

Impact of Compensation, Performance Appraisals & Marketing on Organization's Performance the Business Research on Hotel Industry of Pakistan

Shahzaib Matloob

Foundation University, Rawalpindi campus, P.O. Box No. 253, Rawalpindi, Pakistan

Abstract

This research has been done to check whether the Human Resource Management Performance appraisals, compensation and Marketing combined to perform well in the hotel industry of Pakistan, that affects the organization performance. This research focuses on whether Marketing, compensation, and Performance appraisals are affecting the performance in a positive way or not, and what still needs to be done to make these Human Resource Management and marketing polished enough so that they enhance the organization performance. The research papers that were studied to complete this research were all related to this Human Resource Management's factors that are Compensation, Performance appraisals and Marketing add organization performance. The sample size that was taken to do the research contained 300 questionnaires. Through the S.P.S.S method, the results were found out, including the descriptive statistics, correlation analysis and regression analysis. Results of the research showed positive relationship between dependent and independent variables. As the hotel industry represents one of the major parts of the success of one country, therefore, they need to perform better.

Keywords: Marketing, Performance appraisals, Compensation, Organization performance

Introduction

In this competitive era, where the competition is high, it is very much necessary for a company to know who is the target market, including their expectations, and how to come up to those expectations by making certain moves which ensure the customer satisfaction. Pakistani hotels like Marriott and Pearl Continental are following the international cultures and they are bringing change in their services they provide, by following the international hotel systems and cultures. These hotels go for this trend as they not only welcome the local customers but also the foreigners that visit Pakistan from different countries. Also the rich businessmen, who come to Pakistan for some business dealings, normally go for a stay in these hotels. They normally tend to stay in the hotel. These hotels provide them a good atmosphere in resemblance to their country cultures. Due to all these things, they have to update their organization performance on a regular basis to meet all kinds of customer needs, locals and foreigners. This research is specifically focusing on international and national hotels. These include Marriott Hotel, Pearl Continental Hotel, Serena Hotel and Shalimar Hotel. When employees are not sufficiently compensated against their job performance and are not provided with the marketing opportunities, or they are not being updated about their performance on a regular basis, their motivation level tends to lessen down as they will not be sure of what they have to achieve due to the weak implementation of the performance appraisal systems.

Such an environment is necessary for the country like Pakistan where the HRM and Marketing combined practices and procedures should be made clear and updated with the passage of time on a regular basis, especially in the hotel industry of Pakistan on which this research is based. HR practices that are found in different sectors have dimensions that differ from each other accordingly. They all have different directions, paths and vary in their importance, but at the end the overall achievement of the HR practices that have been implemented should increase the organization performance and the organization's effectiveness. This is a competitive area where survival is tough and survival without change is difficult in the market. If it is seen from the perspectives of different organizations doing different kinds of business, it shows out that they are facing competition also from the national as well as international perspectives.

It is mentioned in his research about employee perception as how they perceive the HRM practices that are being followed in their organizations and some marketing practices, how they will benefit them. Accordingly, he makes himself committed towards his/her work, where the more the employee is committed, the more the organization performance is productive. For a business strategy to be implemented in the best possible way, there is a need for a competent, highly committed workforce that is highly involved in their work. It is mentioned in his research that a part of the competitive advantage and good productive output of the business organization, the efficiency and effectiveness of the performance also matters and needs to be considered in the hotel industry systems. It has been further discussed that one of the bases of the organization and organization performance is a training and development of the employee that enhance the organization performance while increasing skills and competencies, ultimately increasing the organizational performance with marketing. Summers and Hyman (2005)

