

Sonargaon University (SU)

Dhaka, Bangladesh

Internship Report

on

Performance Management System of Employees in Bangladesh, A Case Study on Six Seasons Hotel

Submitted by:

Aksa Hossain Sifat

ID:BBA 1902017012

Program:BBA Bechalor of Business Administration

Major: Human Resource Management (HRM)

Semester : Spring 2023

Submitted to:

Md. Rasel Hawlader

Department of Business Administration Sonargaon University

(SU) Dhaka-**1215**

Date of SubmissionDate:

11/05/2023



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Supervised by:

Md. Rasel Hawlader

Lecturer Department of Business Administration

Sonargaon University (SU)

Letter of Transmittal

11/5/2023

To,

Md. Rasel Hawlader

Lecturer

Department of Business Administration Sonargaon University,

Dhaka.

Subject : Submission of Internship Report on "Performance Management System of Employees in Bangladesh.

A Case Study on Six Seasons Hotel.

Dear Sir,

With due respect and honor, I would like to inform you that, I have successfully completed the requirements to entitle mtself for the thesis paper , which is a mandatory Requirement to completion of the BBA program.This is a great pleasure for me to submit the Internship report on," **Performance Management System of Employees"**I Believe that it will provide a clear scenario of the performance management syatem of employee of the prominent **Six seasons Hotel.**This report is all about to synchronize my theoretical learning from BBA program with the real corporate world. I attempted my every move to go through all the Neccesary material , documents ,guidelines , and other subsequent reports which fulfill the requirement of this thesis paper.I will always be obliged to furnish any Clarification regarding this paper, if required.

I humble request you to accept this report for your kind evaluation.

Kind regards,

Very truly yours,

Aksa Hossain Sifat

ID : **BBA 1902017012**

Department of Bechalor of Business Administration

Sonargaon University (SU)

Letter of Authorization

I, Md. Rasel Hawlader, Lecturer, Faculty of Business Administration, Sonargaon University (SU) hereby certify that the Thesis work entitled as "**Performance Management System of Employees in Bangladesh Six Seasons Hotel** " has been prepared by Aksa Hossain sifat, **ID:BBA 1902017012**, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the **Bechalor of Business Administration(BBA)** with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any option and/or suggestion made in this study are entirely that of the author of this thesis paper. The report is an original work and prepared as a partial requirement of the degree the **Bechalor of Business Administration(BBA).**

Student's Declaration

This is **Aksa Hossain Sifat** , a student of Excutive Master of Business Administration **, ID : BBA 1902017012** from Sonargaon University (SU) would like to solemnly declaration Here that this Internship report on**"Performance Management System of Employees":** A Case study **on Six Seasons Hotel** has been authentically prepared by me under supervisor of Md. Rasel Hawlader , Lecrure, Department of Business Administration , Sonargoan University.

I didn't breach any copyright act internationally . I am further declaring that I did not submit this report anywhere for awarding any diploma , or certificate.

Sincerely Yours,

Aksa Hossain Sifat

ID : **BBA 1902017012**

Major : HRM

Semester : Spring 2023

Department of Business Administration Sonargaon University

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Acknowledgment

All praises for almighty Allah. The Creator. Whose uniqueness oneness isunchallengeable countless thanks to He the Lords of Lords who blessed us withthe courage and power to complete this report and all respects and regards to Holy Prophet Hazrat Muhmmad (PBUH) for giving us the faith paving us on theright path with the essence of faith in ALLAH .We feel great pleasure in expressing our profound and cordial gratitude to our respected teacher **Md. Rasel Hawlader** for his admirable cooperation guidance for usand sympathetic attitude which enable us in the formulation of and compilationof report.Our special thanks and favor for our esteemed friends for their ever lastingcooperation and giving us the homely atmosphere. Last but not the least we thankfull to our parents and our family members for their cooperation guidance andinspiration throughout the course.

Aksa Hossain Sifat

ID : **BBA 1902017012**

Major : HRM

Semester : Spring 2023

Department of Business Administration Sonargaon University

(SU) .

Executive Summary

Even before the shovel first hit the ground to build the hotel's foundation, we had one goal in mind- to provide unrivaled luxury for all of our guests. We put in the finest amenities and facilities in our hotel, and we have also included some awe-inspiring sights. As the project progressed, it slowly dawned on us- not only have we offered the ultimate luxury in the Bangladeshi hospitality industry, we have also offered the finest facilities in all of the Indian Subcontinent. We have included many Bangladeshi firsts - heated, salt water, and best of all, hanging, and partially transparent, infinity pool, a 119 feet tall mosaic mural, and a state-of-the-art heating and water filtration system for the whole building. To that we have added jaw-dropping features- glass floor on our Sky Pool Bar, a spectacular rooftop private dining room, and some mouth-watering culinary options, among them a live Teppanyaki show and a sushi bar. Six Seasons is an extraordinary hotel that offers every indulgence. With per room expenditure matching or exceeding ultra-luxury hotels chains around the world, you would not expect any less than the finest. At Six Seasons Hotel, we redefine luxury.**Six Seasons Hotel** Dhaka lies only a 12-minute walk from British High Commission in Dhaka, and features a baggagestorage and a shop. Highlights at this 5-star hotel include an Asian restaurant, a pool bar and high-speed Internet access throughout the property.The accommodation provides guests with 105 rooms appointed with soundproof windows along with a mini-fridge-bar and coffee/tea making equipment. These units also have a marble floors.Featuring comforts like dryers, the private bathrooms are equipped with a hot tub. Some units have views of the lake.

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CHAPTER ONE

Introduction

1.1 Introduction

Even before the shovel first hit the ground to build the hotel's foundation, we had one goal in mind- to provide unrivaled luxury for all of our guests. We put in the finest amenities and facilities in our hotel, and we have also included some awe-inspiring sights. As the project progressed, it slowly dawned on us- not only have we offered the ultimate luxury in the Bangladeshi hospitality industry, we have also offered the finest facilities in all of the Indian Subcontinent. We have included many Bangladeshi firsts - heated, salt water, and best of all, hanging, and partially transparent, infinity pool, a 119 feet tall mosaic mural, and a state-of-the-art heating and water filtration system for the whole building. To that we have added jaw-dropping features- glass floor on our Sky Pool Bar, a spectacular rooftop private dining room, and some mouth-watering culinary options, among them a live Teppanyaki show and a sushi bar. Six Seasons is an extraordinary hotel that offers every indulgence. With per room expenditure matching or exceeding ultra-luxury hotels chains around the world, you would not expect any less than the finest. At Six Seasons Hotel, we redefine luxury.**Six Seasons Hotel** Dhaka lies only a 12-minute walk from British High Commission in Dhaka, and features a baggage storage and a shop. Highlights at this 5-star hotel include an Asian restaurant, a pool bar and high-speed Internet access throughout the property.The accommodation provides guests with 105 rooms appointed with soundproof windows along with a mini-fridge-bar and coffee/tea making equipment. These units also have a marble floors.Featuring comforts like dryers, the private bathrooms are equipped with a hot tub. Some units have views of the lake.**Six Seasons Hotel** welcomes guests with a daily buffet breakfast. Bunka, an onsite restaurant, is open for lunch, dinner and breakfast. There is a café serving American food only 350 metres away.Such entertainment events as live performances and karaoke arranged at this luxurious hotel. Guests can work out in a health club during their stay.The property puts you in the very heart of Dhaka, in a 15-minute ride from Rabindra Sorobor. In 10 minutes' drive from the hotel, Jahangir Gate is located.

