between 18 and 29 years old, accounting for 49.1% of the total respondents.

Table 4: Background Information of Respondents

Variable	Frequency	Percentage %
Sex		
Male	132	45.7
Female	157	54.3
Age		
18-29 years	142	49.1
30-39 years	77	26.6
40-49 years	35	12.1
50 and above years	35	12.1
Educational qualification		
SSCE/WASSCE	132	38.8
HND	14	4.8
Diploma	112	45.7
First Degree	27	9.3
Master's Degree	4	1.4
Employees' Years of Work in Organisation		
5years or less	177	61.2
6-10years	73	25.3
11-15years	25	8.7
16-20years	10	3.5
26-30years	4	1.4
Employee's Office of Work		
Front Office	93	32.2
Housekeeping	106	36.6
Restaurant	64	22.1
Administration	26	9.0

Source: Field Survey (2023)

This indicates that the hotel industry hires young youths mostly for their operations. Again, the data showed that out of the total respondents, 77 of them accounting for 26.6 % were between the ages of 30-39 years. This

affirms that the hotel industry seems to employ the services of the youth or young adult in their operations. However, the least age category of staff who work in the hotel industry were those aged between 40-49 years and 50 years and above who accounted for 35% each of the total respondents. This implies that the hotel industry is filled with less staffs who have reached the prime of their career or at almost at the prime of their career.

With regards to the educational qualification of the respondents, the data revealed that the majority of the respondents 132 staff representing 45.7% had their highest educational qualification to be SSCE/WASSCE, followed by 112(38.8%) staffs who had Diploma as their highest educational level, with First-degree holders being 9.3% of the total respondents which is 27 staff. And with regards HND holders, they were 14 accounting for 4.8% of the total respondents while those with Master's degree is 4 (1.4%) of the total respondents. This indicates that majority of the staff in the hotel industry possess low educational qualification while those with high levels of education are just a handful.

The table also shows that more than half of the respondents 177(61.2%) had worked in the hotel industry for 5 years or less. Also, 73(25.3%) had worked in the hotel industry for 6-10years, 25(8.7%) had worked for 11-15years, 10(3.5%) for 16-20years and 4 of the respondents representing 1.4% had worked for 26-30years. The conclusion is that majority of the staffs in the hotel industry have lower years of working experience in the hotel industry. Lastly, the data showed that the majority of the respondents 106(36.6%) worked at the housekeeping office. Also, 93(32.2%) worked at the front office of the hotel industry with 64(22.1%) working at restaurant and

26(9.0%) worked at the administration. The conclusion is that, the housekeeping office employees more staffs in the hotel industry.

Assessment of Measurement Models for the Study

This section focuses on the measurement models utilized in the investigation. The evaluation of indicator loadings is the primary emphasis of this part. Key aspects of the measurement model assessed include indicator loadings, internal consistency reliability (also known as composite reliability), convergent validity (measured by average variance extracted, AVE), and discriminant validity (assessed using the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio, HTMT). To provide robust indications for the evaluation of the measurement model, a reliable Partial Least Squares (PLS) algorithm was employed. The findings are summarized in the tables presented below.

Assessing Indicator Loadings

The data in Table 2 reveals that some indicators have been removed to enhance the overall model's reliability. Any indicators with a loading score below the recommended threshold of 0.7, as established by Hair et al. (2016), were eliminated. Out of the 47 measurement items, 33 scored significantly above the threshold of 0.7, while all indicators within the individual variables were retained. From Table 3, it can be concluded that each indicator's direct loadings (bolded) are very strong for their corresponding latent variables. Moreover, the cross-loadings are lower than the direct loadings, indicating that each indicator effectively measures the intended latent variable.

Table 5: Cross Loadings

	Employee Commitment	Employee Performance	Performance Appraisal Fairness	Performance Appraisal Quality
TP1	0.169	0.875	0.414	0.192
TP2	0.227	0.826	0.377	0.183
TP3	0.187	0.855	0.369	0.181
TP4	0.138	0.913	0.42	0.174
TP5	0.085	0.861	0.367	0.112
CP3	0.284	0.741	0.302	0.35
CP5	0.289	0.77	0.304	0.338
CWB1	0.347	0.724	0.302	0.382
CWB2	0.28	0.756	0.302	0.335
EC1	0.788	0.182	0.575	0.766
EC10	0.781	0.295	0.636	0.874
EC2	0.927	0.209	0.545	0.766
EC3	0.919	0.176	0.493	0.748
EC4	0.886	0.203	0.463	0.696
EC5	0.903	0.24	0.574	0.73
PAf10	0.666	0.227	0.707	0.788
PAf1	0.547	0.291	0.833	0.633
PAf2	0.479	0.375	0.838	0.594
PAf3	0.536	0.458	0.88	0.566
PAf4	0.571	0.352	0.857	0.584
PAf5	0.522	0.414	0.87	0.568
PAf6	0.491	0.397	0.871	0.611
PAf7	0.482	0.421	0.897	0.577
PAq1	0.622	0.23	0.56	0.775
PAq10	0.808	0.146	0.517	0.726
PAq2	0.684	0.3	0.644	0.81
PAq3	0.673	0.213	0.616	0.809
PAq4	0.72	0.247	0.639	0.846
PAq5	0.739	0.215	0.623	0.866
PAq6	0.748	0.159	0.556	0.847
PAq7	0.781	0.295	0.636	0.874
PAq8	0.772	0.269	0.634	0.869
PAq9	0.811	0.273	0.646	0.895

Source: Field Survey (2023)

All the indicators used to measure performance appraisal quality loaded at 0.7 or higher, as shown in Table 2. 8 out of 10 of the indicators used to measure performance appraisal fairness loaded above 0.7. Six (6) out of twelve (12) of the indicators used to measure employee commitment were

maintained since they loaded above 0.7. Nine (9) out of fifteen (15) of the indicators used to measure performance were maintained.