showed in his research that opportunities provided to the employee's increase their commitment level in their work, especially if they have career planning in their work which in turns enhances the organization performance. HR practice that is appraisal is one of the major HR practices that need to be followed in most of the hotels to come forward and grow in the growing market. The type of human resource programs running in an organization thoroughly affects the overall performance of the organization as well as the employees, where he targeted small businesses. From the perspectives of the hotel industry, the research found out that the hotels need to apply such marketing practices in their daily works with dealing customers and Human Resource practices that can enhance the overall performance of the workers working within the Pakistani hotels, ultimately enhancing the performance of the hotels. IT discussed in their research about the marketing system and their proper and timely management, as to enhance the overall competencies, abilities and performance of the workers. If the hotels focus on the marketing management sector of the organization, the performance of employees and partners can be enhanced through internal marketing, which can further increase the overall performance and productivity of the hotels. Whenever an organization invests in these programs to improve employee's skills, knowledge and capabilities, the return on investment becomes more effective and efficient and the workers become more productive. The team performance matters as well at times, especially in the projects where the need of coordination of teamwork is necessary. Waldman and Korbar (2004) argued in then research about the team performance as well as the training and development programs that are necessary in doing certain marketing operations within an organization, where the individual development also matters. For the applying of certain development programs, a proper analysis of what is necessary and what needs to be done is really important to know the exact lacking area This is done when the development program is its very first stage Instead of placing individuals in a place, where they are being helped to create something new out of the box by developing their abilities on their own in the management positions, organizations can develop the talents of the employees systematically to manage an ongoing program that has been seeing for a long time to take care of the creative ability of workers that is seen within the company The practices that affect the worker's productivity are compensated, motivation, internal and external marketing, opportunities, training, benefits, initial recruitment policies. The internal environment and mentoring (McDonnell, 2011. Walsh and Taylor (2007) mentioned in their research that as the compensation is not given the range, which a normal experienced employee deserved due to which turnover is caused. Turnover that exists decreases the overall performance of the firm. It showed that normally in the hotel sector in which the worker retention is more, and good marketing is done, there productivity is more too. The reason for that was as they were keeping the experienced and productive employees within the company. The relationship between higher morale and low turnover shall be considered in the hotel industry in a well-mannered way. This is done through an increase in the compensation and marketing opportunities

Gap Analysis

Pakistan is a country where the area of HRM and Marketing needs special attention and care. It cannot be ignored as it is one of the major portions of an organization and without it the operations within the organizations can't work better.

Problem Statement

This thesis statement is identifying the problem about how the organization performance is being affected through the use of the practices like marketing, performance appraisal and compensation in the hotel industry of Pakistan.

Significance/ Rationale of Study

This research includes certain HR and Marketing practices affecting the organization performance within the hotel industry. Due to the improvement in the marketing opportunities, the organization performance gets enhanced, the employee gets developed in his career. A clear path is defined in front of him, in which he has some interest and due to the training and development of the skills of those careers that he has chosen, or what fits best for him, his performance is enhanced and it becomes easy to achieve the goals of the organization with its best performance. Compensation is given to the employees in the form of benefits, who work hard. If the employees who deserve compensation for their hard work are not compensated, their morale, lowers down, which affects their interests in their jobs, ultimately affecting the overall organization performance. If the performance appraisal is done on the regular basis, then the employees will be known about their lacking and accordingly they will be developed to enhance their skills and competencies, ultimately increasing the organization performance. As the hotels represent one of the major part of the success of one country, therefore, they need to perform better. This research explains how the hotels of Pakistan, whether working for national or international perspective, need to bring innovation in the implementation of the HR with Marketing combined practices to enhance the employee and organizational performance, for example, enhancing the implementation different and innovative marketing opportunities so that the hotels can serve their customers with a better and innovative acts.

Scope

The research following up is in the hotel industry of Pakistan. The main purpose of the research is to discuss how the hotels, whether working for national or international purpose, are bringing innovation and improving their organization performance. The competitors of the hotel industry are applying HR and Marketing practices in their daily operations that are different from each competitor in nature which differentiates each other accordingly. How they are working on the practices like marketing, compensation and performance appraisal and how these HR and Marketing practices are affecting the organization performance matters a lot. And how much they need to improve in future to achieve a better place in the market. The goal of the research focuses on the organization performance that an employee exhibits in the hotel industry

Objectives of the Research

The objectives of this research are as follows:

- To examine the impact of performance appraisal on organization performance.
- To examine the impact of marketing on organization performance.
- To examine the impact of compensation on organization performance

Delimitations of the Study

The boundaries of the study lie in the context and the population of the study. Here the study is focusing on marketing, compensation, performance appraisal and performance of an organization. The researchers took hotel sector to see whether these HR and Marketing practices that are internal & external marketing, compensation, and performance appraisal are affecting the organization performance in what way. Not only focusing the hotels that are taken for this research survey, but how the overall hotel industry is applying these practices in their operations need to be considered.

