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## The Importance of Training and Development in Employee Performance and Evaluation

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### Abstract

Employee performance impacts the bottom line of an organization. For this reason, it is the responsibility of organizational leaders to be aware of the importance of training and development's impact on the performance and evaluation of employees. Employee training and development assists the organization and employees in attaining diverse goals, such as improving morale, sense of security, employee engagement, and overall competencies necessary to perform a particular job. In addition, organizational leaders should use systematic approaches for assessing employee performance, which outcomes are usually determined on personal, organizational, environmental, motivation, skill level, aptitudes, or role perceptions factors. With suitable training and development opportunities, as well as effective employee performance assessment approaches, employees will be capable of assisting the organization in achieving its competitive posture in today's global market.

**Keywords:** employee performance, performance appraisal, employee productivity, organization goals, and performance measure

### Introduction

Employees are the backbone of the organization. The accomplishments or issues experienced by the organization are contingent to the performance of its employees (Mwema & Gachunga, 2014). Therefore, it is vital for organizational leaders to recognize the importance of training and development in employee performance and evaluation. Enhanced capabilities, knowledge, and skills are the foundation for the organization's competitive advantage in today's global market. Although a large number of research have been accomplished in the field of training and development in employee performance, it appears that organizational leaders still experience gaps and challenges in this regard. For this reason, the goal of this article is to provide concise information about the concept of employee training, development, performance, and evaluation, as well as the reasons, impacts, approaches, benefits, and guidelines when implementing effective employee training and development opportunities, which ultimately enhance employee performance.

### Employee Training and Development

Organizations aspire to be successful through differentiated programs, services, capabilities, and products. However, such elements need to be envisioned, developed, implemented, and sustained by well-trained individuals. Although employee training and development could be a challenging task for many leaders, organizations are investing more than \$126 billion a year on employee training and development (Jehanzeb & Bashir, 2013) so employees are able to positively impact organizational outcomes. According to the State of the Industry report published by the Association for Talent Development, the direct expenditure per employee on training and development has increased for the past three years. For example, organizations invested \$1,208 on 2014 (Miller, Ho, Frankel, Jones, & Bello, 2014); \$1,229 on 2015 (Ho, Miller, Jones, & Bello, 2015); and \$1,252 on 2016 (Ho, Jones, Julien, & Body, 2016). This investment on employee training and development comprises diverse content areas, such as mandatory, compliance, managerial, supervisory, executive development, customer services, sales, interpersonal skills, and others.

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Efforts on employee training and development demonstrate that organizations are capitalizing not only on high potential employees, but also on individuals who can commit to achieving higher levels of responsibilities. According to Feldman (as cited by Jehanzeb & Bashir, 2013), this requires emotional agreement, meaning that the organization and individuals will partner in achieving long-term commitment through career advancement and training opportunities. But, what is training and development? What is it for? What approaches can be used? What are its benefits? How can leaders support this effort?

### **Training and Development Conceptualized**

Training and development is a function within Human Resources management used to fulfill the gaps between current and expected performance (Elnaga & Imran, 2013; Nassazi, 2013). According to Business Dictionary (training, n.d.), training is an “organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill.” Training is planned and systematic activities which are focused on enhancing the level of skills, knowledge, and competency (Nassazi, 2013). It is the process of conveying essential skills, programmed behavior, so individuals become aware of rules and procedures to guide their own behavior to accomplish their job effectively (What is Human Resources.com, n.d.). Training is focused on improving the skills necessary for accomplishing organizational goals (Elnaga & Imran, 2013), since it expands the efficiency of individuals, groups, and organizations (Jehanzeb & Bashir, 2013). Although the concept of development can be seen as training, gaining new abilities and skills for personal growth (Jehanzeb & Bashir, 2013), it may also be seen as a broader concept. It may be seen as the holistic, long-term growth of individuals in order to perform future roles and responsibilities (Nassazi, 2013).