Assessing Internal Consistency Reliability

In this investigation, composite reliability was employed to assess the internal consistency and dependability of the various constructs. While Cronbach’s alpha is commonly used to measure internal consistency, composite reliability is considered a more robust metric (Rossiter, 2002). The results presented in Table 3 indicate that all latent variables examined in this study demonstrated strong reliability, with their loadings approaching the established threshold of 0.7. The construct for performance appraisal quality achieved the highest composite reliability score of 0.952, followed closely by the employee performance construct at 0.951. The fairness of performance appraisal was rated at 0.943, while employee commitment recorded a composite reliability of 0.936. Furthermore, the findings regarding convergent validity are detailed in Table 3.

Table 6: Validity and Reliability

	Cronbach’s alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Commitment	0.934	0.936	0.949	0.756
Employee Performance	0.938	0.951	0.947	0.666
Performance Appraisal Fairness	0.942	0.943	0.952	0.715
Performance Appraisal Quality	0.951	0.952	0.958	0.694

Source: Field Survey (2023)

To be deemed reliable, a data collection instrument should achieve a Cronbach's alpha value of at least 0.70, as suggested by Cronbach (1951). The results presented in the table above indicate that the reliability levels attained were well above this acceptable threshold (with Cronbach's alphas > 0.70 , Average Variance Extracted > 0.50 , and composite reliability > 0.70), in line with recommendations from Fornell and Larcker (1981). Additionally, the factor loadings, which were all above 0.50, further confirmed high convergent validity. The evaluation of discriminant validity was also conducted as part of the comprehensive assessment of the measurement model.

Assessing Discriminant Validity

To establish discriminant validity, a construct must demonstrate its uniqueness and ability to represent phenomena that are not reflected by other constructs within the model (MacKinnon, 2008). This study assessed discriminant validity using both the Heterotrait-Monotrait ratio (HTMT) and the Fornell-Larcker criterion. The Fornell-Larcker criterion involves comparing the square root of the Average Variance Extracted (AVE) values with the correlations among the latent variables (Fornell & Larcker, 1981). Specifically, the square root of the AVE for each construct should exceed the highest correlation it shares with any other construct (Hair et al., 2013). As shown in Table 4, the square root of each variable's AVE is greater than its correlations with other constructs analyzed in this study. This finding indicates that each construct is distinct and does not overlap in capturing the same phenomena.

Table 7: Fornell-Lacker Criterion

	Employee Commitment	Employee Performance	Performance Appraisal Fairness	Performance Appraisal Quality
Employee Commitment	0.869			
Employee Performance	0.254	0.816		
Performance Appraisal Fairness	0.638	0.435	0.846	
Performance Appraisal Quality	0.588	0.282	0.73	0.833

Source: Field Survey (2023)

The effectiveness of the Fornell-Larcker criterion can be limited, especially when the indicator loadings of the constructs in question are closely aligned (for example, when all indicator loadings range between 0.60 and 0.80). While the criterion's ability to identify discriminant validity issues improves when there is greater variability in indicator loadings, its overall performance in assessing discriminant validity remains relatively weak (Voorhees, Brady, Calantone, & Ramirez, 2009). Henseler, Ringle, and Sarstedt (2015) propose evaluating the Heterotrait-Monotrait ratio (HTMT) of the correlations as an alternative approach. They indicate that a latent construct demonstrates discriminant validity if the HTMT ratio is below 0.850. The results presented in Table 5 indicate that the HTMT values exceed 0.850, suggesting potential discriminant validity concerns.

In contrast, Table 8 shows that the HTMT values for this study are significantly lower than 0.850. Additionally, Table 6 provides insights into whether the indicators exhibit multicollinearity. In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM), potential collinearity

issues are indicated by a tolerance value of 0.20 or below and a Variance Inflation Factor (VIF) of 5 or higher (Hair et al., 2011). Specifically, a VIF of 5 implies that 80% of the variance of that indicator is explained by the other formative indicators related to the same construct.

Table 8: Heterotrait-Monotrait Ratio (HTMT)

	Employee Commitment	Employee Performance	Performance Appraisal Fairness	Performance Appraisal Quality
Employee Commitment				
Employee Performance	0.287			
Performance Appraisal Fairness	0.671	0.456		
Performance Appraisal Quality	0.23	0.324	0.477	

Source: Field Survey (2023)

Assessing the Structural Model

The analysis of the data collected in this study indicated that there was no multicollinearity present among the indicators.