Literature Review

Performance Appraisal

Performance appraisal is a way that can be resulted within the exploration that is restricted to the adopted objectives of performance evaluation, plus to put it within an act in this research that a theoretical, practical and conceptual habit of the research that is done in the time that has been passed and the time that is present regarding performance evaluations can get linked up and indicated to the research. The survey confirms that the practice of the workforce in the hotels are bad, especially at the time of comparison with needs and demands that are given by the employment laws at the fields regarding the hiring of the employees, providing the employees with different developmental opportunities and some disciplines that are being provided by the culture that are to be followed.

It shows that the hotel sector needs to be improved in the human resource area of management. Resource management have to reach up to the conclusions that gives better quality results regarding the organization performance evaluations especially in the hotel zone. Kelliher (1997) found out few results in some complex ways to manage the workforce in the hotel zone that contains larger companies and few results of the quality change management that shall be focused with the passage of time. In Pakistan, hotels like Marriott that are linked up with the international perspective go for the benefits that are long term rather than the immediate ones. Therefore, they need to develop and trained their employees accordingly with the changing demands on the regular basis. A regular feedback should be done of the performance evaluations and the employees who lack skills should be trained and developed accordingly. It showed in their research about the evaluation programs that works better which are implanted in the hotel sector that evaluates the performances of different workers and suggest solution for further acts that are to be taken the the research compared different kind of industries with the hospitality one (Armstrong & Baron, 2005). Traditionally research done by few researchers that have examined a strong relationship between different performance management systems and the improvement in performance brought on the feedback of the performance appraisal, which is the ultimate purpose of the performance management systems (Aguinis& Pierce, 2008).

It showed in his research the pack of measurable contents that are to be measured in quantity that a firm utilizes to do a comparison of the employee's quality work output whether they have met the organizational strategic and the operational goal are the key performance indicators. Once they are obtained by the employees, they go for analyzing all kind of benefits of surely measured tools. But it should be noticed that the key performance indicators may vary between different companies and industries, depending upon there system criteria and priorities of the performance criteria. Whereas, talking about few other situations it's not possible to get the goals of the PM system in which certain level of quality work, that is done, is being measured, especially when it comes to individual. Milgram & Roberts (1998) mentioned in their research that besides, the objective measures that exist normally conforms few activities performed by the workers that might take us towards misshape incentives. Holmstrom&Milgrom (1991) discussed in their research that the PM programs can get effected due to the organizational issues. It totally depends upon the person who is rating the performance of an employee that how the results would come, where employee who is rating the worker's performance is head of the company

Marketing

It is argued that anything which is related to the turning points that comes in one's life is called a routine, where he mentioned that a times comes in a person's life when there is no place left for a drama. He with some workers described in more clear terms by arguing that during different routines there are lot of things that happen which can be associated with the marketing. Furthermore, they mentioned that those turning points can't be separated from one's daily life work which leads to surpass those points. Customers normally go with the path that is not much resistant which can further be linked up with the fact why people don't ignore the events that occurs by chance, instead they give a good response to them (McDonald & Hite, 2008). Hotels need to go with the same flow by implanting change in their daily operations and not losing any chance of getting new developmental opportunities, instead they should learn new marketing skills and improve the overall organizational productivity on regular basis as competition grows faster in the market in this competitive era. It is mentioned in their research that chances plays a very important role in every organization performance. Therefore, marketing in the hotels shall be given a good importance. Reason that is based behind this is that these countries take the marketing opportunities very seriously in their jobs, especially when they have to compete internationally, where the national competition lies that is also important. The ignorance is not tolerable to survive in a competitive era. As a nation that experiences different kinds of dramatic transitions in almost all societal aspects, Pakistan is one of them that is facing different challenges in the form of organization as well as individuals. The traditional systems in Pakistan that are centrally planned have been operating under the rule of learning for taking examinations. It's done as Pakistan has a vast population, especially where the chance to get a good marketing is low.

Zhang & Tang (2007) followed up a discussion topic in their research that perhaps a better knowledge trend which importantly help customers in getting ready that they will be facing in future in a changing market demands instead of following up a strict and hierarchical system which is of no use in this highly competitive and rapidly changing era. Hotels which provide their organization with marketing opportunities fulfill the changing market demands to some extent at least and creates a safe side for themselves in the market. Normally people aren't aware of the relationship between the labor market and options regarding the workplace career, specially the one having variety of managerial procedures. Thereby, personnel of Pakistan are not mature enough that their counterparts that belong to the Western side (Lee, 2005). Hershberg (1996) showed in his research that the good marketing of an organization which is referred to good marketing skills, high competencies, knowledge enhancement and issue resolving skills, information about customers normally make it possible for the employees to become more effective and efficient in their work than usual. The hotels need to look up to this phenomena of the author who mentioned the above point that the marketing development opportunities are important for an organization's success. Normally customer come to see themselves as they have a strong and deep relation with the company services they use so marketing ensures that they are satisfied enough to use the service of organization.