### **Intentions of Training and Development**

Employee training and development occurs at different levels of the organization and helps individuals in attaining diverse goals. According to Elnaga and Imran (2013), this effort assists individuals in decreasing their anxiety or frustration encountered in the workplace. When a task is not properly performed and the end results are not perceived as expected, the individual may not feel motivated to keep performing (Asim, 2013). Individuals who are not able to perform at the expected level of performance may even decide to leave the organization, because they feel they are not productive and become dissatisfied with their job. For this reason, employee training and development serves as the tool that not only enhances the competencies required to perform a job, but it also provides the means to assist individuals in feeling more satisfied with the results of their performance. Enhanced competencies lead to better performance and retention.

Employee training and development is a vital component of Human Resources planning activities, because it not only maximizes the returns of individuals, but it may also attract better talent to the organization (Bapna, Langer, Mehra, Gopal, & Gupta, 2013). Comprehensively, it develops the thinking abilities and creativity of individuals for better decision making, customer service, complaints handling,

and overall self-efficacy (Elnaga & Imran, 2013). In addition, employee training and development provides the capabilities when individuals move from one assignment to another of a different nature. It is necessary in providing high quality of work at all levels in the organization (What is Human Resource.com, n.d.).

According to Mel Kleiman (as cited by Jehanzeb and Bashir, 2013), employee training and development should be utilized to orient individuals and to enhance their managerial and operational skills. By providing core proficiencies and structure throughout the employee training and development process, it increases the probability for individuals to effectively deliver the mission, while supporting others in creating a learning culture as part of the organization's strategic goals. When organizations provide the resources necessary to perform a job, individuals become satisfied with their jobs and more productive, while the organization becomes more successful (Jehanzeb & Bashir, 2013).

### **Training and Development Needs and Common Approaches**

The needs for employee training and development may occur at any level of the organization, such strategic, tactical or operational. Nassazi (2013) mentioned that needs occurred at the strategic level are identified by senior leaders based on organizational goals, mission, and strategy. Middle management is responsible in identifying the needs at the tactical level with the cooperation of other lines of businesses. Needs occurred at the operational level are determined by leaders at lower levels of management, which are mainly focused on individual's performance and department-specific subjects. Leaders at all levels of management are responsible not only for identifying the needs for training and development, but also for selecting the best methods, approaches, strategies, programs, implementation, and assessment venues to achieve expected individual performance and organizational results. A vital element in the process of identifying employee training and development needs is that all needs should be relevant to organizational objectives. According to Wognum and Torrington et al. (as cited by Nassazi, 2013), there are three categories of identifying employee training and development needs: (1) Resolving problems that are focused on individuals' performance, (2) continuous improvement of working practices regardless of individual's performance issues, and (3) renewing the organization through innovations and strategic changes. Nassazi (2013) commented that, while going through the needs identification process, leaders should also be thinking about the needs to create, develop, maintain, and improve any systems pertinent to the job and required skills, in addition to the methods that will be used to implement training and development programs.

There are several approaches being used in the employee training and development arena, for examples: (1) Problem-centered is focused on analyzing and resolving performance issues due to insufficient skills (Nassazi, 2013). (2) Profile comparison is used to match the competencies with the new or existing job filled (Nassazi, 2013). (3) Formal training and development program is a pre-planned approach, which includes performance evaluations and learning solutions that may be completed during work or off-work for a specific duration of time

(Nassazi, 2013). (4) On-the-job is provided to individuals while performing their work with the same working venues; for examples, job rotations, job transfers, coaching, and mentoring (Nassazi, 2013). (5) Off-the-job involves taking individuals away from their workplace so they can concentrate on the training; for examples, conferences and role playing (Nassazi, 2013). (6) Coaching and mentoring is focused on developing particular skills for the task and performance expectations in the workplace; in addition to enhancing mutually beneficial relationships (Nassazi, 2013), while peers cooperate and participate on each other's development (Elnaga & Imran, 2013). (7) Job rotation and transfers is focused on moving individuals from one responsibility to another one, or moving them to from one country to another one in order to acquire knowledge about diverse operations (Nassazi, 2013). (8) Orientation is focused on getting new employees familiarized and trained on the new roles, responsibilities, systems, technology, workplace layout, culture, benefits, working conditions, processes, and procedures (Nassazi, 2013). (9) Conferences include presentations from the same or diverse topics to a group of individuals; however, it may not guarantee the full understanding of the topics at hand (Nassazi, 2013). (10) Role playing is where individuals are provided with minimal, stress-free work scenarios, roles, responsibilities, issues, objectives, emotions, and other information with the goal of enhancing their decision-making skills. It is normally used to develop customer services, sales, managerial, and employee support skills (Nassazi, 2013). (11) Career planning and goal setting is used to assist individuals in managing their diverse stages of their professional lives by classifying work, priorities, and skills necessary for promotion or particular goals (Jehanzeb & Bashir, 2013).