Table 9: Collinearity amongst Constructs

	VIF
Employee Commitment -> Employee Performance	1.732
Performance Appraisal Fairness -> Employee Commitment	2.138
Performance Appraisal Fairness -> Employee Performance	2.14
Performance Appraisal Quality -> Employee Commitment	2.138
Performance Appraisal Quality -> Employee Performance	2.999

Source: Field Survey (2023)

Further evidence that the standard method is free from bias can be found in Table 6, which displays the results of the Variance Inflation Factor (VIF). According to the criteria established by Kock and Lynn (2012), a VIF value exceeding 3.3 indicates potential pathological collinearity, which may suggest that the model is affected by common method bias. Thus, if all VIFs from a thorough collinearity test are equal to or below 3.3, we can conclude that the model does not suffer from either vertical or lateral collinearity, nor from common method bias.

Assessing Coefficient of Determination and Predictive Relevance

As noted by Hair et al. (2014), the coefficient of determination (R^2) for a structural model can indicate levels of significance: values of 0.25, 0.50, and 0.75 correspond to low, moderate, and high significance, respectively. Additionally, a predictive relevance (Q^2) of 0.02, 0.15, and 0.35, along with an effect size (f^2) of 0.02, 0.15, and 0.35, are classified as small, medium, and large, respectively, in the context of structural models.

Based on the data presented in Table 7, the variables of career development, employee training, information sharing, performance appraisal, and teamwork exhibit a substantial coefficient of determination (0.822), indicating that they collectively explain 82.2% of the variance in employee performance. Furthermore, the model demonstrates moderate predictive relevance for the endogenous variable, as evidenced by a Q^2 value of 0.209. This suggests that the independent variables can accurately predict outcomes for the dependent variable. However, the results concerning effect size

indicate that each variable exerts a minimal influence on the endogenous variable.



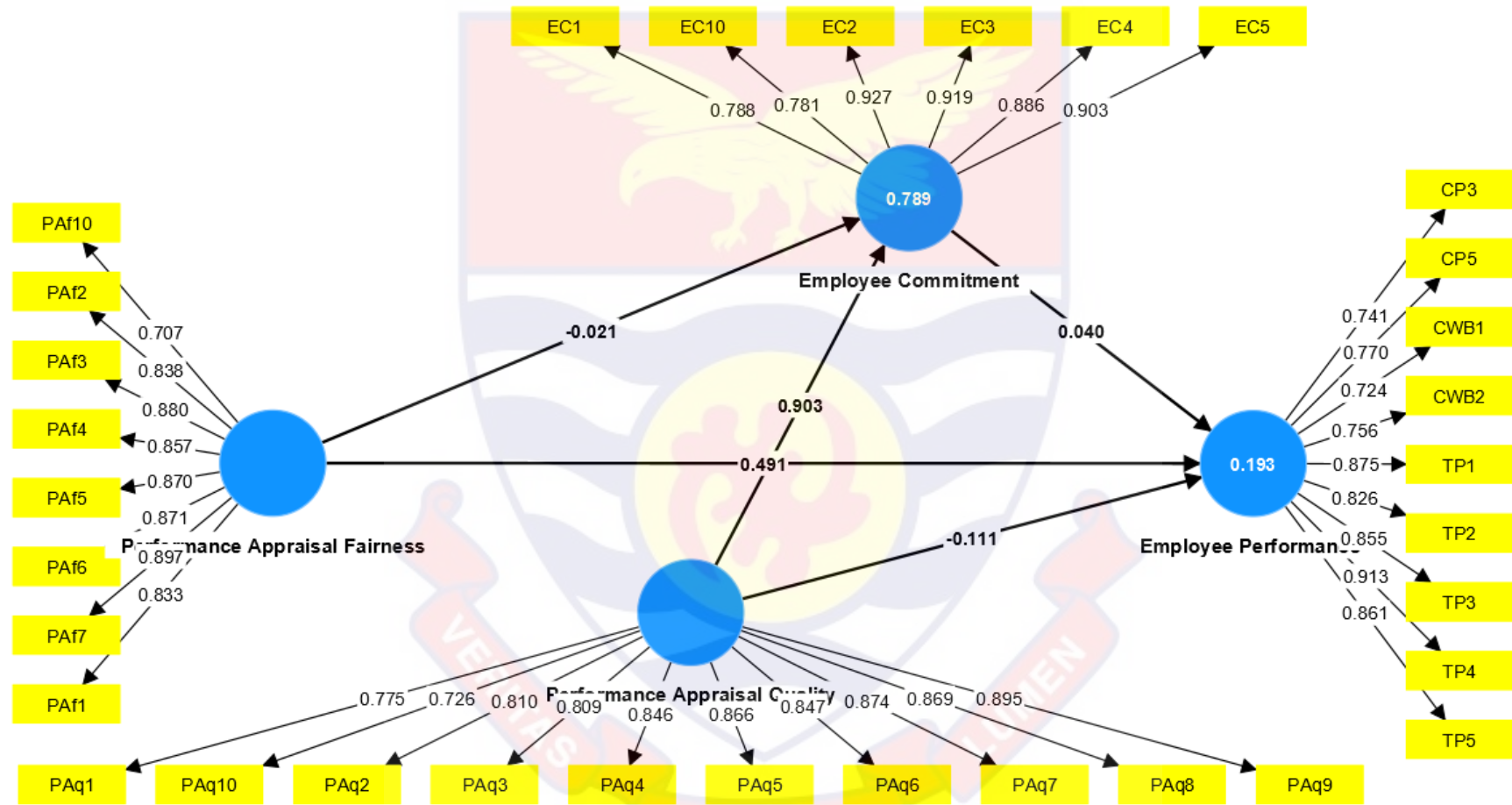


Figure 3: Model Specification

Source: Author's own construct (2023)

Performance appraisal and employee performance

The primary objective of this study was to examine the mediating effect of employee commitment on the relationship between performance appraisal and employee performance. To achieve this, a structural equation model was utilized for the analysis. The findings are detailed in Table 7.

