Evaluating the Performance of Employees in Food and Beverage Department at Resort Hotels

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Abstract
Service quality is a growing concern for the hospitality industry. Today service firms are paying more attention than ever to the needs and expectations of the customers by consistently improving the quality of service provided to their customers. The performance is measured by the turnover rate for managerial and non-managerial employees, labor productivity and its return on assets. Customer satisfaction has emerged as an important component in the success of service business, as it encourages repeat business and foster word-of-mouth advertising. The hotel industry responds to the use of competencies in human resource management as this industry is people focused and labor intensive. Thus, people with the level of proficiency and skills are highly required for a successful business. Therefore, the present study was designed to evaluate employees’ performance in food and beverage department at Sharm El-Sheikh hotels. Hence, this study aims to ensure the effectiveness of the human element in resort hotels.

Introduction
Hospitality is a labor intensive industry characterized by large numbers of employees, all dedicated to service as a performing art. The quality of an organization, to a large degree, is the summation of the quality of people it hires and holds. Getting and keeping competent employees is critical to the success of every organization. Human element is responsible for the production and delivery of the service to consumer, thus the attitude and competence of human iteration determines the success or failure of every service establishment as stated by Swarbrooke and Horner, 2002; Nykiel, 2005; Chapmann and Loveall, 2006.

Ninemeier and Perdue (2005) illustrated that many travelers like to visit exciting places and to engage in enjoyable recreational or leisure activities that are not possible in their everyday lives. A resort property provides all the amenities that focus on guest entertainment and relaxation, with emphasis on specialty restaurants, lounges and room service (Rutherford and O'Fallon, 2007).

Powers and Barrows (2003) mentioned that in resort hotels the food service operation continues to be not only a vital service but a key competitive weapon. Many full-service resort hotels have several quite different food outlets. This extends the service available to guest- and helps keep the guest's food business in the resort hotel. Egerton (2006) stated that the food and beverage division contributes to creating a very good impression to resort guests. It can also be one of the criteria according to which the guests choose to stay at a certain resort. Therefore, the skills and abilities of people working in food and beverage divisions is the most important factor in making a great reputation of any resort.

Many resort hotels in recent years have emphasized the food and beverage department's role as a profit center, that is, a specifically identified, profitable part of the hotel's operation. Many hotel people still regard the food and beverage department as a key marketing activity whose main purpose is to secure guest patronage for the hotel and only secondarily to generate profits (Powers and Barrows, 2003).

Lattin (1998) stated that the food and beverage division occupies an important sector in the lodging industry. For example, about 31 percent of the revenue in an average hotel comes from
food and beverage sales. A food and beverage operation in a hotel performs an important threefold mission (1) to produce an adequate profit; (2) to provide suitable food and beverage service within the hotel; and (3) to help support the role of the hotel in the community. Ninemeier and Perdue (2005) differentiated between food serving and food service; food serving is "the process of moving the food and/or beverage items that have been prepared from production staff to service personnel"; while, food service is "the process of transferring food and/or beverage products from service staff to guests".

El-Hamamcy (1995) illustrated that the importance of developing manpower resources in the hospitality industry has become much more apparent, owing to the considerable costs of labor and the increasing staff shortage in some sectors of this industry. As a result, the industry has suffered from many problems, such as: the lack of qualified applicants, low productivity, and high turnover rates. Without effective people, it is simply impossible for an organization to achieve its objectives.

Schroeder (2004) mentioned that productive employees are seen as essential in delivering value to the customer. Productive employees will lower the costs of operations and ensure satisfied customers when supported by management and appropriate technology and systems. If employees are fully competent to perform tasks, their job satisfaction will increase. Then, this will result in positive outcomes for the hotel. (Lee et al., 2008).

Customer satisfaction has emerged as an important component in the success of service business. Because it encourages repeat business and fosters word-of-mouth advertising. On the other hand, it is one important source of satisfying customers is satisfied employees. For that emerges the importance of solving employees’ problems in food and beverage department (Spinelli and Canavos, 2000).

The quality of service offered is dependent not only upon the skills but also upon the attitudes of the human element. Human element is part of the finished product for which the customer is paying for example, the customer in the restaurant is buying not only food and beverage and the skills of the chef, but also the attention of the waiter (Mullins, 1998).