### **Benefits of Training and Development**

Employee training and development is one of the most significant motivators used to help both individuals and organizations in achieving their short-term and long-term goals and objectives. Training and development not only enhance knowledge, skills, and attitudes, but it also offers several other benefits. The following are common benefits of employee training and development, according to Nassazi (2013): (1) It increases employees' morale, confidence, and motivations. (2) It lowers production costs because individuals are able to reduce waste. (3) It promotes a sense of security which in turn reduces turnover and absenteeism. (4) It increases employees' involvement in the change process by providing the competencies necessary to adjust to new and challenging situations. (5) It opens the doors for recognition, higher pay, and promotion. (6) It helps the organization in improving the availability and quality of its staff. It is noteworthy to remember that individuals become more productive (Bapna, Langer, Mehra, Gopal, & Gupta, 2013), because training and development programs improve individuals' skills and abilities. Even organizations offer tuition reimbursement for individuals to attend such programs (Jehanzeb & Bashir, 2013).

In summary, there are several benefits that employee training and development programs offer to individuals and organizations, according to Jehanzeb and Bashir (2013):

**Individual Benefits:** Training and development programs help individuals in learning the soft, functional, and

technical skills necessary to perform their jobs. They achieve higher level of job satisfaction, because they feel they are investing in their own future. They feel that their role within the organization has a real purpose. Since the individuals' loyalty tends to increase substantially, they invest more of their time and effort in achieving the bottom line for the organization. Individuals tend to proactively seek opportunities to acquire innovative skills, to experience diverse roles and responsibilities, and to look for additional personal and professional development. Such tendencies increase their confidence, self-esteem, and job gratification. Training and development enhances the overall performance of individuals.

**Organizational Benefits:** Training and development programs assist organizations in staying competitive in the marketplace. According to Wanger (as cited by Jehanzeb and Bashir, 2013), the American Society for Training and Development (now called the Association for Talent Development) found that there is a relationship between financing in employee training and development programs and higher revenues from stock market. Organizations that invest an average of \$1,575 per employee on learning, received 24% growth in gross profit and 218% increase in revenue per employee. As a result, training and development programs help organizations in retaining their talent, differentiating themselves against other organizations, improving their appearance as best employer in the job market, and increasing the overall organizational effectiveness.

Every organization is responsible for improving employees' performance by implementing relevant and effective training and development programs. Since employees are the most important assets of an organization, it is crucial to sustain such a notion. Organization must optimize the contribution of its employees by ensuring a suitable source of staff that is functionally, technically, and socially capable of growing into specialized or managerial roles (Nassazi, 2013). Overall, organizations that proactively implement employee training and development programs receive positive results from the individuals that use the programs (Jehanzeb & Bashir, 2013).

### **Employee Performance**

The training and development function is mainly responsible for employee performance (Asim, 2013). Performance can be demonstrated in the improvement of production, easiness in utilizing new technology, or being a highly motivated individual (Nassazi, 2013). As organizational leaders strive to achieve higher levels of employee performance, they should establish goals and standards, which performance can be measured against.

### **Employee Performance Conceptualized**

Employee performance is defined as the outcome of individuals with respect to process, results, relevance, and success (Nassazi, 2013). According to Arinanye (2015), the measures of success are focused on productivity, efficiency, effectiveness, quality, and attendance of work. It is the overall achievement of a particular task measured against pre-selected standards of accuracy, cost, and speed; or the strategic approach to enhancing organizational effectiveness by improving the performance of individuals who work in the organization.

