APPLICABILITY OF 720 DEGREE FEEDBACK APPROACH AS A NEW TECHNIQUE FOR EVALUATING EMPLOYEES' PERFORMANCE IN EGYPTIAN TRAVEL AGENCIES

KHALED SOLIMAN ABD ELHALEM
FACULTY OF TOURISM & HOTELS, LUXOR UNIVERSITY
NOHA ABOU EL GHEIT DAWOOD
FACULTY OF TOURISM & HOTELS, LUXOR UNIVERSITY

ABSTRACT

Most companies are competing nowadays in different global markets and their competitive advantage is the human being resource. Thus, measuring employees' performance become an essential tool for developing these companies and obtains high productivity. Several methods are used for evaluating this performance in different organizations and 720 degree feedback performance appraisal is one of them which is considered an "all- round" appraisal. It is a recent tool that evaluates the employees' performance from more than one side: manager, colleagues, subordinates, customers and himself. It is introduced when employees' performance is measured, analyzed and targets are set after the first appraisal, then it is repeated again after a period of time to get a proper feedback that ensures the organizations' employees have achieved the target. It is essential for improving the overall employees' performance and ensuring that the prospect of the organization with its employees and customers are met. The objective of this research is to study the possibility of applying 720 degree feedback as a new technique for evaluating employees' performance in Egyptian travel agencies. It is conducted on a random sample of (52) travel agencies located in Cairo and Giza governorates. There were (331) completed questionnaires have been collected from travel agencies' employees. The results indicate that applying the 720 degree appraisal will lead the travel agent to achieve its goals and targets more effectively. The overall findings show that applying this system in evaluating employees' performance at these travel agencies is possible. The study recommended that they are advised to apply this system and it is also necessary to increase the employees' awareness of its importance.

KEYWORDS: Appraisal, Assessment, Effectiveness, Employees'performance, 720 degree, Feedback.

INTRODUCTION

Performance Appraisal (PA) is an important technique in all organizations as it can measure employees' performance and gives the ability to check its progress for its desired targets and aims. It includes several formal procedures that are used to assess personalities, group members' contribution potentials in an association. Thus, it is considered as a continuous process to conserve necessary information to take objective and correct decisions on employees (Rani *et al.,* 2014). Majid (2016) added that it is one of the most important Human Resources Development (HRD) practices in associations as satisfaction of employees can be managed as well as the overall development. Using PA is considered a strategic competitive advantage to consolidate the individual's satisfaction level and to raise employees' productivity. Hardeep (2017) also appended that it is a tool to plan for the training and developing the employees, and identifying their strengths and weaknesses. Gupta and Gupta (2016) clarified that there are many associations nowadays have tried to state purpose for formal appraisals to conduct performance's reviews. The essential reason for that is to document employees' performance, clarify and plan targets, get a correlation with human resources decisions, improve employees' performance and finally develop a platform for communication and feedback. Therefore, Gupta and Gupta (2016) stated that there are many techniques now to evaluate employees' performance, but associations now try to pursue 720 degree performance appraisal one. Jency (2016) stated that 720 degree comes from 360 done twice. Thus, the performance appraisal is done to evaluate the employees from all aspects and gives feedback in a correct time to be sure that these employees have achieved the goals and targets before their next appraisal. Chetan and Pattnaik (2015) have defined 720 degree performance appraisal system as a new global trend of evaluating employees as it relies on collecting data from different sources and provide a wide perspective about their performance. This multi -source feedback gives the employees the ability to recognize how themselves and others view their effectiveness at work (Oz and Seren, 2012). Sujith (2017) explained that it is important to observe and measure employees 'performance on regular basis to ensure that associations are achieving its objectives.

Oz and Seren (2012) and Karkoulian, *et al.,* (2016) concluded that traditional ways of appraisal became not sufficient, not fair enough, and create great tensions between employers and employees as they measure the performance only from the scope of managers. Hemati (2011) and

Shutters (2013) added that one side assessment is not enough to evaluate the performance and will lack reliability and accuracy as it comes from one side scope of the employer which has limited view of the employee. Karkoulian, *et al.,* (2016) mentioned that nowadays, as a result of developing market conditions, organizations can get its effective productivity from well- planned human resources management.

According to Russell (2015) and Hemati (2011) 720 degree performance appraisal is comprehensive and reliable as it is based on evaluating the employee from different sides. Shayo (2013) reported that it can evaluate employees' performance from time to time to check them and replace, encourage then take a correct decision as organizations now have to compete in the market through its employees and this cannot be happen except with effective performance appraisals. George (2016) stated that employees nowadays require continuous and regular evaluation, training, motivation and feedback; this is because they have been exposed to several internal and external factors that affect their development and growth. 720 degree performance appraisal can do so. George (2016) claimed that there are always some differences in abilities and perceptions of employees, as the quantity and quality of the same job can be done differently by two persons. Thus, an excellent way of organization performance can be obtained and also employees commitment.

RESEARCH OBJECTIVE

The objectives of this study are:

- Analyze Egyptian travel agencies employees' attitude towards implementing 720 degree feedback appraisal system to evaluate their performance.
- Measure the possibility of applying 720 degree feedback on Egyptian travel agents and its benefits.
- Determine the obstacles facing the adoption of this approach in evaluating the employees' performance at Egyptian travel agencies.