Compensation

Numerous studies showed, particularly discussing the issues regarding agency costs. If an organization is paying salaries which aren't more than average wage in different companies at the starting periods of work of the employee while after a period of sometime they pay more especially at its last period. Here the worker chooses to stay in the firm and work where this kind of employment contract is being offered. A deferred compensation contract is something in which there is an employment contract, where it represents incentives that is similar to posting a bond (Lazear, 1998; Milgrom & Roberts, 1992). Below this kind of a compensation structure, an organization pays an employee much lesser than whatever he/she produces during his/her work at the very beginning of the period. Whereas, as the time passes, the company provide its workers with the salaries more than whatever the workers make out of their work. It's ensured that they deserve higher salary at that time. But the major point stands here is that when an employee gives so much for his company, he wants some output from it for himself also, if doesn't get that, he become frustrated and even leaves the company or stop putting more effort in his work due to which the productivity gets effected. Likewise in the hotels, the older workers who have been working since long deserves to get compensated in a proper way and when they are not, they simply stop putting more effort, and the productivity of the hotels decreases.

Liptak (2001) mentioned in his research that people who go for jobs that they do at their homes, there working outputs are also checked regularly through the IT and they are compensated accordingly. The organization will have to bare certain cost if the compensation to the deserving employee is not given on time. It will be influenced by this act on similar basis. The high wages that particularly works in the form of a bond can be fortified in the case where it is acting as an outcome of a moral hazard. Insurance premium can be regarded by the difference among the less salary. Lazear (1998) studied that it is to make sure whether the working behavior is honest or not. It has been claimed about the deferred compensation system that it also useful for screening and adding the compensative character. It is to explain this kind of link which may further contains some large organizations, more kind of resources and higher compensation packages for the managers that are

senior, where much of the complexity is seen plus more amount of salary for some work needs and requirements. There are more number of hierarchical levels, where the pay differences are also more. In addition to the influence on the pay levels, the size of an organization also effects the structure of the compensation (Gerhart&Milkovich, 1990). Like whenever we talk about the smaller organizations we can assume that their fixed cost will be of concern that is special always, where they have less number of resources. Therefore, the organizations that pays lower amount of basic salary, compensates on performance-related variable. The volume of sales and where the workers are associated with the salaries in a more positive way. As Dong, Jinbae&Joon (2009) mentioned in their research that firms are those organizations where the agents of the firms cooperate with each other and share their outputs of the organizations. The agent interest is diverted, where it can cause a fight regarding different issues. One important problem that a firm faces is management of different tasks that are seen, there is a requirement of a proper coordination between them and also managing the agent interests of participating. Firm's value can be influenced and can have a negative effect on itself also when it uses the informed party that has the information and knowledge, as a benefit to work in opposition to the group which is not informed. Normally in the competing hotel sector this thing happens. Therefore, alleviating such kind of an agency costs is one of the most important part for the firms that have to manage and maximize their firm's value. Oluduro (2012) mentioned in his research about some statutory and constitutional provisions that deals with compensation particularly in some situation. It is mentioned in his research that there are some statutory provisions for all kind of oil damages that are related to the compensation for all operations that can arise in two situations. The first touches on land acquired under the LUA for oil operations purpose and its compensation where the land ownership is integral to compensatory claims. The second borders on the compensation for all kind of damage done during the course of operations of oil. Armstrong & Murlis (2004) studied that the compensation that is taken by the workers with their works main wage. The minimum wage can effect in many different kind of ways. A minimum wage law can affect all the labor resources available that are being used in a most effective and efficient way, where it has an impact on different employment levels (Burkhauser, Couch & Burg, 2000).