Hayes and Ninemeier (2006) added that selection is the process of evaluating applicants for positions in order to single out those most qualified and likely to be successful. Furthermore, Spears and Gregoire (2007) reported that the selection process begins after recruiting applicants for a job. The process includes a comparison of applicant skills, knowledge, and education with the requirements of the job; it involves decision making by the organization and the qualifications for each applicant must be compared to the job requirements identified in the job specification.

Walker (2006) stated that performance appraisal is comparing an employee's actual performance to standards as described in the job description. The positive attributes of performance appraisal include giving feedback to employees, building the appraisal into a personal development plan, establishing a rationale for promotion and wage or salary increases, and helping to established objectives for training programs.

Andrews (2006) added that the purpose of performance appraisal is to ascertain an individual's present and future value to the organization. His present value is assessed by his past performance, while his future value is determined by his present potential.

Stutts and Wortman (2006) stated that performance evaluation, also called performance appraisal, is the systematic review of the strengths and weaknesses of an employee's performance. The major difficulty in a performance appraisal is quantifying those strengths and weaknesses. The performance of some jobs is easy to quantify, while for others it is more
difficult. An important part of the appraisal process is a well-established job description, so that the employee and the supervisor have similar expectations. Byars and Rue (2003) reported that performance appraisal systems require a coordinated effort between the human resource department and the managers of the organization who are responsible for conducting performance appraisals.

Spears and Gregoire (2007) illustrated that the primary objectives of a performance appraisal program are:

- To provide employees with the opportunities to discuss their performance with the supervisor or manager.
- To identify strengths and weaknesses of the employee's performance.
- To suggest ways the employee can meet performance standards, if they have not been met.
- To provide a basis for future job assignments and salary recommendations.

Mondy et al. (2005) agreed with Ivancevich (1998) that for many organizations, the primary goal of an appraisal system is to improve individual and organizational performance thus a properly designed system can help achieve organizational objectives and enhance employee performance.

Training is an important function in human resources, it is required to develop and ensure quality performance, it is also necessary to ensure an educated supply of staff who are technically and socially competent and capable of career progression (Ginsberg, 1997; Mullins, 1998; Ramadan, 2002) According to Gilmore (1999) and Armstrong (2001), all training programs must be evaluated frequently to ensure that the material is still appropriate, current, and worth the money and time. It must be determined what effect will be measured, such as the reaction of the employee, the amount of learned material, the amount of changed behavior due to the training, or the actual results, such as increased production and decreased waste. Therefore, training has acquired a strategic value for hotels (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001), since service quality depends on employee customer care effectiveness (Tsaur and Lin, 2004).

The aim behind training employees is "achieving cost effective high performance" and good performance brings quality, as according to Deming, (1982), higher quality implies lower costs and increased productivity, which in turn provides the firm with a greater market share and enhanced competitiveness levels. This idea supports the conclusion reached in a number of empirical studies dedicated to manufacturing and service organizations (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). Thus training proved that it has impacts on performance and hence are related to each other.

An important feature of motivation is that it is behavior directed toward a goal. The same author added that it is essential that managers have a basic understanding of work motivation because highly motivated employees are more likely to produce a superior-quality product or service than employees who lack motivation (Gomez-Mejia et al., 2007).

Turnover rates and reasons vary significantly within and without organizations. Employee turnover in the hospitality industry often averages as much as 200% to 300% per year. Statistically speaking, this means that the entire staff of a hospitality operation turns over two to three times per year (Woods, 1997).

Being part of the ‘people oriented’ industry, hotel organizations are to abide by the fact that their performances are measured through customers’ satisfaction. Due to this, human capital has been identified to be one of the key factors in determining the success or failure of a business. Hence, it is crucial for hotel organizations to select the right people with the right personality to represent the organizations (Ameeq and Hanif, 2013).
Methodology
The aim of the present study is to evaluate the performance of food and beverage department at Sharm El sheikh, in order to focus on the weaknesses of the food and beverage department employees performance and improving them to achieve an ideal level of service quality and to reflect the quality of the five star resorts, for this reason a number of five star resorts in Sharm El sheikh have been investigated.