1.2 Objectives of the Study

Every research work is conducted to achieve some objectives. The primary objective of this report is to fulfill the requirement of the Thesis Paper. The secondary objective of the report is to evaluate the "**Performance Management System Of Employees of Six Seasons Hotel**. This report has been prepared primarily for the fulfillment of the Human Resource Management course, which is an essential part of the **BBA** program of Sonargaon University (SU).

1.3 The objective of this report is:

- To share the lesson learns.
- To inform about the progress.
- To analyze the inputs against the outputs.
- To communicate the changes.
- Risk reduction preparation.
- To plan accordingly for up-coming period.
- To know about the Square Group of Companies and its HR practice.
- To find out the kinds of training provided by Square to its employees.
- To look on the frequency of training provided by Square to its employees.

And finally, whether the training provided by the organization has any impact developing the employee.

1.3 Methodology of the Study

In order to complete this report personal visit and discussion with executives and top-level management of "**Six Seasons Hotel**" become conversant with the company's philosophy, working procedures, management system, and decision-making process of the Hotel. The details of the work plan are furnished below:

1.3.1 Data Source

The information and data for this report have been collected from Primary Source as well as Secondary Sources but emphasis has been given more on Secondary Sources. **1.3.2 Primary Source**

Primary Sources mean the sources of data which were never used in anywhere and which data are presented first time. This information is collected from.

- Practical desk work
- Face to face conversation with the officer

-
- Direct observation

  Face to face conversation with the client

1.3.3 Secondary Source

Secondary Sources mean the sources of data which were already existed and used. Many journals, books and data from websites are used here as a source of secondary data. This report will be based on theoretical and practica information gathered from Secondary Sources e.g.

- Books, manuals,
- Journals,
- Publications,
- Web sites,
- Back-office management on the related field.

Apart from these I will try to induce my practical experience what I have gathered while working as a thesis and my leanings what I have learnt from my university.

1.4 **Limitations of the Study**

A primary limitation of the report is that it is based on facts, accumulated from word of mouth, while consulting secondary data. Some information presented in the report may be biased, as people tend to avoid their own limitation regarding their job and tend to hold other departments responsible for drawbacks of their own. As the report is not a comprehensive one, rather based on a single facility of Square Group of Companies and also based on a limited number of department employees so any ultimate decision may not be drawn about the whole organizations training facility. There is no study work which is free from defect. Such defects are known as limitations. As the report prepared with a short span of time, the report could not be made comprehensive and conclusive. Some usual constraints I did face during my investigation. Due to the company's policy of maintaining secrecy I did not get the opportunity to collect information regarding all departments.

1.4.1 The limitation of my study work is stated by the following:

-
- The data and information related with the topic was not easily available.
- The study also suffered from inadequacy of data.

  The study was not done very successfully due to inexperience.
- Supply of more practical and contemporary data is another shortcoming.
- Unwillingness to response of the interviewer is another limitation for this study work.
- Lacking young, energetic, and talented officers /staffs.
- Scarcity of pertinent information.
- Time Constraint.
- Lack of experience.
- Lack of knowledge about the functional aspect of capital market activities.
- Shortage of update data.

1.4.2 Confidentiality of Data

Because of some divisional and confidential problem, I could not get enough information. Every organization has their own secrecy that is not revealed to others. While collecting data some company personnel did not disclose enough information for the sake of confidentiality of the organization.

Chapter Two

Profile Of the Organization

2.1 Overview

Six Seasons Hotel Dhaka lies only a 12-minute walk from British High Commission in Dhaka, and features a baggage storage and a shop. Highlights at this 5-star hotel include an Asian restaurant, a pool bar and high-speed Internet access throughout the property.The accommodation provides guests with 105 rooms appointed with soundproof windows along with a mini-fridge-bar and coffee/tea making equipment. These units also have a marble floors. Featuring comforts like dryers, the private bathrooms are equipped with a hot tub. Some units have views of the lake.**Six Seasons Hotel** welcomes guests with a daily buffet breakfast. Bunka, an onsite restaurant, is open for lunch, dinner and breakfast. There is a café serving American food only 350 metres away.Such entertainment events as live performances and karaoke arranged at this luxurious hotel. Guests can work out in a health club during their stay.The property puts you in the very heart of Dhaka, in a 15-minute ride from Rabindra Sorobor. In 10 minutes' drive from the hotel, Jahangir Gate is located.I believe that investors foresee a viable future in the Bangladeshi hospitality sector. This is why we have recently seen a number of new hotels launch. However, the infrastructure necessary to move forward should be looked at. There are various other aspects which act as detriment to growth, for example, not establishing a smooth visa-on-arrival process till now, no maintenance of heritage/tourist sites, etc. In order to attract tourism, the government needs to market themselves well. Foreign countries, such as Australia and Malaysia, are prime examples for implementing new strategies to attract tourism . As long as we maintain a clean, safe and a -friendly environment, the industry can really grow here. The Ministry of Tourism needs to make an effort to include small and medium hospitality components into their development processes.

2.2 Company Profile

We pride ourselves in calling our hotel Six Seasons as it symbolizes our ability to be flexible and in line with the wishes of our guests. No matter what your favorite season, Six Seasons Hotel has you covered. Each room is even custom-designed to reflect one of the six seasons of Bangladesh- ensuring a unique experience every time, without compromising the exemplary luxury service that our guests come to expect.Six Seasons is the top, safest hotel in Dhaka according to TripAdvisor rankings. We would like to continue being the best luxury hotel.

Locarion : Dhaka, Dhaka, Bangladesh

Stuff :101-250

Organization :Private

Email : sixseasonshotel.com

Contact Email info@sixseasonshotel.com

Phone Number +880 9604 666 666

2.3 Vission of Six Seasons Hotel

Mission

The mission of the Hotel Grand is to put hospitality services on the highest level in order to satisfy the demands and expectations of guests. Our aim is to make the Hotel Grand a place for encounters, business success, pleasant meetings and gala ceremonies.