Table 10: Regression Output

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	p-value
Performance Appraisal Fairness -> Employee Performance					
Performance	0.491	0.511	0.133	3.692	0.00
Performance Appraisal Quality -> Employee Performance					
Performance	0.903	0.901	0.055	16.418	0.00
Employee Commitment -> Employee Performance					
Performance	0.401	0.382	0.128	3.133	0.00

Source: Field Survey (2023)

Performance appraisal quality and employee performance in the hotel industry in the Central Region

The first objective of the study was to analyse the effect of appraisal quality on employee performance in the hotel industry in the Central Region. The result has been presented on Table 7. There was a positive and significant relationship between performance appraisal quality and employee performance [B=0.903; t = 16.418; p<0.05]. A unit increase in performance appraisal quality would lead to a 0.903 increase in employee performance.

High-quality performance appraisals provide constructive feedback and positive reinforcement for employees who excel in their roles. This recognition can boost motivation and job satisfaction, leading to improved performance. Quality appraisals help employees understand their strengths and weaknesses.

Knowing where they excel and where they need improvement allows them to focus on skill development and enhance their overall performance. A well-conducted performance appraisal ensures that employees clearly understand their roles and responsibilities. This clarity helps in aligning individual goals with organizational objectives, fostering a sense of purpose and commitment among employees. Appraisals that include discussions about career development and growth opportunities can motivate employees to invest in their professional development. Knowing that their efforts are recognized and can lead to advancement can drive higher performance. The perception of a fair and transparent evaluation process contributes to job satisfaction.

If employees believe that appraisals are conducted objectively and without bias, they are more likely to be satisfied with their jobs, leading to improved performance. Quality performance appraisals involve open and honest communication between employees and managers. When employees feel heard and understood, they are more likely to be engaged in their work and motivated to perform at their best. Acknowledging and appreciating employees' efforts through performance appraisals can boost morale.

Motivated and satisfied employees are more likely to be productive and contribute positively to the overall performance of the hotel. Quality

performance appraisals demonstrate that the organization is invested in its employees' success and well-being. This can contribute to higher employee retention rates and increased loyalty to the organization. The finding of the study is consistent with Adzivor, Emuze and Das (2023) who found that performance appraisal quality influences employee performance. Their study was centered on the banking industry. Muriuki and Wanyoike (2021) and Alsuwaidi et al., (2021) found a consistent finding.

Performance appraisal fairness and employee performance in the hotel industry in the Central Region

The second objective of this study was to explore the role of employee commitment in the relationship between performance appraisal and employee performance within the hotel industry in the Central Region. The results are presented in Table 7. A positive and significant relationship was identified between performance appraisal fairness and employee performance, with findings indicating [B=0.491; t=3.692; p<0.05]. Specifically, a one-unit increase in performance appraisal fairness correlates with a 0.491 increase in employee performance. This highlights the significant impact that performance appraisal fairness has on employee performance in the hotel sector of the Central Region.

Fairness in performance appraisals enhances employees' perceptions of justice, which subsequently affects their motivation, job satisfaction, and commitment to the organization. When employees perceive the appraisal process as equitable, they are more likely to feel that their contributions are acknowledged and rewarded appropriately. This sense of fairness serves as a motivating factor, encouraging employees to dedicate more time and effort to

their roles, ultimately leading to improved performance. Moreover, equitable performance evaluations contribute to overall job satisfaction. Employees who believe they have been assessed fairly are more likely to be satisfied in their positions, fostering a positive work environment and enhancing the chances of sustained high performance.

Fair performance appraisals also build trust in management and organizational processes. Employees who trust that their performance is evaluated objectively are more likely to be engaged, loyal, and committed to the hotel's goals. Conversely, those who perceive the appraisal system as unfair may develop resentment or dissatisfaction, which can contribute to higher turnover rates—an especially critical concern in the hospitality industry, where retaining skilled staff is essential for maintaining performance levels. A fair performance appraisal process is inclusive, allowing employees to voice their opinions and concerns. Engaged employees are typically more willing to contribute positively to their workplace and go the extra mile in their duties. Furthermore, fair performance appraisals support both procedural and distributive justice.

Procedural justice pertains to the fairness of the appraisal process itself, while distributive justice relates to the perceived fairness of the outcomes, including rewards and recognition. Both forms of justice are crucial in influencing employee behavior and performance. If the performance appraisal process aligns with the organization's values and culture, employees are more likely to view it as fair. This alignment fosters a sense of belonging and encourages employees to contribute to the organization's success.

Constructive feedback delivered in a supportive and equitable manner can significantly enhance employee performance.

When employees perceive that they receive fair evaluations, they are more likely to take feedback seriously and use it to improve their work. Additionally, fair appraisals ensure equal opportunities for career development and advancement, promoting a perception of equitable treatment that encourages employees to invest in their professional growth, positively impacting their performance. These findings are consistent with the studies conducted by Iis et al. (2022) and Sugiarti (2022), which also identified a significant relationship between the quality of performance appraisal and employee performance.