The research sample was chosen according to EHA (2012), there are 41 five-star resort hotels in Sharm El sheikh. The selection represents 24.4% of all five-star resort hotels in Sharm El sheikh. A sample from five-star resort hotels was chosen to carry out the current research, as they were chosen according to the extent of support and cooperation rendered by the hotels’ managements to the researchers. The hotels were coded as follows:

- B. P.
- C. S.
- F. S.
- G. A.
- J. M.
- M. S.
- M. O.
- R. S.
- S. B.
- S. I.

Guests’ questionnaire was designed and distributed to a sample of Egyptian and foreign guests who stayed in Sharm El-Sheikh resorts. The questionnaire form was developed based upon the relevant review of literature, then approved by five experts in the field of hospitality industry. One of them was academic, while the other four experts were working in five star hotels and resorts. Questionnaire form aimed to know guest opinions concerning the evaluation of food and beverage employees' performance in these resort hotels.

Personal interviews were conducted with food and beverage managers at the investigated resort hotels. The purpose of this interview was to know the managers’ opinions about employee's performance, the reasons that may cause the deterioration of employees’ performance and their recommendations to develop food and beverage employee's performance.

Results and Discussion
Hospitality industry is a labor-intensive, management strategies related to human resources are extraordinarily important. Managing the human asset has a major impact on everything from guest satisfaction to the bottom line. In managing the human asset, there is a cost from the moment the recruitment begins to the final paycheck. These costs include training and other normal ongoing expenses such as salary and benefits.

In this study, a questionnaire form was designed in a way to investigate guests` opinions concerning the employee's performance of food and beverage department at Sharm El Sheikh hotels.

The questionnaire form consisted of eight questions. The first question was intended to show frequency of visiting Sharm El Sheikh hotels. The second question intended to evaluate overall quality of food and service received in the investigated hotels. The third question was asked to detect which factors have the most effect on service. The fourth question dealt with the
evaluation of food and beverage employees' personal hygiene. The fifth question evaluated body language by restaurant line staff. The sixth question was to evaluate employees’ food and beverage skills and service techniques. The seventh question evaluated personal qualities concerning accuracy, sociability, co-operation, creativity and courtesy. The last question was about the demographic data of guests such as gender, age and nationality.

A number of 300 forms were distributed, only 206 (68.7%) were valid. Table (1) illustrated the number of questionnaire forms distributed among the investigated resort hotels. Results obtained from the valid forms (206) were statistically analyzed.

Table 1: Number of questionnaire forms distributed in the investigated sample

<table>
<thead>
<tr>
<th>Resort Hotels’ Codes</th>
<th>No. of forms distributed</th>
<th>Valid forms</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>F. S.</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>B. P.</td>
<td>30</td>
<td>23</td>
</tr>
<tr>
<td>S. I.</td>
<td>30</td>
<td>21</td>
</tr>
<tr>
<td>G. A.</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>R. S.</td>
<td>30</td>
<td>22</td>
</tr>
<tr>
<td>C. S.</td>
<td>30</td>
<td>19</td>
</tr>
<tr>
<td>J. M.</td>
<td>30</td>
<td>18</td>
</tr>
<tr>
<td>M. O.</td>
<td>30</td>
<td>25</td>
</tr>
<tr>
<td>M. S.</td>
<td>30</td>
<td>21</td>
</tr>
<tr>
<td>S. B.</td>
<td>30</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>300</td>
<td>206</td>
</tr>
</tbody>
</table>

Question No. (1): Frequency of visiting resort hotels in Sharm El Sheikh
Most of the respondents visited Sharm El Sheikh hotels before, their percentage accounted for 68.4% this means that the investigated area, South Sinai in general and Sharm El Sheikh in particular, is noticeable preferred by visitors traveling to warm shores. Inherently, respondents who visited resort hotels in Sharm El Sheikh twice represented 39 percent while 31.9% visited it once and 29.1 percent of the respondents visited Sharm El Sheikh more than two times.