Vision

The ideology of our vision is to continue to apply and set the highest standards of service quality and in that way justify and uphold the reputation that we have among the guests, partners, competitors and the wider community. We use and constantly introduce environmentally friendly technologies and processes in order to remain in balance with nature and also meet the needs of contemporary society.Tradition is a testament to our success but in the future we also want to embrace the changes that modern time brings and become more attractive in the market and more interesting to our guests and partners.

2.4 Objective Of Six Seasons Hotel

As with any other for-profit business, the hotel and tourism industry's primary goal is to make a profit. How these companies do that requires some industry best practices and tried-and-true methods. Understanding marketing goals for the hospitality and tourism sectors and reviewing basic hotel objectives examples will help you manage any business you operate in this space. Room Inventory Management For lodging businesses, inventory management is key, Protel explains.Many hotels and motels know the percentage of rooms they need to book at different prices to break even and make a profit. They can use software programs to help them assess their numbers. They reduce their prices during the off-season to encourage more visitors and raise them during the tourist season. Hotels know that some people aren't savvy shoppers and will pay higher prices than sophisticated bookers or those who have loyalty deals.

For this reason, you might find three guests staying in the same type of room on the same night but paying different prices. Some hotels sell some rooms at a loss to bring in extra cash to pay for overhead, such as staff, utilities, insurance, phones and marketing. Getting Found Online People use hotel and motel booking sites, travel review websites,Google, Bing and Yahoo searches and other online means to research and book trips. Being found online is one of the key objectives of tourism-related businesses.

As a result, digital marketing employees are key to the success of any hotel, resort, theme park, museum or other tourist destination. To appear higher in Google searches, tourist businesses need to pursue search engine optimization strategies, create social media channels And campaigns, and keep track of and try to protect their online reputations (including dealing with negative reviews).

In addition, hotels, motels and other lodging businesses must try to get on as many online booking sites as possible, such as Expedia, Trivago, Priceline and Hotwire. Pursuing Corporate Bookings Another way to increase bookings in the hospitality and tourism sectors is to get on the radar of

corporate meeting planners. According to Lodgify, chambers of commerce and tourism boards collect money from tourism-related businesses – either through membership fees or local tourism taxes – to promote an area and its businesses. When a trade association chooses a city and venue for its annual meeting, this action benefits restaurants, museums, taxi companies and other local businesses. Hotel and tourism businesses target meeting planners through their trade publications, using direct mail campaigns, exhibiting at industry trade shows, offering free site visits and using online strategies. Some hotels and resorts make so much money off the food and beverage and audiovisual purchases from meetings, they significantly discount the sleeping room prices to get the contract. Generating Positive Reviews Consumers don't choose hotels, motels, resorts and tourist attractions simply on price. They want to know that the place where they are considering staying or eating is safe, clean, quiet and provides the quality of food, entertainment and amenities they want. Customer reviews and star ratings are extremely important to tourism-related businesses, so reputation management is an essential objective of this industry. It requires responding to negative reviews,trying to have them removed, and in some cases, suing those who leave negative reviews. Reducing Customer-Acquisition Costs If a hotel or motel has to spend marketing dollars to get each guest to book a stay, the business's customer-acquisition costs might become too high. Lodging establishments take steps to entice customers who stay once to return. When that happens, the facility has no customer-acquisitioncost because the guest booked based on a previous experience. Lodging businesses offer loyalty programs, credit card points, rewards, coupons, specials and other promotions to increase repeat bookings, Addressing Risk Management When people lodge or eat at a business, the chances of a mishap occurring increase. People can slip and fall, contract food poisoning, be robbed or assaulted in a dark parking lot or stairwell, or suffer some other problem. Hotels can also be sued for housing discrimination. For this reason, risk management is an important goal for hotel and tourism businesses.

2.5 Strategy

Our strategy is based on:

1. Partnership with guests

Guest satisfaction is the most important thing for us and we try with our quality of services to exceed their expectations.Our goal is to make every guest feel like at home and that for this reason he chooses Hotel Grand again for his accommodation facility.We provide services at the highest level that will meet the needs and expectations of guests and will recognize their requirements through open communication, satisfaction monitoring and analysis of compliments and complaints.

2. Employees

Accepting new knowledge and technologies is a condition for progress including quality training and education. Because of that our strategy is based on the education and training of all employees and constant communication between all departments of the hotel. We support teamwork, personal responsibility and initiative of each employee.

3. Relations with suppliers

Purchase as one of the most important departments in the hotel requires a choice of reliable suppliers that allows us to provide the guest, who is the end-user of services, with highest quality and more adequate accommodation in the Hotel Grand. We will base our relationship with suppliers on mutual interests and on the development of good partnerships.

4. Satisfaction of interesting parties

Hotel Grand will improve the volume and structure of hospitality services, thereby satisfying the whishes and expectations of all parties: guests, business partners, travel agencies, NGO, government and sports institutions, employees, owners and suppliers.

2.6 Strengths

These are areas where you have a tangible and intangible edge over your competitors in the industry. They are those qualities your hotel possesses that distinguish you from your competitors. In the hotel business, strengths are mostly any of the following:

- Hotel's location
- Internal resources
- Accessible hotel management system
- User-friendly online booking
- A safe and serene environment
- Brand reputation
- High-Profit margins
- Tangible assets (such as capital, proprietary, intellectual propriety, etc.)
- Well-trained and skilled staff
- World-class service delivery
- Full flexibility and independence

2.7 WEAKNESSES

Weaknesses are things that your hotel lacks. Whether you believe it or not, certain areas of your hotel aren't levelling up on some functionalities it requires.

Here are some common examples of weaknesses you can find in the hotel business:

- The extremely high price of products and services
- High-cost structure

- Unclear selling proposition
- High setup cost
- Low online reviews
- Lack of certain essential facilities
- Absence of in-room technologies
- Inexperienced staff
- Outdated websites
- Budget limitations

2.8 OPPORTUNITIES

Some common opportunities in the hotel industry would be things you could do to increase bookings, improve guest satisfaction scores, or boost your profits. Research current market trends and look to guest reviews for ideas of where you can open up new streams of revenue or reach new markets.