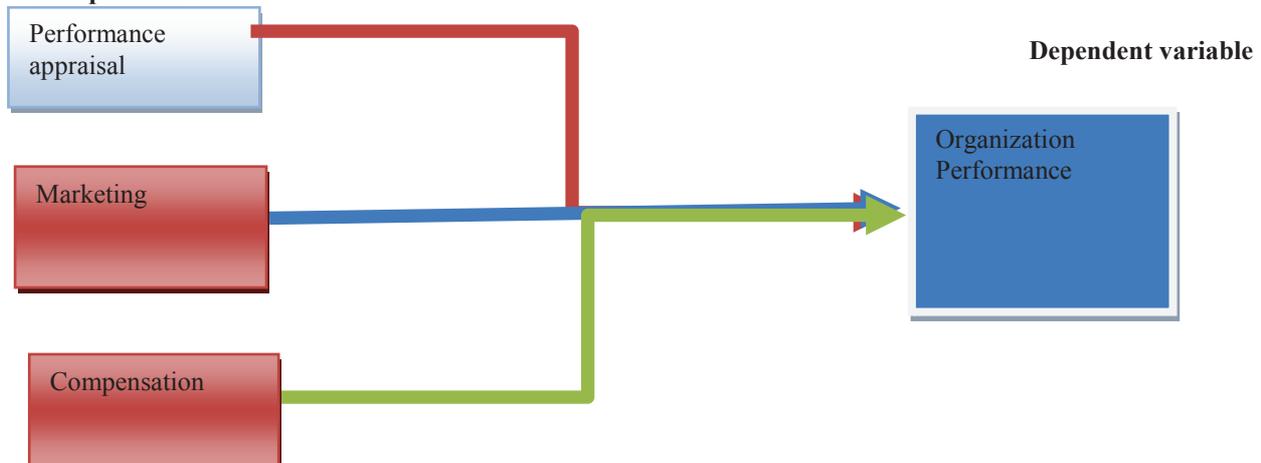
Organization performance

Different research has explained the organization performance. There is very less knowledge on the outcome of how autonomy actually operates within a living life that is assisted (Thompson & Rempusheski, 2005; Kane, Chan & Kane, 2007). One reason about why we know so much less about the autonomy in the assisted living is the difficulty in operationally defining the idea or the concept of it. It's a part empirically observable, part philosophical, part the condition that relates to a person and part an act's characteristics that provide it with exceeding difficulty to measure. Fletcher (2001) mentioned in his research study that throughout the past decades and even now, the single performance evaluation methods where there is an owner who further mention about the results of a lower level employee's work in the report that is made annually is made different now, where the lower level employee receives his results of performance on the continuous basis through the proper performance management system, that further contains variety of principles where every one of them is a portion of performance management. It further discussed that the principles of the performance management system contains particularly some standards against which the performance is being measured by different methods, finally evaluating organization performance based on those standards. Armstrong & Baron (2005) mentioned in their study that it is consisted of some different tools that further improves the performance through various means from which one can be the employee development opportunities.

Aguinis & Pierce (2008) studied in their research that performance on traditional basis was measured as improving the output of the employees which is, at the end, the major goal performance management programs. It is mentioned in their research and likewise some of the other researchers also did a study on management of the performance management system to be affected, but still a lot of attention is to be provided in the hotel industry, especially of our country Pakistan, where a proper performance management system is not being implemented due to which the organization performance is not evaluated in a proper way, and improvement in that area ultimately becomes hard. Therefore, hotels also need to implement proper performance management programs to improve their performance. It is mentioned in their study that as it has been told there is still too much to learn about, especially what are the principles of the performance management system that helps in decision making to manage an effective work performed by the worker. It also includes the factors that influence the impact of PM system on the work performed by the employee (Dewettinck, 2008). As the relationship of the performance of the organization and PM systems is hoped to be mediated by the employee attitudes and the way they behave, it can be analyzed in a single person case as well. Performance management is one of the major factors that effects the effectiveness of the organization as it measures and manages the organization performance (Hartog, Paauwe & Boselie, 2004) and it's a practice that is very much prevalent in different organizations, as it let sets proper standards against which the employees are being measured

Theoretical Framework

Independent variables



Hypothesis Development

H1: Performance Appraisal has a positive and significant effect on Organization performance.