Question No. (2): Overall quality of food and service received in restaurants
Concerning the overall quality of food and service, it was noticed that, F. S., J. M. and C. S. had good levels of the overall quality of food and service. While, M. O., B. P., M. S., S. I., S. B., G. A. and R. S. had fair level concerning that issue. That was on the same line with Sulek and Hensley (2004), as they assured that management must be creative in menu planning, food presentation, and developing dining experiences in resorts as guests, depending on length of stay, were usually concerned with food quality and menu variety.

Question No. (3): Factors that mostly affect the service quality
Cleanliness was the major factor which affects service quality with a percentage of 81.5 of the investigated guests as shown in table (2). That was in agreement with what have been reported by Roday (2005), as he concluded that cleanliness is one of the most important factors in evaluating the quality of food service.

Moreover, 72.5% of all respondents ranked employee's performance as the second factor affecting the service quality. That agreed with what have been reported by Dessler (2005), as he illustrated on the importance of employees’ performance. Otherwise, atmosphere motivates more
than half of the respondents (59.5%). That was on the same line with Brown and Hepner (2000) as they assured that the total dining experience is much affected by the atmosphere created by management for the guests. Key points to be considered by management or staff in setting the dining atmosphere are: Lighting, Music and Décor. Furthermore, 41.6 percent of the respondents preferred the preparation of the items. That agreed with what had been reported by Mill (2001) regarding the importance of food preparation to customers. Inherently, speed of service had the lowest among guests, with a percentage of 40.9.

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Importance</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>Total Value</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cleanliness</td>
<td>-</td>
<td>16</td>
<td>39</td>
<td>64</td>
<td>87</td>
<td>840</td>
<td>81.5</td>
</tr>
<tr>
<td>Employee's performance</td>
<td>10</td>
<td>23</td>
<td>30</td>
<td>74</td>
<td>69</td>
<td>787</td>
<td>72.5</td>
</tr>
<tr>
<td>Items Preparation</td>
<td>76</td>
<td>71</td>
<td>33</td>
<td>18</td>
<td>8</td>
<td>429</td>
<td>41.6</td>
</tr>
<tr>
<td>Speed of Service</td>
<td>93</td>
<td>52</td>
<td>30</td>
<td>21</td>
<td>10</td>
<td>421</td>
<td>40.9</td>
</tr>
<tr>
<td>Atmosphere</td>
<td>27</td>
<td>44</td>
<td>74</td>
<td>29</td>
<td>32</td>
<td>613</td>
<td>59.5</td>
</tr>
</tbody>
</table>

Question No. (4): Staff personal hygiene in the restaurant
This question was designed to illustrate the guest's opinions towards staff uniforms, cleanliness, grooming and neatness. Concerning the staff uniforms, it was known that F. S., C. S. and J. M. had good levels in that issue. While, S. I., G. A., M. O., B. P., M. S., S. B. and R. S. had fair levels. Furthermore, it was revealed that, cleaning, grooming and neatness of the staff in F. S., J. M. and C. S. had good levels. Nevertheless, M. O., M. S., S. B., G. A., R. S., B. P. and S. I. had fair level concerning that matter. According to Roday (2005), personal appearance and hygiene help both, the employees and the hotel as they increase one's self confidence and help in promoting business by improving performance at work.

Question No. (5): Restaurant line staff body language
Restaurant line staff body language is considered one of the most important issues in the resort hotels. With regard to, the eye contact of staff, the obtained data revealed that, F. S., J. M. had good levels in that issue. While, G. A. and S. B. had fair levels. Otherwise, S. I., M. O., B. P., M. S., R. S. and C. S. had poor levels in that respect. Moreover, when considering the appropriate tone of voice, the obtained data revealed that, F. S., C. S., J. M., and B. P. had good levels in that matter. Meanwhile, M. S., S. B., S. I., G. A. and R. S. had fair levels with regard to these concerns. Smiling in the investigated resort hotels had good levels. From the previous analysis, it could be seen that, eye contact was the main complaint by the respondents.

Question No. (6): Server's skills and techniques
Service techniques and skills are considered important factors for the success of any lodging establishment. F. S. and C. S. had good levels, while, J. M. and G. A. had a fair level of food and beverage knowledge among the staff. In contrast, S. I., M. S., M. O., B. P., S. B. and R. S. had poor levels in that respect.
Concerning the up-selling techniques, it could be noticed that, F. S. and M. S. had good levels. However, G. A., R. S. and C. S. had fair levels. On the other hand, S. I., S. B., B. P., M. O. and J. M. had poor levels with regard to those concerns.