In the hotel industry, there are numerous opportunities that you can use to up your game against your competitors. Some examples include:

- Improved cross-selling strategies
- Uniqueness
- Local or international feeder market
- Untapped opportunities in the industry
- Improved service delivery
- Online booking
- Flexible Pricing
- Concerns of health

2.9 THREATS

Threats include anything that can negatively affect your hotel externally, such as OTA changes, shifts in market requirements, or a shortage of recruits. It's vital to anticipate threats and to take action against them before you become victim to stagnation, poor feedback, or lost business. Think

about the obstacles you face in marketing and selling to groups and individuals. You may notice that quality standards or amenities in your category are changing and that you'll need to change your offering to stay in the lead or catch up to competitors. Evolving technology is an ever-present threat, as well as an opportunity! Always consider what your competitors are doing and whether you should be changing your organization's emphasis to meet the challenge. But remember that what they're doing might not be the right thing for you to do, and avoid copying them without knowing how it will improve your position. Consider your value proposition, brand, and customer segments to make sure that threats really apply to you and your market. Be sure to explore whether your hotel is especially exposed to external challenges. Although threats are usually beyond your control, if they are not attended to, they can harm overall service delivery, operations, and the revenue generation of your hotel. For example, in most countries like the United States, hotels are usually flooded with guests during the holiday season. Here’s a list of common threats that hotels face:

- High turnovers during holidays
- Parking Area Theft
- Pandemics
- High taxes
- Rigid labor market
- Safety Emergencies
- Disorderly conduct
- Airbnb
- Intense competition in the industry
- Terrorism and political uneasiness

Chpter Three

Literature Review

3.1 Concept of HRM

Human resource management is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Done well, it enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives.

The department members provide the knowledge, necessary tools, training, administrative services, coaching, legal and management advice, and talent management oversight that the rest of the organization needs for successful operation.

HRM staff members are partially responsible for ensuring that the organization has an overall mission, vision, and values that are shared and provide an overarching reason for employees to want to work for their organization. These elements can be inspirational and help employees feel as if they are part of something that is bigger than themselves.

Additional activities sponsored by HRM can include employee and community outreach. They are frequent mentors and members of employee teams that address philanthropic giving, employee engagement activities, and events that involve employee families.

HRM functions are also performed by line managers who are directly responsible for the engagement, contribution, and productivity of their reporting staff members. In a fully integrated talent management system, the managers play a significant role in and take ownership of responsibility for the recruitment process. They are also responsible for the ongoing development of and retention of superior employees.

HRM is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. The HRM function is now expected to add value to the strategic utilization of employees and to ensure that employee programs recommended and implemented impact the business in positive measurable ways.

Employees who work in HRM must also help keep their employer and company safe from lawsuits and the resulting workplace chaos. They must perform a balancing act to serve all of an organization's stakeholders: customers, executives, owners, managers, employees, and stockholders.

3.2Requirements For Entering Human Resource Management

Those wishing to enter the field of HRM usually need at least a bachelor's degree in human resource management or a related field, such as business management. Some employers may also

require candidates to a master's degree in business administration, human resources, or labor relations.

Special certification isn't always necessary to get a job in HRM, but it can help candidates stand out, and some employers may require it. Several professional associations offer these types of certifications:

- The Society for Human Resource Management (SHRM) offers the SHRM Certified Professional and SHRM Senior Certified Professional programs.
- The HR Certification Institute (HRCI) offers several certifications, including Associate Professional in Human Resources, Professional in Human Resources, Senior Professional in Human Resources, and Global Professional in Human Resources. HRCI also offers micro-credential programs on several topics.
- WorldatWork also offers several certifications in the categories of Compensation, Executive Compensation, Sales Compensation, and Benefits.
- International Foundation of Employee Benefit Plans offers certificates in many areas as well, including benefits and health and welfare plans.

The amount of experience needed depends on the preference of the employer, but most managerlevel HRM positions require several years in the field.

The soft skills employers usually require in HRM candidates include leadership, communication, decision-making, organizational, and interpersonal skills

3.3 Performance Management System of Employees

A performance management system supports the tracking and measurement of employees' performance in a consistent manner. A blend of technologies and HR methodologies back up the system, leading to an effective alignment of employee goals with the organization – to achieve the strategic company goals. is a systematic process used by the HR department to track and monitor the performance of employees. It helps in evaluating employees' performance regularly and intends to create a positive learning environment. It also ensures that employees are able to work effectively and efficiently.

Additionally, it helps in aligning individual goals with organizational goals, and offers a platform to communicate with employees to help understand their expectations.

A performance management system tracks the performance of employees in a manner that is consistent and measurable. The system relies on a combination of technologies and methodologies to ensure people across the organization are aligned with – and contributing to – the strategic objectives of the business.

The system is collaborative, with managers and employees working together to set expectations, identify employee goals, define performance measurement, share employee performance reviews and appraisals, and provide feedback.

When properly defined and consistently applied, a performance management system increases overall workforce productivity. Employees are more invested in their work and turnover is minimized while revenue per employee is maximized.

Performance management software can be implemented on premise, in the cloud, or within a hybrid environment.

A cloud platform or HR cloud provides a range of benefits including larger data storage capacities, stronger security, and easier integration with complementary applications, such as learning and development, compensation, and other people-centric systems.

3.4 Three key processes in a performance management system

A performance management system relies on three key processes:

1. **Plan and act with goal management** o Align employee performance to the objectives of the organization. o Assign work that is meaningful and fulfilling to increase employee engagement.
    - o Quickly adapt goals when business priorities shift.
2. **Monitor with continuous performance management** o Monitor the goals of each employee to ensure ongoing alignment with organizational goals. o Provide feedback and guidance to improve performance. o Recognize good results as they happen.
3. **Evaluate and recognize through performance assessments** o Assess performance consistently and accurately. o Recognize and reward strong performers. o Use data-driven insights from the system to quantify the value your workforce delivers to the business.

The evolution of performance management systems

Businesses have been managing the performance of individuals for centuries. But one of the first formalized models was introduced during the First and Second World Wars when the military needed to understand the strengths and capabilities of each member to inform battle strategies.

By mid-century, performance appraisals were being used by businesses to grade the performance of individual workers and to assign rewards.

In the 1960s, the focus began to shift to employee development, where discussions were held between an employee and their manager to review performance and – where warranted – to institute teaching and training to help the employee improve and/or advance in their career.

In the intervening years, some aspects of traditional performance management software have evolved due to better technology, such as cloud computing, improvements in user interfaces, and artificial intelligence (AI) and machine learning. However, most systems continue to emphasize employee evaluation and reward on a quarterly or annual basis.

While recognition remains an important aspect of performance management, businesses are moving to a more holistic approach, one that provides ongoing feedback and guidance for employees to help them achieve their goals.

3.5 performance management software

Any company with an employee base – regardless of industry or size – will benefit from a performance management system.

Although every employee will interact with the system at some stage, the power user is the team leader or manager with direct reports.