Employee commitment and employee performance

The third objective of this study was to examine the impact of employee commitment on employee performance. The analysis revealed a positive and significant relationship between employee commitment and employee performance, with results indicating [B=0.401; t=3.133; p<0.05]. Specifically, a one-unit increase in employee commitment corresponds to a 0.401 increase in employee performance. This demonstrates that employee commitment can significantly enhance performance, as dedicated employees are more likely to make meaningful contributions to their work and the organization. Employees who are committed tend to be more engaged in their tasks, which often results in higher productivity levels. They are willing to invest the necessary time and effort to complete their assignments efficiently and effectively.

Furthermore, committed employees take pride in their work and are likely to deliver high-quality outcomes. Their dedication drives them to focus on details, adhere to standards, and pursue excellence in their roles. Additionally, committed employees are more inclined to take initiative and offer innovative ideas. They feel a sense of ownership over their responsibilities, motivating them to seek improvements in processes, address challenges, and contribute to the organization's overall success. Such commitment also fosters long-term retention; employees who are dedicated to their organization are less likely to leave, which contributes to a more experienced and knowledgeable workforce, ultimately enhancing overall performance. Moreover, committed employees often exhibit strong teamwork capabilities, collaborating effectively with colleagues to achieve shared goals.

This commitment cultivates a positive work environment, enhancing communication and cooperation among team members. Engaged and committed employees also tend to provide exceptional customer service, as their dedication to the organization's values and objectives translates into positive interactions with clients, thereby boosting customer satisfaction and loyalty. Committed employees are generally more receptive to organizational changes, understanding the company's vision and mission, which equips them to adapt and remain resilient during transitions. This adaptability is crucial for maintaining the organization's overall performance. Additionally, committed employees exhibit better attendance records, as their dedication to their roles leads to lower absenteeism, ensuring a consistent and dependable workforce.

Employees who feel a strong sense of commitment to their organization often report higher levels of job satisfaction and overall well-

being. This positive emotional state contributes to increased motivation and, consequently, improved performance. Furthermore, committed employees are more likely to engage in their professional development and cultivate leadership skills. As they progress within the organization, they can contribute to a robust leadership pipeline, positively influencing the company's overall performance and success. These findings align with the research conducted by Sharma et al. (2021) and Chanda and Goyal (2020), which also established a significant positive relationship between employee commitment and employee performance.

Mediating role of employee commitment on the relationship between performance appraisal and employee performance

The fourth objective of the study was to analyse the mediating effect of employee commitment on the relationship between performance appraisal and employee performance. The mediating effect of employee commitment was analysed on the relationship between performance appraisal quality and performance appraisal fairness and employee performance. The result has been presented on Table 7.

Employee commitment was found to mediate the relationship between performance appraisal fairness and employee performance, as indicated by the results [$B=0.701$; $t=43.813$; $p<0.05$]. This suggests a partial mediating effect, since the direct effect of performance appraisal fairness on employee performance remains significant. In this mediated model, performance appraisal fairness influences employee performance indirectly through the level of employee commitment. Employee commitment is crucial in this relationship, reflecting an employee's psychological attachment to the

organization, characterized by loyalty, alignment with organizational goals, and a willingness to exert extra effort for the organization’s success. When employees perceive the performance appraisal process as fair, it positively impacts their commitment.

Table 11: Mediating effect

	Original sample (O)	Standard deviation (STDEV)	T statistics	P values
Performance Appraisal Fairness -> Employee Commitment-> Employee Performance	0.701	0.005	43.813	0.000
Performance Appraisal Quality -> Employee Commitment-> Employee Performance	0.436	0.042	2.247	0.013

Source: Field Survey (2023)

Fairness can be assessed in terms of transparency, consistency, and the use of relevant evaluation criteria. A fair performance appraisal fosters a positive organizational climate, thereby enhancing employee commitment. Employees who feel treated fairly are more likely to demonstrate commitment, which subsequently leads to improved performance. Committed employees tend to invest more time and effort in their work, resulting in higher productivity and better job performance. Fair performance appraisals also build trust among employees, creating a trusting work environment that enhances commitment. This trust positively influences motivation and job

satisfaction, further affecting employee performance. Additionally, fair appraisals provide constructive feedback and developmental opportunities, contributing to professional growth.

Commitment strengthens when employees perceive that their organization invests in their development, leading to enhanced performance.

Furthermore, employee commitment partially mediated the relationship between performance appraisal quality and employee performance, as shown by the findings [$B=0.436$; $t=2.247$; $p<0.05$]. The relationship between performance appraisal quality and employee performance is often mediated by employee commitment. Performance appraisal quality encompasses the effectiveness, accuracy, and fairness of the evaluation process, including clear performance standards, constructive feedback, and the overall effectiveness of the appraisal system. Employee commitment reflects an employee's dedication, loyalty, and attachment to the organization, which encompasses emotional, normative, and continuance commitment.

This reflects the employee's identification with organizational goals, willingness to exert extra effort, and desire to remain with the organization. Employee commitment influences the relationship between the quality of performance appraisals and subsequent employee performance. The impact of appraisal quality on performance is mediated through the level of commitment. High-quality performance appraisals are more likely perceived as fair by employees, fostering trust in both the appraisal process and the organization. Trust is essential for commitment; employees who trust their organization are more likely to demonstrate commitment. Quality performance appraisals provide clear feedback, establish realistic goals, and offer

development opportunities, thereby enhancing employees' positive attitudes, motivation, and job satisfaction.