H2: Marketing has a positive and significant effect the Organization performance

H3: The relationship between Compensation and Organization performance is significantly positive

Research Methodology

Population

The participants in this research were the employees from the hotel industry, which included both male and female and some of them also had professional experience of working in the company ranging from less than one year to six to ten years. Total 250 questionnaires were distributed. The researchers got proper responses from almost 200 respondents, where on the basis of these questionnaires, the researchers analyzed the data through SPSS software.

Sample

This research is focusing on the hotel industry of Pakistan, targeting different hotels of Pakistan.

Sampling Method

The research is conducted by using the convenience sampling method, that is selecting people because of the ease of their volunteering or selecting the units due to their easy access and availability.

Sampling Techniques:

For this research convenience sampling technique is used because this is, the less time consuming non-profitability technique of data collection

Data Collection Method:

The data is gathered from the primary data. Questionnaire in addition to secondary data, i.e., other articles, research papers through different journals, internet, books on the study variables.

Secondary Data:

This type of data is gathered from the researches done in the past on the comparative or related topics by means of the digital library facility.

Primary Data:

Primary data is assembled by help of examination and study through questionnaires.

Results

Reliability Analysis

Overall Cronbach's alpha of Organization performance questionnaire items were 0.74 This shows that all the 33 items were reliable and valid to measure the opinions of employees towards Organization performance.

Table 2: Reliability of Measurement Instrument

Scales	Items	Cronbach Alpha
Organization performance	12	0.74
Performance Appraisal	9	0.65
Marketing	7	0.79
Compensation	5	0.92

Correlation Analysis Table

Variables	Organization performance	Performance Appraisal	Marketing	Compensation
1 Organization performance	0.74			
2 Performance Appraisal	.445*	0.65		
3 Marketing	.465*	.472*	0.79	
4 Compensation	.647**	.429**	.593*	0.80

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

. Cronbach Alpha Values are in *Italic*

The correlation analysis is used to find the relationship among the variables. The correlation table shows that there is a moderate and positive relationship between performance appraisal and organization performance at a significant level of ($r = .445$ $P < 0.01$). It means that performance appraisal is seen in the hotels but still needs some improvement in its practice as its affecting the organization performance in a moderate and positive way. The relationship between marketing and organization performance is also moderate at significant ($r = .465$, $P < 0.01$). This is again coming moderate, therefore for hotels to compete in the market, they should provide proper marketing opportunities to the employees which affects their performance in a more positive way. The relationship between compensation and organization performance is substantial with a significance of ($r = .647$, $P < 0.01$). Compensating employees is a good practice followed by the hotels as it motivates the employees, ultimately affecting organization performance.

Regression analysis:

The regression analysis model (a) shows the combined effect of the independent variables which are performance appraisal, marketing and compensation with the dependent variable organization performance. The model (a) explains the value of R square, F-statistics and beta of the above independent and dependent variables.

Table

Predictors	Outcomes		
	Beta	t	p
Performance Appraisal	.349	4.863	.000
Marketing	.168	2.251	.003
Compensation	.413	5.836	.000

N = 187, F = 31.867, R Square = 0.461, Dependent Variable = Organization performance

The value of R square, 0.461 shows that the variables explain 46.1% of variance in organization performance and the rest of 53.9% is of other variables. The value of F-statistic is 31.867 which are significant at level 0.000. The standardized coefficient shows that the compensation has the highest value in beta as 0.413 which is significant at $p = 0.000$ which explains the most of the variance of organization performance. Performance appraisal is having beta value of 0.349 which is significant at $p = 0.000$. Similarly the marketing is significant at $p = 0.003$ and has a beta value of 0.168.

References

Aguinis, H., and Pierce, C.A. (2008), 'Enhancing the Relevance of Organizational Behavior by Embracing PM Research,' *Journal of Organizational Behavior*, 29, 139-145.
 Armstrong, M. and Murlis, H. 2004. *Reward management: a handbook of remuneration strategy and practice. 5th edition*. London: Kogan Page Limited.