- **Employees** work with their managers to define employee goals. They build their individual employee performance reviews within the system, and participate in 360-degree review cycles if this model is in use.
- **HR professionals** define the HR processes and systems that support the performance management cycle. They work with managers and employees to ensure processes are fair and that each stage is carried out in a timely manner.
- **Managers** are the power users of the system and must ensure every employee actively participates in the process. Managers are also ultimately responsible for the performance of their team(s).

3.6 Performance management is a important system

Along with increased workforce productivity, higher employee engagement, lower turnover, and maximized revenue per employee, a performance management system that is properly integrated with adjacent business systems can provide valuable insights that will inform broader human capital management decisions.

For example, a performance management system stores and quantifies data from employee/manager interactions including individual career aspirations, appropriate skill sets, and overall fit for succession planning. With these insights, learning and development funding can be invested in a manner that best supports the needs of the business and the employee.

Performance management software provides an accurate and real-time view of the workforce that aids in people planning and strategy.

3.7 Performance management best practices

Consistency and transparency are key to optimizing the performance management process. The cycle of goal management, continuous performance management, and assessment are ongoing. Once the cycle is complete, existing and new goals are identified and the cycle begins again.

Best practices also include the provision of ongoing, interactive feedback throughout the year versus only during the performance assessment stage. Performance conversations should be relaxed and open. Employees and managers must take the time to sharpen these skills if they wish to improve their interactions.

To ensure a consistent methodology is applied to assessments for workers within similar roles across the company, a calibration process should be implemented.

3.8 Performance management advances and trends

Continuous performance management

Organizations are shifting from traditional performance management to a continuous performance management (CPM) model.The CPM process is less formal with employees and managers engaging more frequently. Regularly scheduled one-on-one discussions and ongoing feedback help workersstayontrack.For managers, a CPM strategy makes it easier to track an employee's work achievements and weaknesses by addressing issues when they occur. Goals can be adjusted as corporate objectives change for an agile and responsiveworkmodel.Employees receive more timely feedback versus waiting every 6 to 12 months for a formal meeting that may overlook achievements that occurred earlier in the performance period. The CPM model also eliminates surprises and expedites improvement cycles.

Deskless and field workers

Deskless workers, also known as field workers, are employees who complete tasks away from a desk or a company's headquarters and have inconsistent access to internal systems and communication channels, unlike remote workers who retain access to these systems while working from home. Examples include people who work within the hospitality sector, natural resources, manufacturing, and healthcare. Given the nature of their work, Deskless workers often don't easily fit into existing systems. Organizations must ensure their performance management systems are able to effectively support this important segment of the workforce.

Dynamic teams

Modern performance management systems must be agile enough to adjust to changes in the business, including team dynamics. A shift is underway from traditional and agile team models to a dynamic model:

3.9 Performance Management in HR

Human resources and performance management go hand in hand. They are both core components of an effective people management strategy. Put simply, they are both built around the concept of training, motivating, and managing employees in order to boost performance and promote professional growth. And this is vital for the success of your business.

The traditional model for conducting HR performance management was designed in the 1970s. With this model, employees would meet with their managers once a year to discuss their progress and performance. This led to a great deal of frustration for both managers and employees. It also resulted in many companies pulling back from the concept of reviewing performance and cries for "no more performance reviews!"

However, a lot has changed since then, especially given the huge shift we have experienced since Covid-19 and the new way of working. Companies are now adapting to more constructive and continuous models for human resource performance management. And they are seeing just how much this new model can benefit their business.

With the new updated model of continuous employee performance management:

- Managers meet regularly with employees to discuss their strengths and weaknesses (weekly or monthly catch-ups).

- Employees are regularly invited to give constructive feedback on their own performance and the support they feel they are receiving (360 feedback).
- Employee learning and development is prioritized.
- The focus is more on flexible short-term goal setting and the continual review of progress.
- Collaboration and communication are encouraged at all times.
- Employee recognition programs are used to engage employees and boost morale.
- It is much easier to identify and remedy poor performers.

3.10 Benefits of performance management

A performance management system that remains consistent throughout all departments supports ongoing accountability. Instead of encouraging employees to meet organizational objectives only at review time, consistent performance management promotes a continual call for progress. When carefully implemented, a performance management system leads to improvements in performance and productivity rates. Additionally, you will notice improvements in communication, reduced stress regarding underperformance and happier teams. If people clearly understand what is expected of them to grow in their job, they can take the steps necessary to achieve their own career goals.

With a good performance management system in place, your organization can reduce employee turnover rates, improve production and potentially increase profit margins.

Chapter Four
Analysis of the study

4.1 Tranning and Development in Six Seasons Hotel:

4.1.1Training

Training is the sequence of learning a sequence of programmed behavior. Training is the act of increasing the skills of an employee for doing a particular job. Development Development is all those activities and programme when recognized and controlled have substantial influence in changing the capacity of the individual to perform his assignment better and in going so all likely to increase his potential for future assignments. Thus, management development is a combination of various training programme, though some kind of training is necessary, it is the overall development of the competency of managerial personal in the light of the present requirement as well as the future requirement. Development an activity designed to improve the performance of existing managers and to provide for a planned growth of managers to meet future organizational requirements is management development. Importantly however, the most effective way to develop people is quite different from conventional skills training, which let's face it many employees regard quite negatively. They'll do it of course, but they won't enjoy it much because it's about work, not about themselves as people. The most effective way to develop people is instead to enable learning and personal development, with all that this implies. So, as soon as you've covered the basic work-related skills training that is much described in this section - focus on enabling learning and development for people as individuals - which extends the range of development way outside traditional work skills and knowledge, and creates far more exciting, liberating, motivational opportunities - for people and for employers. Need for Training 1. Globalization

2. Need of leadership.

3. Increased value placed on intangible assets & human capital.

4. Customer’s services & quality emphasis.

5. New technology.

6. High performances model at work system.

4.1.2 Training Needs Assessment

Need Assessment also known as needs analysis; a method of analyzing how employee skill deficits can be addressed through current or future training and professional development programs, as well as determining the types of training/development programs required and how to prioritize training/development. Needs assessment is also the identification of the gap(s) between optimal performance and actual performance Training Needs Analysis (TNA) is the key to reshaping the future of Continuing Professional Development (CPD) Programmed in the all industries and educational institutes. It is the major component of training programmers. It is a crucial component of learning for ascertaining both the needs of the learners and the organization and as such it provides a fundamental link with relevant and effective teaching and learning process. It

determines and identifies the existence of a gap between what is required of a person to perform their duties competently and what they actually know as a basis for initiating corrective measures and or remedial education. Training Needs Analysis can be an overwhelming process. It is a method that will bridge the gap between the required performance and the actual performance. It is also a method of determining whether a training need exists, and if it does, what training is required to fill the gap. The essence of TNA is to find out the general areas of work/ healthcare where an improvement is needed that would require CPD. It focuses on identifying needs of the target audience, developing a rationale for a training programme, identifying needed inputs, determining program content and setting program goals.