### Factors Impacting Performance

As any other area in the training and development arena, employee performance may be impacted by diverse factors. According to Arinanye (2015), it may be due to leaders' attitude, personal concerns, roles, responsibilities, norms, and standards. Asim (2013) provided other factors, such as lack of proper equipment and skills, high work load, inadequate more clerical hold, non-attendance of key human resources, insufficient routine of managers, undecided objectives or performance standards, deficient statement within the organization, pressure from co-workers to limited presentation, and lack of ability to get things done more. There are additional factors impacting employee performance.

According to Nassazi (2013), working conditions impact the manual or mental work on employees as they may become fatigued; thus, endangering organizational property and increasing the possibility accidents, low morale, or loss of life. As a result, organizations should provide noise-free working environments, adequate lighting systems and temperatures. Developing a positive safety culture ensures good working environments; therefore, improving the overall employee performance. In addition, organizations should contemplate on their reward systems. The main objective for implementing reward systems is to attract and retain quality employees. Organizations may opt to implement performance-based pay systems to reward individuals according to performance standards and profitable goals and objectives; however, a sense of fairness and consistency should always be applied. Furthermore, modeling teamwork in the workplace is of vital importance. Teamwork is the interaction of two or more individuals working toward achieving particular goals and objectives. It facilitates open communication between individuals and, when they complement each other, this behavior enables them to achieve more tasks due to the synergy created among them. Teamwork creates a sense of belonging, affiliation, dignity, and self-efficacy. Lastly, training stimulates employees' performance by improving knowledge, skills, attitude, abilities, competencies, and behaviors of individuals, while reducing complaints, absenteeism, and turnovers; as well as enhancing productivity and developing the capabilities necessary to achieve predetermined outcomes, goals, and objectives (Elnaga & Imran, 2013).

Motivation impacts employee performance and organizational commitment in a direct manner (Asim, 2013). Organizational leaders are mainly responsible for supporting such a vital element in order to achieve high productivity, profitability, and organizational sustainability (EK & Mukuru, 2013). In addition, when organizations involve individuals in the decision making process, there is a high possibility of developing mutual trust and motivation among leaders and employees (Nassazi, 2013). Motivated individuals are inspired to be more creative and loyal, leading to increased employee performance. Leaders should realize that a motivated organization is able to achieve a more cohesive organizational culture and robust communication venues. A cohesive organizational culture supports employee performance through the values, norms, and beliefs that influence the way individuals think, feel, and behave in the organization. Creating such an organizational culture that incorporates nurturing, sustaining, and improving individuals' performance depend

on the degree to which the values of such a culture are mutually embraced. In addition, robust communication venues enhance organizational culture by helping employees in sharing their knowledge, ideas, and opinions necessary for innovation, effective decision making, and achieving performance standards (Arinanye, 2015).

Trust serves as the foundation of an organization. It increases employees' productivity, positive attitudes, and high level of cooperation among leaders and employees. Such an element relates to attitudes, perceptions, behaviors, and performance outcomes within the workplace. Trust in the workplace increases organizational commitment and provides for transformational leadership. Organizational commitment is the degree to which individuals feel dedicated, attached, and loyal to the organization. According to Arinanye (2015), there are three dimensions of organizational commitment: (1) Affective commitment measures emotional attachment, identification, and involvement with the organization. (2) Normative commitment reflects the pressures that an individual feel to remain with the organization due to job obligations. (3) Continuance commitment is focused on the perceived costs related to leaving the organization. In addition, there are other factors impacting organizational commitment, such as job enrichment, empowerment, compensation, educational level, personality, and position. In regards to leadership styles, although there are diverse styles, charismatic and transformational leaders are more able to enhance employees' commitment to the organization, because they tend to invest a vast amount of their time giving advice, supporting, and attending to employees individual needs. The psychological empowerment utilized by transformational leaders enhances relationships among leaders and employees; thus, ultimately improving employee performance (Arinanye, 2015).