- Armstrong, M., and Baron, A. (2005), *Handbook of Strategic HRM*, Mumbai: Jaico Publishing House.
- Arthur, M.B. and Rousseau, D.M. (1996) *The Boundaryless Career: A New Employment Principle for a New Organizational Era*. New York: Oxford University Press.
- Burkhauser, R.V., Couch, K.A., and Wittenburg, D.C. (2000), 'A re-assessment of the new economics of the minimum wage literature with monthly data from the current population survey', *Journal of Labor Economics*, 18(4), 653-680.
- DeFillippi, R.J. and Arthur, M.B. (1996) 'Boundary less Contexts and Careers: A Competency based Perspective', *Oxford University Press*.
- DeJanasz, S. C., Sullivan, S. E., & Whiting, V. (2003). Mentor networks and career success: Lessons for turbulent times. *Academy of Management Executive*, 17(4), 78-91.
- Den Hartog, D.N., Boselie, P., and Paauwe, J. (2004), 'PM: A Model and Research Agenda,' *Applied Psychology: An International Review*, 53, 556-569.
- Dewettinck, K. (2008), 'Employee PM Systems in Belgian Organisations: Purpose, Contextual Dependence and Effectiveness,' *European Journal of International Management*, 2, 192-207.
- Dong HeonByun, Jinbae Kim & Joon Yong Shin (2009): The Effects of Deferred Compensation and Performance-based Compensation on Firm Value, Asia-Pacific. *Journal of Accounting & Economics*, 16:1, 49-67
- Fletcher, C. (2001), 'Performance Appraisal and Management: The Developing Research Agenda,' *Journal of Occupational and Organizational Psychology*, 74, 473-487.
- Forbes-Thompson, S., & Rempusheski, V. (2005). Special focus: Exploring everyday decision making in assisted living. *Journal of Gerontological Nursing*, 31, 7-8.
- Gerhart, B. and Rynes, S.L. (2003) *Compensation: Theory, Evidence and Strategic Implications*. Thousand Oaks, CA: Sage Publications.
- Hershberg, T. (1996), 'Human Capital Development: America's Greatest Challenge,' *The Annals of the American Academy*, 544, 43-51.
- Hite, L.M., and K.S. McDonald. (2008). Marketing and human resource development: Challenges and choices for a new era. *Advances in Developing Human Resources* 10, no. 1(Special Issue).
- Holmstrom, B. and Milgrom, P. R. (1991) Multitask principal-agent analyses: incentive contracts, asset ownership, and job design, *Journal of Law, Economics, and Organization*, 7, 24-52.
- Kane, R. A., Chan, J., & Kane, R. L. (2007). Assisted living literature through May 2004: Taking stock. *Gerontologist*, 47, 125-140.
- Kelliher, C. and Johnson, K. (1997), 'Personnel Management in Hotels--an Update: A Move to Human Resource Management?' *Progression Tourism and Hospitality Research*, Vol. 3, pp. 321-331.
- Lazear, E.P., 1998, *Personnel Economics for Managers* (John Wiley & Sons: New York).
- Leavitt, W.M. (1996) 'High Pay and Low Morale: Can High Pay, Excellent Benefits, Job Security, and Low Job Satisfaction Coexist in a Public Agency?', *Public Personnel Management*, 25(3): 333-41.
- Lee, K. 2005. Coping with career indecision: Differences between four career choices types. *Journal of Marketing* 31, no. 4: 279-89.
- Liptak, J. (2001). *Treatment planning in career counseling*. Belmont, CA: Wadsworth.
- McDonnell, A. (2011). Still Fighting the "War for Talent" ? Bridging the Science Versus Practice Gap. *Journal of Business and Psychology*, 26(2), 169-173.
- Milgrom, P. and J. Roberts, 1992, *Economics, Organization and Management* (Prentice Hall: Englewood Cliffs, NJ).
- Oluduro, O. (2012): Oil exploration and ecological damage: the compensation policy in Nigeria, *Canadian Journal of Development Studies/Revue canadienne d'études du développement*, 33:2, 164-179
- Summers J, Hyman J (2005). 'Employee Participation and Company Performance'. *Joseph Rowntree Foundation* pp 90 (10)
- Walsh, K., & Taylor, M. (2007). Developing In-house careers and retaining management talent: What hospitality professionals want from their jobs. *Cornell Hotel and Restaurant Administration Quarterly*, 48, 163-182.
- Waldman, D.A., & Korbar, T. (2004). Student Assessment Center performance in the prediction of early career success. *Academy of Management Learning & Education*, 3(2), 151-167.
- Zhang, R., and G. Tang. 2007. MBA zhiyeshengyaguihuazhidao: Tansuoyushijian [MBA career counseling: Exploration and practice]. *Pakistan Youth Studies* 12, no. 2: 10-3.

Appendix

Dear Respondents!