Committed employees are motivated to perform at their best, contributing to higher levels of job performance. Moreover, high-quality appraisals often include discussions about professional development and training needs. When employees see that their organization is invested in their growth, it fosters commitment. Committed employees are more likely to engage in developmental activities and apply newly acquired skills to improve their performance. Quality performance appraisals also recognize and reward employees for their achievements, contributing to a positive work environment and reinforcing commitment.

Employees who feel valued and acknowledged are more likely to sustain and enhance their performance. Quality appraisals contribute to overall job satisfaction, and satisfied, committed employees are more inclined to engage in organizational citizenship behaviors, going beyond their formal job requirements to positively impact the organization. Thus, employee commitment acts as a mediator, influencing the relationship between performance appraisal quality and employee performance by fostering trust, positive attitudes, motivation, recognition, and development opportunities, all of which enhance employee performance.

Chapter Summary

The results pertaining to the basic objectives of the study are presented chronologically in the tables and figures within this chapter. Following the presentation of findings, a discussion is provided that aligns these results with previous empirically tested claims outlined in the literature review sections of

the study. The analysis revealed that both performance appraisal and employee commitment are positively related to employee performance. Furthermore, employee commitment significantly mediates the relationship between performance appraisal and employee performance.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter summarizes the conclusions drawn from the investigation and data analysis. It outlines key findings and provides recommendations for enhancing employee performance through effective performance appraisal and fostering employee commitment. Additionally, suggestions for future research are presented.

Summary of the Study

The purpose of this study was to investigate the role of employee commitment in the relationship between performance appraisal and employee performance within the hospitality industry in the Central Region. The aim of the study was to achieve four main objectives and these were;

1. to determine how the perceived quality of performance appraisals influences the level of commitment employees feel towards their organization.
2. to investigate how fair employees perceive the appraisal process to be and how this perception affects their commitment to the organization.
3. to explore the direct relationship between employee commitment and their performance, highlighting how a committed workforce tends to demonstrate improved performance.
4. to examine how employee commitment acts as a bridge or mediator between performance appraisal (both quality and fairness) and the overall performance of employees.

The study was conducted based on the perspectives of 289 employees in the hotel industry in the Central Region. A self-administered questionnaire served as the primary research instrument. This questionnaire comprised 52 items, which were organized into subscales. A 5-point Likert scale (ranging from 1 to 5) was utilized to gather responses from participants regarding the statements presented in the questionnaire. The survey results were analyzed using the Statistical Package for the Social Sciences (SPSS, version 22.0). The main findings, related to the specific objectives of the study, are summarized as follows.

Summary of Key Findings

The first research objective aimed to analyse the effect of performance appraisal quality on employee commitment in the hotel industry in the Central Region. The results revealed a significant but small relationship between performance appraisal quality and employee commitment, with a coefficient of determination (R^2) of 0.204, indicating this small effect. The significant values for both the constant and independent variables were $p = 0.000$, suggesting a significant impact on the dependent variables. The second objective examined the effect of performance appraisal fairness on employee commitment in the hotel industry. A regression analysis was conducted to assess the extent and significance of this effect. The R-value of 0.356 indicated a moderate positive effect of performance appraisal fairness on employee commitment.

The statistical significance of the regression model was confirmed by a p-value of 0.000, well below the threshold of $p = 0.05$. The Beta coefficient of -0.278 suggested a weak effect of the independent variable on the dependent

variable. Therefore, it can be concluded that performance appraisal fairness has a moderate and significant impact on employee commitment. The third objective identified a positive and significant relationship between employee commitment and employee performance. Employee commitment plays a crucial role in shaping both individual and organizational performance by influencing motivation, productivity, collaboration, and overall job satisfaction. Organizations that cultivate a culture of commitment are likely to experience positive outcomes in terms of employee performance and, ultimately, business success.

Finally, the last research objective tested the role of employee commitment in the relationship between performance appraisal and employee performance in the hotel industry. The study revealed a strong and positive relationship between performance appraisal and employee commitment, as well as a significant relationship between employee commitment and employee performance. It was concluded that employee commitment plays a significant mediating role in the relationship between performance appraisal and employee performance.

Conclusion

Based on the research objectives and key findings, the study concluded that:

1. Performance appraisal quality significantly influenced employee commitment in the hotel industry. By enhancing the quality of appraisals, hotels improved employee commitment, which led to modest gains in performance. Clear appraisal criteria, regular training for appraisers, and consistent feedback mechanisms reduced bias and

encouraged employee growth. As a result, hotel managers who prioritized these improvements saw a positive impact on both employee commitment and performance.

2. Performance appraisal fairness significantly impacted employee commitment in the hotel industry. When employees perceived fairness in evaluations, their commitment to the organization increased. Hotels that ensured transparency and involved employees in goal-setting achieved better results in employee performance. By providing training on unbiased evaluations and maintaining fairness, hotels boosted both commitment and the overall work environment.
3. Employee commitment had a direct and positive effect on employee performance. Hotels that fostered a strong sense of commitment through recognition, rewards, and growth opportunities saw improved performance outcomes. By promoting trust, enhancing communication, and supporting employee well-being, hotels strengthened commitment and ultimately drove individual and organizational success.
4. Employee commitment played a significant mediating role in the relationship between performance appraisal and employee performance. Hotels that incorporated strategies to enhance commitment, such as providing constructive feedback and addressing employee concerns, improved the overall effectiveness of appraisals. By focusing on employee commitment, hotels optimized their appraisal systems, which led to better employee performance outcomes.