Lastly, several organizations use a performance management process to produce high quality individuals. Such a process involves employees in the development planning process; thus, increasing the probability of creating motivated, high performance employees (Nassazi, 2013). Performance management ensures that organizational goals are consistently met in an effective and efficient manner. It inspires lifelong education, tailored to individual's development plans and goals (EK & Mukuru, 2013).

Although employee performance is one of the greatest challenges most organizational leaders may experience in the workplace, for the reasons provided above, it is imperative to emphasize that training and development is still a vital element in improving employee performance and achieving organizational goals and objectives.

### Employee Performance Evaluation

There are organizations that may not be using a systematic approach for assessing employee performance. Therefore, the concern of this action is that it produces unclear, inefficient, and ambiguous evaluation results (Ahmed, Sultana, Paul, & Azeem, 2013). For this reason, it is vital for organizations to create a systematic approach for assessing performance. Typically, employee performance is measured in terms of outcomes and behaviors, according to predetermined standards set by the organization. Employee performance outcomes may be determined on personal, organizational, environmental, motivation, skill level,

aptitudes, or role perceptions factors. Nassazi (2013) and Arinanye (2015) provided four examples of employee performance assessment metrics used in organizations: (1) Productivity which is the amount of input resources converted into goods and services. (2) Efficiency and effectiveness which is the capacity of producing outcomes with minimal resources in order to achieve particular objectives. (3) Quality which is a distinctive trait of a product or service that fulfills a need. (4) Profitability which is the capability to consistently earn profit during a time period.

### Employee Performance Evaluation Conceptualized

Employee performance evaluation is an important element in enhancing the quality of work (Shaout & Yousif, 2014). It is one of the most applied techniques organizational leaders use in the workplace (Long, Kowang, Ismail, & Rasid, 2013). According to Kirovska and Qoku (2014), it is a formal, structured system of assessing the characteristics of employee behavior in regards to outcomes. It is a process that examines particular performance objectives over a period of time. Commonly, organizational leaders assess employee performance quarterly or annually (Shaout & Yousif, 2014). Nassazi (2013) mentioned that the frequency is usually determined based on resource capability and objectives to be assessed. Such objectives may be categorized as developmental or administrative. The developmental objectives are focused on providing feedback, recognizing strengths and weaknesses, identifying goals, classifying training needs, improving communication, and providing time for employees to voice their concerns. The administrative objectives are mostly focused on documenting decisions, identifying high potential employees, determining new assignments and transfers, recognizing poor performance, deciding on layoffs, validating employee selection criteria, and achieving legal standards and requirements.

Generally, employee performance evaluation requires the supervisor to have a conversation with the employee, and then completing a form or systems to track the conversation, needs, and action plan. An effective employee performance evaluation session helps organizational leaders in making the right decisions for the employee's success and development (Long, Kowang, Ismail, & Rasid, 2013). In addition, the overall perspective of employee performance evaluation is centralized on recognizing the current skills' status of the workforce. Such a status requires the collection of diverse accurate and unbiased data in order to assess the employees' contribution to the organization (Shaout & Yousif, 2014) and to make organizational and personnel decisions (Ahmed, Sultana, Paul, & Azeem, 2013). Knowing the use of employee performance evaluation data may assist leaders in stimulating, motivating, and directing team members. The higher the motivation of team members are, the greater results the team and organization attain (Kirovska & Qoku, 2014).

### Performance Evaluation Guidelines

Commonly, organizational policies and procedures ensure that employee performance evaluations are accomplished in a timely and effective manner, since such documents provide the guidelines or courses of action in identifying and fulfilling employee developmental needs (Nassazi,

2013). Elnaga and Imran (2013, p. 143) provided some guidelines when assessing employee performance:

- Ability: Assess abilities and issues, such as physical and health status. Consider how these factors impact job requirements and capabilities.
- Standards: Assess perceptions in regards to work tasks, roles, responsibilities, relationships, time management, and how these elements impact organizational goals and objectives.
- Knowledge and Skills: Assess if knowledge and skills are aligned to work tasks. If they are not aligned, identify training and development opportunities to fulfill this gap.
- Measurement: Assess the actual employee evaluation approach in terms of unbiased task performance.
- Feedback: Assess if leaders provide regular, continuous work performance feedback and its alignment to compensation.
- Environment: Assess availability of resources, tools, and time necessary to perform work tasks.
- Motivation: Assess the incentives or consequences for good or bad performance and how it impacts employee motivation.