We are the students of MBA(1.5). This questionnaire has been developed as a part of a research paper. Please take few minutes to complete the survey. We would like to ensure that the information provided by you will be kept confidential and will only be used for research purpose. You are therefore requested to kindly encircle/tick the statements as honestly as you can, what is true of you.

Thanking you in anticipation.

Section 1:

(Please tick the appropriate checkbox below)

<p>Age</p> <ul style="list-style-type: none"> • 20 or below • 21-30 • 31-40 • Above 40 	<p>Gender</p> <ul style="list-style-type: none"> • Male • Female 	<p>Highest Level of Education</p> <ul style="list-style-type: none"> • SSC • HSSC • Bachelors • Masters • MS / M.Phil • Phd
<p>Monthly</p> <ul style="list-style-type: none"> • 10,000- 20,000 • 21000 – 30,000 • Above 30,000 	<p>Years in organization</p> <ul style="list-style-type: none"> • Less than a year • 1-5 years • 6-10 years • Above 10 years 	<p>Nature</p> <ul style="list-style-type: none"> • Employee in the Organization • Outside the organization

Section 2:

(Please encircle the appropriate number against each Statement)

PERFORMANCE APPRAISAL

PERFORMANCE APPRAISAL	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1. Performance appraisals are necessary for proper management of personnel in organizations.	1	2	3	4	5
2. Performance appraisal helps to motivate staff.	1	2	3	4	5
3. Performance appraisal is beneficial both to staff and to the organization.	1	2	3	4	5
4. Performance appraisals are a waste of time.	1	2	3	4	5
5. Performance appraisal is a bad idea because it disturbs the harmonious relationships between supervisors and subordinates.	1	2	3	4	5
6. Performance appraisals damage the self-esteem of those whose performance is evaluated.	1	2	3	4	5
7. Performance appraisal is an effective way of evaluating performance.	1	2	3	4	5
8. The practice of performance appraisal causes more problems than it resolves.	1	2	3	4	5
9. Performance appraisal results in better communication between supervisor and subordinate.	1	2	3	4	5

Marketing

Marketing	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1. Do you have a good image of our hotel vs others?	1	2	3	4	5
2. Are we providing good services?	1	2	3	4	5
3. Would you prefer additional services in hotels	1	2	3	4	5
4. Do the logo or brand of the hotel needs to be changed	1	2	3	4	5
5. Do you think our organization plans for the marketing for its customers?	1	2	3	4	5
6. Are you willing to pay for additional services by organization	1	2	3	4	5
7. Do you visit our hotel more often	1	2	3	4	5

COMPENSATION

Compensation	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1. Job performance is an important factor in determining the incentive compensation of employees.	1	2	3	4	5
2. In this organization, salary and other benefits are comparable to the market.	1	2	3	4	5
3. In the organization, compensation is decided on the basis of competence or ability of the employee.	1	2	3	4	5
4. The compensation for all employees is directly linked to his or her performance.	1	2	3	4	5
5. In the organization, profit sharing is used as a mechanism to reward high performance.	1	2	3	4	5

Organization Performance

Organization performance	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1. I see myself as an employee when my hotel is more well-known than other competing hotels.	1	2	3	4	5
2. I feel proud when my friend or customer leaves a good comment about my hotel.	1	2	3	4	5
3. I am more pleased to see myself as an employee when my hotel has a positive image.	1	2	3	4	5
4. I will be more likely to deliver quality service when my hotel is recognized as a luxury one.	1	2	3	4	5
5. I am more willing to work hard for my hotel when it is widely recognized by the public.	1	2	3	4	5
6. I consider myself to be committed to my current hotel when it is well-known among other competing hotels.	1	2	3	4	5
7. I am willing to put in a great deal of effort if my hotel has a prestigious image or reputation in the industry.	1	2	3	4	5
8. Positive image or reputation of my hotel will make me tend to serve the customers better.	1	2	3	4	5
9. The higher the perceived quality of my hotel, the more likely I will provide better services to the customers.	1	2	3	4	5
10. I am concerned about the feedback of the quality of the service that we deliver.	1	2	3	4	5
11. I am willing to provide better service when my hotel is well-known.	1	2	3	4	5
12. I will be more loyal to my hotel when it is recognized as one of best hotels in Pakistan.	1	2	3	4	5

Any Comment or Suggestion!

Thank you very much for your assistance.