Recommendations

Based on the findings and conclusions, the following recommendations were made:

1. Ghanaian Hotel Industry should implement evidence-based training programs for appraisers, in collaboration with reputable institutions (e.g., Ghana Institute of Management and Public Administration), to enhance inter-rater reliability and appraisal quality.
2. Ghanaian Tourism Policy Makers should develop and enforce standardized appraisal guidelines, grounded in best practices (e.g., transparency, employee involvement), to mitigate biases and ensure fairness in performance evaluations.
3. Ghanaian Hotel Managers should design and implement employee recognition and reward programs, informed by motivational theory (e.g., self-determination theory), to enhance commitment, motivation, and job satisfaction among hotel staff.
4. Ghanaian Human Resource Managers should incorporate psychometrically sound commitment metrics (e.g., affective commitment, continuance commitment) into performance appraisal processes, utilizing locally-relevant benchmarks and employee feedback.

Suggestions for Future Studies

1. First of all, other studies need to be conducted to assess other forms of performance appraisal apart from the ones mentioned in this study.
2. Secondly, the study needs to be conducted in hotels in other regions since this study was limited to some hotels in the Central Region

3. The study can also be conducted using the qualitative research approach or mixed method which is made up of both quantitative and qualitative to provided more room for probing and in-depth interactions with the respondents since this study only resulted to quantitative method.

4. Lastly, the same study should be conducted using a larger population to increase so that the findings can be more eligible for generalization.



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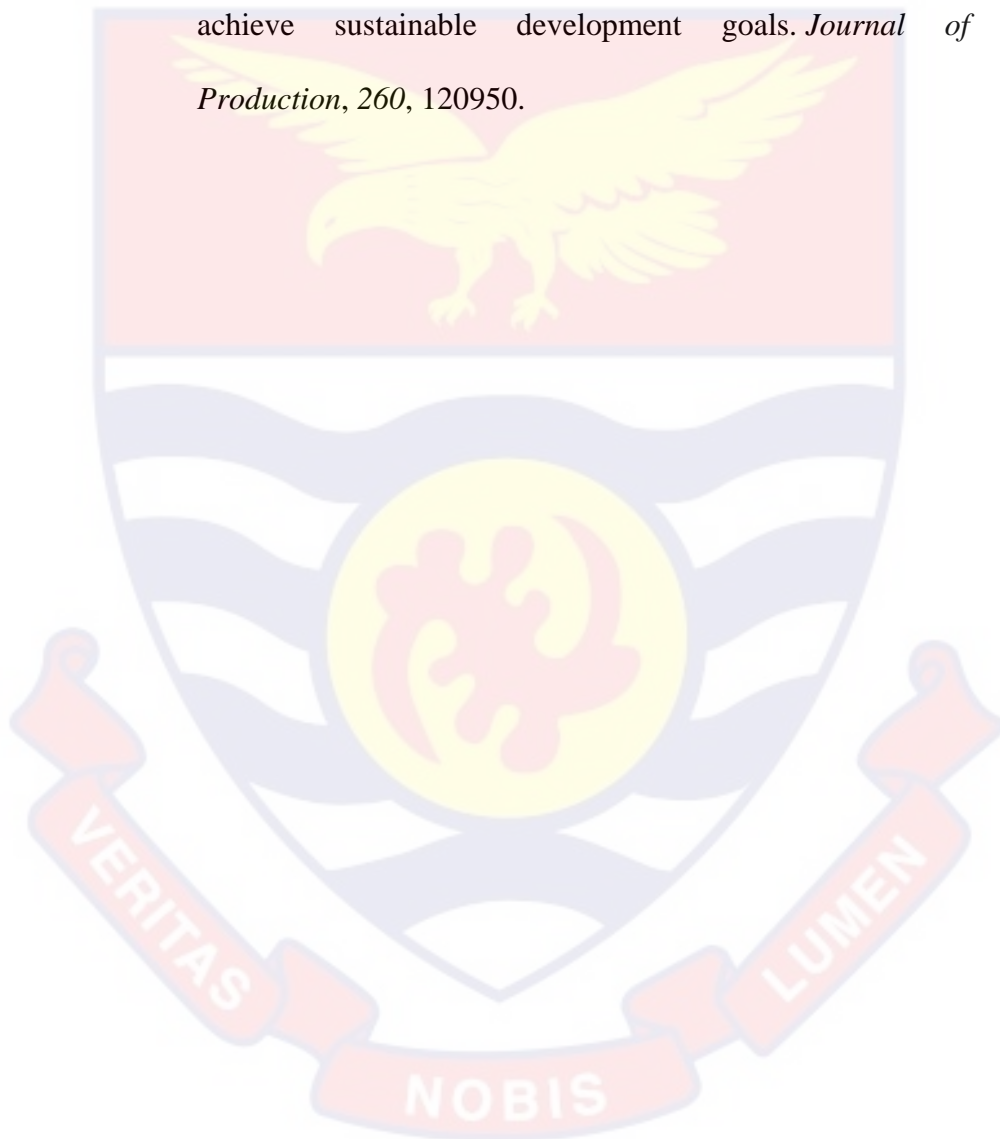
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APPENDICES

QUESTIONNAIRE ON PERFORMANCE APPRAISAL AND EMPLOYEE PERFORMANCE AMONG HOTELS IN CENTRAL REGION: THE ROLE OF EMPLOYEE COMMITMENT

Dear Sir/Madam,

This questionnaire aims to gather information from hotel workers for a research project titled “Performance Appraisal and Employee Performance among Hotels in the Central Region: The Role of Employee Commitment,” conducted by a final-year student at the University of Cape Coast. The study is purely for academic purposes, and your responses will remain confidential and secure, following all relevant ethical guidelines. There are no direct benefits or risks associated with participating in this study, and your anonymity is assured. Participation is voluntary and highly valued, and completing the questionnaire will take approximately 10-15 minutes. Thank you for your willingness to contribute to this important research.