Regarding the speed of service, it could be noticed that, all the investigated resort hotels had good level, except for M. S. and R. S. had fair level in the speed of service.

With regard to, flexibility of service staff, the obtained data revealed that, all the investigated resort hotels had good level. That was opposite to Sulek and Hensley, (2004), as they assured that many resorts are in rural areas with small local populations, so that staffing is very difficult, and staff cannot be employed with flexibility as demand would allow.

Concerning the attentive in the dining room, F. S. and G. A. had good level. Meanwhile, J. M., C. S. and B. P. had fair levels in that respect. In contrast, M. S., M. O., R. S., S. I. and S. B. had poor levels.

Question No. (7): Staff personal qualities in the restaurant

This question was designed to evaluate accuracy, sociability, co-operation, creativity, courtesy and problem solving issue. With regard to, accuracy, of staff, the obtained data revealed that, F. S. and S. B. had good ranking in that issue, while B. P. had fair level. In contrast, M. O., S. I., G. A., C. S., M. S., J. M. and R. S. had poor ranking.

Concerning the sociability, cooperation and courtesy of staff, it was noticed that all the investigated hotels had good levels in that matter.

Regarding the creativity of staff, it could be noticed that, F. S. and J. M. had good image in that issue. Meanwhile, G. A. had fair staff. M. O., S. I., S. B., B. P., R. S., M. S. and C. S. had poor level in that issue. The ability of restaurant line staff to solve problems in most investigated resort hotels had poor levels.

From the previous analysis, such deficiency of accuracy, creativity and the ability to solve problems could be seen and noticed in the staff of the investigated hotels. That was on the same line with Verginis (1999) as he reported that recruitment difficulties in resort hotels include shortage of skilled and qualified staff, relatively low pay and high turnover.

Question No. (8): The respondent's personal information

This question was concerned with recognizing the personal information of the respondents as for; nationality, gender and age. Regarding the nationalities of the investigated hotels’ guests, the data revealed that, 35.9% were Russians, 17% were Germans, 14.5% were British, 19.9% were Italians, 4.4% were Arabs while Egyptians were 8.3% of all respondents. In regard to gender, the tabulated data stated that, males were significantly more likely to visit Sharm El Sheikh hotels than females as they represented 59.7%, compared to 40.3% females. With regard to age, the previous data revealed that, the age category between 25 to 40 years represented 43.2% of the respondents. While, 36.9% of them were more than 40 years and 19.9% were less than 25 years old.

The Results of Personal Interviews with Food and Beverage managers

The interviews were conducted with food and beverage managers in Sharm El Sheikh Resorts. The results of personal interviews are illustrated as follows:

It could be noticed that all the investigated food and beverage managers assured that all employees (100%) got job descriptions but do not apply it effectively.

It could be seen that four of all investigated resort hotels (40%) set up criteria to hire employees in the food and beverage department. This was found in F. S., J. M., C. S. and B. P.

It could be noticed that, six of the investigated resort hotels have no criteria to hire employees in the food and beverage department. It was found in G. A., R. S., M. S., S. B., M. O. and S. I.
The managers of these hotels commented on this lack of criteria stating that this is due to:

- Shortage of highly skilled employees
- Remote areas in which these resort hotels are located
- High turnover rate in resort hotels

That was in agreement with El Hamamcy (1995) as she assured that the industry has suffered from many problems, such as: the lack of qualified applicants, low productivity and high turnover.

Most of the investigated resort hotels (70%) make a periodical evaluation to employees. It was found in F. S., C. S., R. S., G. A., S. B., J. M., and M. O. Meanwhile, only three hotels do not make periodical appraisal of the employees. This was found in B. P., S. I. and M. S.

All investigated resort hotels (100%) stated that promotion follow the evaluation process. That was in agreement with Mondy et al., (2005) as he assured that all managers stated that performance appraisal provide basis for rational decisions regarding pay adjustments with pay increases.