4.2 An Overview of the Training and Development in Six Seasons hotel

Training and development are integral to a Hotel's growth and success. Hotels can however undertrain their employees by being unwilling to take the time to explain new staff tasks that need to performed. When this unwillingness occurs, Ryan (2008) states that three scenarios may take place – the employee will not be able to help a client the way they should, the client will be left unsatisfied by the hotel's service level, and lastly the employee will become frustrated by the company and his or her service level will drop to a minimum.

Studies have shown that training programs increase employee satisfaction, employee morale and employee retention, and decreases turnover and hiring rates. Training has been shown to improve knowledge and in turn knowledge improves the delivery of hospitality business related activities. Daniels (2008) mentions in her article that in the current economic situation; companies may be tempted to cut their training budgets, but they should not however abandon training. Hotels should instead use this situation as an opportunity because training boosts morale and commitment by showing employees they are a valued and important resource. The training itself provides skills and enthusiasm to help participants provide amazing customer service. Great customer experiences lead to brand loyalty. Skills' training that equips employees with the tools to increase customer loyalty is not overhead, a cost, or a frill. Training is important as it is part of the service quality that drives the performance of hotels.

Method of six seasons hotel :

A system and method for managing time-dependent inventory such as hotel rooms, rental automobiles, and airline seats as well as associated items is disclosed. The system and method may be used to manage the price of inventory, the type of inventory, and the dates the inventory is offered for sale. The disclosed system and method simplify the management of inventory across multiple inventory types, inventory prices, and inventory availability dates by creating hierarchies and allowing changes to one element of a hierarchy to cause changes to other elements in the his erarchy.

4.4 KPI of Six Seasons Hotel :

A key performance indicator, or KPI, is a **quantifiable measure of progress toward a goal**. KPIs should be objective and based on reliable data. Metrics like occupancy, ADR, and RevPAR are some of the most important KPIs in the hotel industry because they help hotels track their progress over time and toward their goals.

Key performance indicators cover all aspects of the hotel industry, from financial management, operations, and all departments with measurable outcomes, such as marketing or front-of-house. It's important to note that you have to select the KPI relevant to the specific sector you're dealing with in order to find accurate data and metrics to improve performance.

Here are some of the top KPIs for hotels, and how you can measure them to drive your own business decisions.

4.4.1 Average daily rate (ADR)

This is one of the topmost metrics that's used to measure the average rate per occupied room. This means you can examine the average amount of revenue collected daily for all of your rooms that are occupied. ADR always excludes unoccupied rooms to prevent unrepresentative figures.

This KPI will enable you to measure a key element in the financial performance of your hotel. ADR also plays a significant role in forecasting pricing and marketing. This allows management to plan and work with flexible prices, depending on the seasons.

Here's the calculation:

ADR = room revenue / number of rooms sold (occupied)

4.4.2 Revenue per available room (RevPAR)

This is the measure used to analyze the **average revenue for a certain period of time** (usually given as a daily average), based on your income across all bookings. To calculate this KPI, you have to multiply the average daily rate by the occupancy rate. Another option is dividing the total revenue per night by the number of rooms available.

RevPAR creates a price metric for how much revenue is being generated per room. A high RevPAR typically means a good occupancy rate as well as a high ADR.

Here's the calculation:

RevPAR = average daily rate x occupancy rate or total revenue from night / total number of rooms available.

4.4.3 Market penetration index (MPI)

MPI is an important metric when measuring KPIs. This shows your hotel **performance with respect to your competitors** in terms of industry.

If your score is less than 100, then it means you are doing poorly and under the market average. On the other hand, if your score is more than 100, it shows that you're performing better than most of your competitors.

Here's the calculation:

MPI = hotel occupancy % / market occupancy % x 100

4.4.4 Online Reviews

In this era where everyone can access the Internet and share our experiences about a hotel, it's essential to take a look at the reviews. Star ratings being left by clients can indicate how efficiently the hotel is operating and which areas improvements can be made.

By following ratings and reviews, hoteliers can make changes accordingly to increase customer satisfaction and as a result, attract new clients.

4.5 Employee relation in six seasons hotel

Employee relations is a hot-topic buzzword in business circles these days, and for good reason: the relationship between an employer and its employees is an integral part to the longevity of any successful company or organization. But for something so critical to business operations, the details can be irritatingly vague and general.

Our guide to employee relations provides an overview of what employee relations entails, reasons as to why it is so important and some strategies that any company—big or small—can try implementing to improve the relationship employers maintain with employees.

Employee relations refers to the relationship between or among an employer and its employees. Depending on the context, the term has both practical and theoretical applications. Certain companies may have a dedicated team for maintaining and improving employee relations and this term may refer to this team. In other cases, the term may refer to theories, plans and policies designed to support employees and their interests. Regardless of the approach, employee relations are typically overseen by a company's human resources department.

Employee relations concerns the building of positive relationships and interactions among employers and employees, and at a broader level helps foster a sense of community within an organization. This could entail initiating transparent workplace communication or supporting the emotional, physical and psychological health of employees. Ultimately, the goal of employee relations is to create a positive relationship between employers and employees that leads to an increase in employee retention, happiness and productivity.

Although employee relations staff and policies are typically intended to be non-biased and neutral (particularly when it comes to addressing and resolving employee-versus-employee conflicts), staff and policies are both ultimately responsible for protecting the interests and wellbeing of the company as a whole. Employees should beware employee relations staff and policies are not generally intended to protect employee interests.

4.6 Vertical and Horizontal Employee Relations

You may hear the terms "vertical and horizontal employee relations" thrown around like dares by the limbo bar at the latest company party, but don't worry: you don't have to break your back to

understand them. These terms describe the two main hierarchies in employee relations. All employee relations issues and strategies will involve one, or both, of these groups.

- **Vertical Employee Relations:** This refers to relationships between an employee and his or her superiors (e.g., management, executives, administration).
- **Horizontal Employee Relations:** This term encompasses all same-level employee-to-employee relationships, including employees who are working together on a project or employees who are simply sharing a chat during break time.