Nassazi (2013) provided six different approaches for assessing employee performance in the workplace: (1) Supervisory assessment is completed by the employee's supervisor and reviewed by the senior manager. (2) Self-assessment is achieved by the employee prior the performance interview session. (3) Subordinate assessment is when a team member assesses the leader in order to develop the employee rather than for administrative reasons. (4) Peer assessment is accomplished by colleagues and data is collected into a single profile so the supervisor can use it during the interview session. (5) Team assessment is focused on team accomplishments rather than individual performance. (6) Customer assessment is performed by both internal and external customers.

According to Asim (2013), there are organizations that systematically evaluate employee performance in order to increase productivity based on three main metrics, such as production counts, personnel data, and judgmental methods. Employees are responsible for achieving such metrics through effective feedback; for examples by describing where things are going well and not so well, and identifying the basis for further development (Kirovska & Qoku, 2014). Also, Kirovska and Qoku commented that in order to achieve greater productivity, performance goals and objectives should adhere to SMART criteria, meaning that they are specific, measurable, attainable, realistic, and time bound.

In addition, leaders should help employees in developing performance objectives and action plans in order to provide guidance and direction on how to allocate their effort to assigned tasks. From the developmental standpoint, performance objectives facilitate the evaluation of knowledge, abilities, and skills put into action (Kirovska & Qoku, 2014). As a result, metrics such as time, quality, quantity, customer satisfaction, response rates, and stakeholder participation are being utilized to assess such actions (Arinanye, 2015). Such a list of measurable performance criteria should consistently be applied to all individuals within the department. According to Kirovska and Qoku (2014, pp. 29-30), there are 15 employee

performance evaluation criteria that can be used in the workplace:

1. **Ambition/Initiative:** Employees show ambition or take initiative to improve a process, product, or overall work environment.
2. **Attendance:** Employees regularly show up to work and its impact on the department productivity or morale.
3. **Attitude/Cooperation:** Employees show good attitude, professionalism, and flexibility toward peers and leaders.
4. **Communication Skills:** Employees properly share information, communicate concerns, and resolve problems at work.
5. **Department and Company-Oriented:** Employees have broad view and deep understanding of roles, responsibilities, products, and services offered by the organization.
6. **Focus:** Employees prioritize work tasks against personal desires or socializing opportunities.
7. **Improvements from Previous Evaluation:** Employees improve performance when compared to previous performance evaluation.
8. **Integrity:** Employees show ethical behaviors and respect the privacy of other team members and customers.
9. **Know Who to Ask:** Employees know when to ask questions and who can answer the questions rather than making decisions based on assumptions.
10. **Level of Technical Knowledge:** Employees demonstrate acceptable professional and technical levels of knowledge.
11. **Productivity/Deadlines:** Employees consistently meet productivity standards based on project requirements and deadlines.
12. **Quality of Work:** Employees enhance the quality of work based on feedback received from customers, peers, and leaders.
13. **Reliability/Trustful Person:** Employees consistently show competence, independence, and trust in the workplace.
14. **Stress Management:** Employees effectively cope with workplace changes in order to complete work in an effective and timely manner.
15. **Teamwork/Department is Short-Handed:** Employees willingly and voluntarily collaborate with others to complete work tasks.

The above guidelines help both employees and leaders not only create a cohesive working environment where trust, confidence, and desire to be successful are the common denominators, but also provide the resources necessary to achieve higher performance and organizational competitiveness.