Concerning morale motivation, data showed that six of all investigated resort hotels (60%) applied morale motivation during the evaluation process. It was found in F. S., G. A., C. S., J. M., R. S. and S. B.

Most of the investigated hotels (70%) had no permanent training, as the hotels’ managers assured that there is no training except for the briefing process. Managers of these hotels stated that the reasons of the absence of training are:

- There is no time to give these employees permanent training because resorts apply all-inclusive program which need more employees in addition to that employees do not have enough time to attend training.
- There are no enough employees to replace employees who attend training.

The seven investigated resort hotels which did not have permanent training were B. P., S. I., S. B., J. M., M. S., R. S. and M. O. On the other hand, F. S., C. S. and G. A. applied permanent training.

The managers of the investigated hotels were asked to rank the reasons causing the deterioration of employees’ performance as shown in table 3.

<table>
<thead>
<tr>
<th>Attitudes</th>
<th>Importance</th>
<th>Total</th>
<th>Total Value</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>1- Deterioration of training level</td>
<td>2 - 1 - 1</td>
<td>36</td>
<td>60</td>
<td>3</td>
</tr>
<tr>
<td>2- Turnover</td>
<td>1 1 1 1 1</td>
<td>35</td>
<td>58.3</td>
<td>4</td>
</tr>
<tr>
<td>3- Lack of motivation</td>
<td>3 3 3 3 3</td>
<td>24</td>
<td>40</td>
<td>6</td>
</tr>
<tr>
<td>4- Shortage of high skill employees</td>
<td>0 0 2 1 4</td>
<td>44</td>
<td>73.3</td>
<td>1</td>
</tr>
<tr>
<td>5- long-shift term</td>
<td>1 1 1 1 2</td>
<td>41</td>
<td>68.3</td>
<td>2</td>
</tr>
<tr>
<td>6-Others</td>
<td>3 3 3 3 2</td>
<td>30</td>
<td>50</td>
<td>5</td>
</tr>
</tbody>
</table>

The shortage of highly skilled employees was the major factor which may cause the deterioration of employees’ performance, with a percentage of 73.3% of all food and beverage managers' respondents. That was on the same line with Joinson (2000) as he assured that resort hotels and catering business face more acute shortage than all other sectors of economy. Moreover, long shift term was ranked as the second reason with a percentage of 68.3%. Moreover, deterioration of training level was ranked as the third reason that may cause the deterioration of employees' performance, with a percentage of 60%. While, employees turnover was ranked as the fourth
reason with a percentage of 58.3%. Furthermore, others such as all-inclusive programs, type of guests and owners who do not understand hotel management was ranked as the fifth reason with a percentage of 50%. Finally, lack of motivation was ranked as the last reason with a percentage of 40% of all food and beverage managers' respondents.

Conclusions and Recommendations
The obtained data indicated that the performance of the food and beverage employees needs a lot of improvements. These improvements should include server's food and beverage skills, personal appearance, service delivery, sanitation and safety, practical skills, listening carefully to problems and eye contact.

The skill and competency levels of employees are heavily dependent on the amount and type of training they get. Therefore it has been concluded that the employees’ training was neglected in most of the investigated hotels and that had negative relationship with employees’ performance. The more training, means high performance and vice versa.

Hotel industry is a labor-intensive industry and labor costs on goods and services produced are very high. It means that labor expenses have an important share on total expenses (almost 40%). In order to serve high quality of goods and services with a reasonable price, and compete with their competitors, hotel administrations must control the labor expenses and satisfy their employees, and decrease undesired employee turnover. Thus it can be concluded that high levels of employee turnover will negatively impact the quality of service and the desired competitiveness of an establishment.

Depending upon both the literature reviewed and the field study findings, the following recommendations could be suggested:

- The importance of applying on-job and off-job training on regular basis with the using of several methods of performance appraisal concurrently to measure the employee's performance in the food and beverage department.
- The necessity of monitoring and carefully supervising the management of the regality evaluation process for the sake of improving the performance of the employees and determining the suitable methods for the evaluation.
- Hotel educational institutions should understand the needs of resort hotels with regard to required staff skills to provide them with well-qualified labor.

References