4.7 HR and Social Responsiblities in Six Seasons Hotel

4.7.1 Hotel HR Manager responsibilities include:

- Designing hiring plans for all hotel departments based on seasonal needs
- Managing compensation and benefits plans
- Overseeing employee attendance and working schedules, including paid time off, overtime and breaks

4.7.2 Responsibilities

- Design hiring plans for all hotel departments based on seasonal needs
- Interview and assess job candidates
- Manage compensation and benefits plans
- Oversee employee attendance and working schedules, including paid time off, overtime and breaks
- Onboard new hires
- Report on employee turnover rates
- Organize employee records, like contracts, paying special attention to work permits and visas
- Implement employee retention programs (like end-of-season bonuses)
- Coordinate accommodation, catering and transport for our staff when necessary
- Schedule trainings for all hotel employees (for example, customer service skills training)
- Act as the point of contact when employees have queries or job-related issues
- Ensure hotel staff complies with relevant health and safety regulations

4.7.3 Requirements and skills

- Work experience as an HR Manager, preferably in the hospitality industry
- Hands-on experience with HRIS and payroll software
- Experience in conducting interviews
- Understanding of labor legislation with an emphasis on part-time and overtime regulations
- Excellent communication skills
- BSc in Human Resources, Organizational Psychology or similar field
- Additional diploma in Hotel Management is a plus

4.8 Hiring Hotel HR Manager job description

Post this Hotel HR Manager job description job ad to 18+ free job boards with one submission Start a free Workable trial and post your ad on the most popular job boards today.

With the hotel industry often finding it difficult to retain employees, it's now more important than ever to understand what employees want. Here are 10 ideas for hotel employee incentive programs that will help your workers be happier, more productive, and stay longer.

1. Offer Career And Personal Development
2. Allow Flexible Schedules
3. Employee Recognition
4. Attractive Retirement Plans
5. Mentoring Programs
6. Stop the Micro-Managing
7. Offer Health and Wellness Programs
8. Create a Family Atmosphere
9. Have Fun at Work
10. Come up with Low-Cost and No-Cost Perks
11. Free Start-up Kit, Including Slip-Resistant Shoes

4.8.1 Career and Personal Development

Most millennials - who make up almost a third of the workforce and growing - want jobs in which they can learn and grow, so they often want clear career progression. In your hotel, can a porter make it to the reception desk or to be a personal concierge?

Let employees know where they can go if they stay with the company for a certain amount of time. Ask them where they see themselves and help them get there. With a goal in mind, everyone can have clear expectations of what needs to happen - whether it's training, taking on new tasks, and so forth - to keep everyone happy. Automation is taking over and everyone will need to learn new skills to keep up.

Everyone loves being challenged so set ways to challenge employees and praise them when they meet those challenges. You may have programmes in which people are rewarded for learning, such as completing courses, or reading books, or going above and beyond for guests.

Keeping your employees engaged will help them feel that their work matters and they will work harder for you.

4.8.2 Flexible Schedules

In a hotel environment, flexible schedules may be more difficult - as you cannot have people showing up within a window of time - but you can listen to your employee needs and create schedules that work around them where possible.

Are you employing a single mother who needs to take her son to school during certain hours? You can schedule her shift either overnight or during the hours her child is at school. Understand too that life happens. Don't unduly punish and reprimand those who otherwise work hard for you.

35% of millennials value schedule flexibility over pay. People want more control over their daily life. If most people commute to work for the 9-5 then everyone's stuck in traffic at the same time. You can create schedules that free up people's commute time by staggering arrivals and departures, and that will allow people to make doctor's appointments, go to the post office, visit friends and family members, go to the shops, and so much more.

More can be fit into their days instead of feeling that they're on a repeat of work, eat, sleep, work, rinse and repeat.

In the hotel industry - within reason - you can talk to your staff and find out how far they commute and what their hours are. You may have an early finish one day so people can get tasks done, you can work around people who need to, say, let out their dog at lunch or check on their grandfather. Maybe two four hour shifts twice a week in the day with three hours in between might work better for someone if they, say, get a Thursday off each week to run errands.

Be human and help people work around their lives. In the long run, it'll benefit your company because people won't want to leave what they see as a good, understanding, and flexible company. As long as shifts are covered, everyone will be happy. Consider even shortening hours.

4.8.3 Recognition

Employee recognition impacts workplace performance, according to psychological studies.
When people feel appreciated (loved) then the body releases Oxytocin - the "love" hormone - and employees with Oxytocin levels have been shown as more trustworthy and better performers research shows.

Recognizing employees for a job well done will boost their trust, engagement, productivity, and retention. It can be as simple as a personal and private, "you did really well today handling that angry customer" or a public shoutout at meetings.

You can have a mix of monthly recognitions and thank yous or you can just do some daily affirmations. Create a positive culture in which other employees praise each other for a job well done. Overall, this type of positivity will be contagious and create a happy workplace in which people want to show up to work.

4.8.4 Retirement Plans

With the cost of living constantly on the rise, retirement plans are a good incentive for hotels. The contribution doesn't have to be huge, but having something in place for people - even when they are young - helps.

Even for part time workers, having solid retirement plans is a huge incentive. If you have competitive contributions, you may see workers figuring out how to stay with your company for the next twenty or thirty years, which is where employee growth comes in as well.

What career will you offer for that employee in time? Maybe upper management? Maybe corporate? Have ideas in mind to keep people there for the long term, and it won't be possible without a good retirement plan.

4.8.5 Mentoring

Along the lines of personal growth, employees like mentoring programs. When they first start at the hotel, it's a good idea to assign each newbie a mentor who can help him or her learn the ropes and know what to do.

When that employee is experienced, they can take on their own mentee which will boost morale as well - they'll feel trusted and feel that management thinks they are good at their job and can teach someone new a thing or two.

Mentors don't have to be reserved for new employees too. If your employee decides he or she wants to become part of the kitchen staff and he or she works on reception, you can assign a kitchen-staff mentor and you can all figure out how you can help that employee move to a career within your hotel that will make him or her happy.

4.8.6 No Micro-Managing

Nothing will make employees run to the door faster than micro-managing. Micromanaging tells employees that you do not trust them to accomplish their job. Clearly define what each employee has to accomplish each day in catchup meetings and let them get on with it. Studies show that people who feel that they are being watched and monitored all the time perform at a lower level.

Micromanaging manifests itself in other ways too. It's important that staff look neat and presentable, but is it appropriate to shout at someone because he forgot his tie for work? Not really. This behaviour will only breed resentment. Find another tie. Let everyone get on with their day.

If you treat employees like they are naughty children, your business will only suffer. Deal with important issues but don't sweat the small stuff. Being supportive to your staff will only make them work harder for you. Let your employees know that they can come to you on issues - and mean it. A culture of trust will develop if you step away from over-management and micromanaging.

4.8.7 Health and Wellness Programs

Many who work full time find that they don't have time to work out and be healthy, so offering a health and wellness program will create a culture of happiness. So, if many hotel staff are overworked and underpaid and have no time for exercise or healthy eating, be the hotel that changes that.