### **Employee Evaluation Methods**

Shaout and Yousif (2014, pp. 966-967) provided 10 examples of traditional and more contemporary methods for evaluating employee performance:

1. **Ranking Method:** Organizational leaders rank employees according to merit from best to worst.
2. **Graphic Rating Scales:** This method lists several traits and a range of performance for each trait; then, employees are graded by aligning the score that best describes their level of performance for each trait.

3. **Critical Incident Method:** Leaders keep a record of unusual behaviors and revisit it with the employees in order to find the resources that will help improve their performance.
4. **Narrative Essay:** Leaders write an explanation of employee's strengths and weaknesses based on overall impressions of performance, capabilities, and qualifications with recommendations necessary for improving performance.
5. **Management by Objectives:** Leaders grade performance based on formulated objectives, execution process, and constructive feedback. This systematic approach consists of strategic planning, objectives hierarchy, objectives setting, action planning, method implementation, control and appraisal, as well as subsystems, organizational, and management development.
6. **Behaviorally Anchored Rating Scales:** This method helps leaders in contrasting employee performance against particular behaviors by using numerical ratings and behavioral statements that describe each element of performance.
7. **Human Resource Accounting:** Leaders assess employee performance based on human resource costing and accounting, as well as its contribution to the organization.
8. **Assessment Center:** This approach requires leaders to participate in work-related exercises, work groups, computer simulations, fact finding exercises, analysis/decision making problems, role playing, and oral presentation activities in order to be assessed by trained observers.
9. **360 Degree:** This approach assesses the influence of actions based on feedback provided by diverse individuals, such as the immediate supervisor, team members, customers, peers, and self.
10. **720 Degree:** This method allows external sources, such as stakeholders, family members, suppliers, and communities to provide their feedback about an organization, leaders, and individuals.

### **Reasons and Ways for Handling Performance Evaluation Failures**

Organizational leaders should keep in mind the reasons why employee performance evaluation fails. Nassazi (2013) provided several reasons, for examples: Lack of information, lack of evaluation skills, not taking evaluation seriously, not being prepared, not being honest and sincere, ineffective discussion with employees, unclear language, and insufficient reward for performance. In addition, F. Nichols (as cited by Long, Kowang, Ismail, & Rasid, 2013) stated there are additional concerns perceived by organizational leaders in regards to employee performance evaluations; for examples, (1) employees set easily attainable goals, (2) creation of negative emotions and feelings, (3) no collaboration and teamwork opportunities, (4) importance on tasks rather than results, (5) promotion of short-term views and organizational politics, and (6) expensive practices for conducting and handling performance evaluations problems and appeals.

Through performance evaluations, leaders are able to identify whether employees have accomplished the work tasks in an effective manner and recognize the challenges employees have experienced during the performance on

such activities. Leaders should not make employees behave like the leaders; instead, leaders should recognize that employees have their own values, morals, virtues, and faults. Such factors should be utilized in the best possible way in order to improve performance, while attaining organizational goals. If performance is unacceptable, leaders are required to provide additional support in order to enhance employee performance through coaching, mentoring, counseling, or any other approach (Kirovska & Qoku, 2014).

Evaluating employee performance is not an easy task, since it may impact all dimensions of employees' perceptions and reactions. However, it provides a holistic view regarding the employees' current state of performance. Based on such an outlook, leaders should find diverse ways to not only improve performance, but also to achieve predetermined organizational standards. For many leaders, failure is not an option; however, it is their responsibility to support team members in their journey to become successful professionals, individuals who can effectively perform their job, while achieving organizational goals and objectives.

### Conclusion

Employees are the most valuable asset of the organization as they take responsibility for enhanced customer satisfaction and quality of products and services. Without proper training and development opportunities, they would not be able to accomplish their tasks at their full potential. Employees who are fully capable to perform their job-related tasks tend to keep their jobs longer due to higher job satisfaction. Training and development is a vital tool used to not only maximize the performance of employees, but also to help them in becoming more efficient, productive, satisfied, motivated, and innovative in the workplace (Elnaga & Imran, 2013). Identifying the right learning opportunities for employees will help the organization in achieving its competitive posture in today's global market.

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