Instruction: kindly tick [√] or write where appropriate.

Section A: Demographics

1. Please indicate your sex.

Male [] Female []

2. Please indicate your age bracket in years.

18-29years [] 30-39 years [] 40-49years [] 50years and above []

3. What is your current level of educational qualification?

SSCE/WASSCE [] Diploma [] First Degree [] Master’s Degree []

Others (please specify).....

4. How long have you worked with this hotel?

- 5years or less 6-10years 11-15years 16-20years 21-25years 26-30years above 31years

5. What is office are you currently working at?

- Front office Housekeeping Restaurant Administration

Section B. Performance Appraisal

This section aims to gather your insights on performance appraisal and the design of the appraisal system in your hotel. Please indicate your level of agreement with the following statements on a scale of 1 to 5, where 1 represents "least agreement" and 5 signifies "strong agreement." Your responses will provide valuable information for the study.

		1	2	3	4	5
	Performance Appraisal (fairness)					
PAf1	Recognition and rewards are based on performance.					
PAf2	I understand how my pay relates to my job performance.					
PAf3	My organization takes steps to ensure that employees are appropriately paid and rewarded.					
PAf4	I understand the basis for my most recent performance rating.					
PAf5	The standards used to appraise my performance are appropriate.					
PAf6	I participate in setting standards and goals used to evaluate my job performance.					
PAf7	I understand what I must do to receive a high-performance rating.					
PAf8	I know how my performance rating compares to					

	others in my organization who have similar jobs.					
PAf9	Objective measures are used to evaluate my performance					
PA10	I trust my supervisor to fairly assess my performance and contributions.					
	Performance Appraisal (quality)					
PAq1	Managers are held accountable for conducting effective appraisals.					
PAq2	In the appraisal system, high levels of performance are recognized and rewarded					
PAq3	The appraisal system is designed for input from all levels in the organization.					
PAq4	The appraisal system measures the right things.					
PAq5	The appraisal system is legally defensible.					
PAq6	Managers view the appraisal as a valuable management tool.					
PAq7	The appraisal system supports developmental opportunities.					
PAq8	Appraisal ratings are accurate and reflect actual performance.					
PAq9	Managers treat the appraisal process as on-going versus once a year					
PAq10	Appraisal is based on actual performance and not personal feelings					

Section C. Employee Commitment

This section seeks to solicit information on your commitment to your hotel.

On the scale of 1 to 5, kindly indicate your level of agreement on the following measures. 1=least agreement to 5=Strong Agreement.

		1	2	3	4	5
	Employee Commitment					
EC1	I talk of this hotel to my friends as a great place to work for.					
EC2	I am proud to tell others that I am part of this hotel					
EC3	I work for the hotel because it provides me with many on-the-job training opportunities/exposures					
EC4	I work for the hotel because I can make full use of what I have learned here					
EC5	I work for the hotel because of the challenging job					
EC6	I work for the hotel because there are many opportunities for promotion					
EC7	I feel a strong sense of obligation to remain employed at the same hotel throughout my career.					
EC8	I would do any job as long as I work in this hotel					
EC9	I am willing to put in a great deal of effort beyond that normally expected in order to help this hotel to be successful					
EC10	I really care about the fate of this hotel					
EC11	This hotel really inspires me to do my job to the very best of my abilities					
EC12	One should work with utmost efforts for the hotel					

Section D. Employee Performance

This section aims to gather your insights regarding the impact of performance appraisal fairness and quality on your performance at the hotel. Please indicate your level of agreement with the following statements on a scale of 1 to 5, where 1 represents least agreement and 5 represents strong agreement.

		1	2	3	4	5
	Task Performance In the past 3 months...					
TP1	I managed to plan my work so that it was done on time.					
TP2	I kept in mind the results that I had to achieve in my work.					
TP3	I was able to separate main issues from side issues at work.					
TP4	I was able to perform my work well with minimal time and effort					
TP5	Collaboration with others was very productive.					
	Contextual Performance In the past 3 months...					
CP1	I started new tasks myself, when my old ones were finished					
CP2	I took on challenging work tasks, when available.					
CP3	I worked at keeping my job knowledge up-to-date					

CP4	I worked at keeping my job skills up-to-date					
CP5	I came up with creative solutions to new problems					
	Counterproductive work behaviour In the past 3 months...					
CWB1	I complained about unimportant matters at work.					
CWB2	I made problems greater than they were at work.					
CWB3	I focused on the negative aspects of a work situation, instead of on the positive aspects.					
CWB4	I spoke with colleagues about the negative aspects of my work.					
CWB5	I spoke with people from outside the organization about the negative aspects of my work.					