If your hotel has a health center and pool, let employees use it - for a small fee or for free - so they can stay fit. Some companies offer on-site yoga, others encourage zumba, and others just allow long lunches in which employees can work out.

Most busy people don't have time for a healthy lunch and opt for a quick fast-food option, so offering healthy meals at affordable prices (or free) from the hotel kitchen can help keep everyone happy. It may be that the kitchen makes a series of healthy freezer or microwavable meals so it doesn't interfere with the regular service, but - either way - keeping people healthy and fit will have benefits for the hotel overall.

You can also try extra curricular activities or exercise as a midday break to help motivate people and as a team building strategy. Allow those who work for you to feel they can work for you and maintain a healthy life.

4.8.8 Family Atmosphere

If people feel happy where they work, it makes everything run smoothly. If people feel unhappy, pressured, or bullied it can have long-term negative impact for everyone involved. Try and hire people who work well together to create a family atmosphere.

Allow employees to have a say in the company as well. Encourage discussion and openness. Don't have a big brother culture where tattling is rewarded, but, instead, create a family culture in which people do not want to, say, steal from the company because it's a good place to work.

People can be allowed to vote on incentives - where employees propose ideas to help improve the business - and coworkers review and vote on the concept. If an idea is implemented, the employee can receive, for example, a £20 "idea bounty" for coming up with a good strategy. You can create healthy competition by tracking how many ideas have been awarded to a single employee in a period of time and award a prize for the most ideas in a year.

4.8.9 Fun

Just as work-life balance is important, some fun is important at work. No one wants to work at a super-serious, super-boring place.

You can encourage fun by allowing employees to have quick chats between customers or by having contests at work - behind the scenes. Allow teams or individuals to win rewards.

You can also come up with office games. Games can be done individually or as team-building activities in times when another team is running the hotel (training days). Games can be something like a scavenger hunt to baking competitions to trivia and more. Make your workplace somewhere where everyone likes coming to work.

4.8.10 Low-Cost Perks

All perks do not have to cost the company much. There are ways to have low-to-no-cost incentives that make employees feel like VIPs. You may offer priority parking for the day (or week), a casual dress day, an extra day off work.

Employees also love gift cards - so you may offer a low-value gift card for a favourite restaurant; sometimes if you buy gift cards in bulk the company you buy them from can offer a percentage discount so it costs you lower than the face value.

Some companies have great success with simple measures such as giving out M&Ms. Either way, be creative and come up with ways to reward those who work for you without hurting the hotel's bottom line.

4.8.11 Free Slip-Resistant Footwear

An affordable perk may even be a free Shoes For Crews pair of shoes for every new-starter. This pair of shoes can come as standard along with their free staff uniforms because it shows that you invest in your employees; many people are unhappy to begin work at companies when they have to pay for multiple items up front. Paying for lots of upfront costs - from the employee perspective - basically, costs the worker more than it costs the company. No one wants to feel like they are *paying to work*. Show that you care for your employees' long-term well-being by providing a starter-kit that helps them feel welcome, and gives them the tools for a successful career with you.

Incentive programs help show those who work for you that you are invested in them so they can invest in you. Incentives don't have to cost the company thousands per year, but any form of recognition helps your hotel staff feel appreciated and valued.

And, in the long run, if employees stay with you longer because they like working for you, the cost of employee turnover will be much, much lower, saving you money over time.

Chapter Five

Findings

5.1 Findings

After systematic analysis and interpretation of data, the researchers presented the following findings:

1. Hotels encountered difficulties in their manual reservation system. The extent of difficulties in retrieving data was moderate. In addition, the extent of difficulties in keeping the different transaction records, data and reports of their booking system was moderate. Moreover, the extent of difficulties in inputting of data, records, reports and transaction was moderate. And the extent of difficulties in the security of files and other records was moderate. Furthermore, the extent of difficulties in checking-in of costumers was moderate. Also the extent difficulty in check-out system of the costumers in their booking system was moderate. Additionally, the extent difficulty in issuance of customer's bill in their booking system was moderate.

2. Hotels encountered the performances in their manual reservation system. In security, the performance in retrieving of records and other transactions of their present booking system was fair. In addition, the performance in keeping all the record lists of their booking system was fair. Furthermore, the performance in services of their booking system was fair. Moreover, the performance in inputting of data, records, reports and transactions of their booking system was fair. In accuracy, the performances in terms of retrieving of records and other transactions, keeping all the record lists, services, inputting of data, records, reports and transactions were all fair. In speed, the performances in terms of retrieving of records and other transactions, services, inputting of data, records, reports and transactions were fair and the performance of keeping all the record lists was good.

3. Hotels had the urgency to propose an automated reservation system. The majority of the respondents wanted the urgency of an automated booking system.

Chapter Six

Recommendation,conclusion and Reference

6.1 Recommendation

From the analysis with the organization structure, I have seen that its span of supervision is too large. A number of departments report directly to the General Manager. If the number were less

the efficiency and productivity of the organization might be increased. Quality control department should remain prompt always. So, that it can maintain a certain level of standard as per the market demand to capture the foreign market share it should strive more.

Succession planning can be introduced in the company before the retirement of any employee. This process will stop contract employment policy because through contract employment the employee is not allow getting all the facility and benefits from Square as other employees which lead to job dissatisfaction.

The interior design of the office should be changed to be able to compete with other national and multinational company in this country and it will motivate the employees and retain high skilled employees. Paperwork needs to be reduced and increase the computer skilled of the existing employees to do the work more smoothly and faster which took more time before using the modern technical. Make sure the proper utilization of working time by increase the communication in and outside the company.

The hotel should revise the recruitment and selection policy for the executive level and also further research is needed to find out the reason of their dissatisfaction which will be easy in solving problems because the manager, non-executive and field forces are satisfied.

- First of all, HRD should be organized properly. Professional employees should be hired.
  - Operation management should be more careful.
- Take some necessary steps for retaining the expert & experienced employees.
- Business development department should be built up.
- Marketing department can be introduced for promotional activities.
- Internet facilities should be introduced immediately.
- HRM department should be organized with more carefully.
- According to international standards Square Group Ltd. Should maintains their production quality.
- Square is leading company, but it is maximum staffs are not well trained. So, company should arrange training programmed.

CONCLUSIONS

After logical analysis and interpretation of data, these are the conclusions that can be drawn from the findings of the study:

1. All the difficulties encountered by the employees in the hotel were rated as moderately extent which means that they don't usually encountered such problems.
2. In the security, accuracy, and speed they rated it fair, which means, that they have to improve their manual performances into faster and effective way.
3. In terms of urgency of an automated booking system, majority of the respondents answered it yes, because they observed and realized that they need more reliable, efficient, and helpful system.

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