LITERATURE REVIEW

Raghav (2017) stated that every organization depend on its employees to gain success. Thus, it has to set accurate standards to judge its employees' performance. Traditional appraisal methods lack the guidance to the employees of their post appraisals. Since 720 degree performance appraisal has been developed, the performance of the employees has based on targets and can be measured in the first appraisal then measured again after a given time to ensure that they have worked efficiently and achieved the

given targets. Gulati and Gowtham (2017) clarified that performance appraisal is important to determine whether the employees are performing effectively or not. It can be either formal appraisal or informal one. The in formal appraisals are evaluating the employee from one side only just from the manager's scope, while formal ones are systematic evaluations that the organization put to assess its employees' performance. Gulati and Gowtham (2017) added that such systematic method can contribute in measuring several factors for employees such as leadership skills, knowledge, quantity and quality of the output, dependability, absenteeism, flexibility, team spirit, physical and mental health.

THE CONCEPT OF PERFORMANCE APPRAISAL

According to Seniwoliba (2014) and Singh (2015), performance appraisal is defined as a system that measure, develop, identify and assess the employees' performance at organizations and ensure that these organizations have achieved their goals and objectives effectively.

DIFFERENT TECHNIQUES OF PERFORMANCE APPRAISAL

Performance appraisals are classified into two categories which are the traditional methods and the modern ones.

1- TRADITIONAL METHODS: Gayathri (2013) stated that they are old ways in evaluating employees and they are based on studying their personal qualities such as: leadership, loyalty, knowledge and judgment. From these methods:

a- CHECKLIST METHOD: Simple form has been prepared that describes several objectives of the organization, then evaluators will check whether the employee has possessed each item or not, then tick beside it (Chugulu, 2014).

b- RANKING METHOD: Gayathri (2013) clarified this method by ranking all employees and gradually putting them from the best to the worst.

c- NARRATIVE ESSAYS: Gayathri (2013) added that this way depends on mentioning the strengths and weak points, previous performance and suggestions for the employees' improvement in particular time and this is done by an evaluator.

d- PERFORMANCE TESTS AND OBSERVATIONS: Singh (2015) explained this method as it is based on employees' skills or knowledge. This method can be done in a skills' presentation or a written format.

e- FORCE DISTRIBUTION METHOD: Sing and Vadivenlu (2016) stated that this method is an old one which was widely used by huge organizations. It

is based on ranking the employees into three categories which are excellent, good and poor in a forced distribution order. It lacks transparency as the employee does not know or understand the process of his/ her evaluation. Employees with top rank will be put in the leadership development programs of the organization. It is considered controversial as it creates competition from one side and non-fit employees out of these three categories will not have their performance reflected accurately.

2- MODERN METHODS: Shaout and Yousif (2014) mentioned that the modern methods were developed to consolidate the traditional ones as they try to overcome the disadvantages of them such as subjectivity and biasness. From these methods:

a- MANAGEMENT BY OBJECTIVES (MBO): According to Singh (2015), MBO's method is to set several listed objectives by managers and employees, then assess employees' performance regularly, and at last reward them for achieving targets.

b- 360 DEGREE FEEDBACK: Alexandru and Diana (2015) and Horng and Lin (2013) stated that data collected about an employee came from multiple sources evaluations. Such evaluations can be obtained from supervisors, work colleagues, sub- ordinates and clients. Potocnik and Anderson (2012) clarified that 360 degree feedback is very important to employees to know how they were perceived by others at their working environment. The feedback obtained is used to develop the employee personally and professionally.

c- PSYCHOLOGICAL APPRAISALS: These assessments are more directed to evaluate employees' potential for future performance. It takes several shapes such as:in-depth interviews, supervisors' discussion, and psychological tests. Such way is more focused on personal characteristics of the employees such as: emotional, motivational, and intellectual ones that affect his performance (Khanna and Sharma, 2014).

CONCEPT OF 720 DEGREE FEEDBACK PERFORMANCE APPRAISAL

Manawat (2017) has defined it as the most recent form of assessment which has been presented nowadays in the new economy associations. Jency (2016), Sing and Vadivelu (2018) clarified that it is a kind of double check of 360 degree performance appraisal. First time is achieved when the evaluation is done and the targets are determined and set while the second appraisal when the feedback is given and supervisor gives tips for achieving the targets. Thus, it is pre and post round feedback.

DIMENSIONS OF 720 DEGREE FEEDBACK PERFORMANCE APPRAISAL

The 720 degree performance appraisal has two rounds of feedback (pre and post) with 5 basic dimensions which are as follows:

1- PRE- APPRAISAL FEEDBACK: Manawat (2017) mentioned that this step is done immediately after the appraisal is collected from different people whom the employee would interact. Thus, his performance is evaluated, and then the goals and targets are set. Accordingly, organizations can apply suitable training for helping the employee to achieve these goals.

2- SELF- APPRAISAL: This step allows the employee to judge his/ her performance as he/she is given a questionnaire to answer to have the ability to evaluate him/ herself. This step can give the employee the opportunity to express his/her strengths and weaknesses by his/ her own (Manawat, 2017).

3- PEERS / COLLEAGUES APPRAISAL: Such feedback is essential for the employee to show his/ her ability to work in a team and co-operate with them to achieve the goals of the organization (Ali, 2016).

4- CUSTOMER APPRAISAL: Ali, (2016) added that this appraisal is done by customers who were satisfied or not. It can be done in written letters or online. It is very important way to review the employees' performance.

5- SUB- ORDINATES APPRAISAL: Si (2017) clarified that such appraisal is important to give the organization the ability to understand the employees' abilities such as: communication skills, leadership, motivating abilities, and how they can handle responsibilities.

6- MANAGERS AND SUPERVISORS APPRAISAL: Si (2017) added that there is another evaluation which comes from their supervisors at work.

7- POST APPRAISAL FEEDBACK: According to Si (2017), this step which makes 720 degree performance is better than 360 degree, as the performance is assessed based on the goals and targets in the pre appraisal step that were set. Thus, it helps the employees to improve their performance.
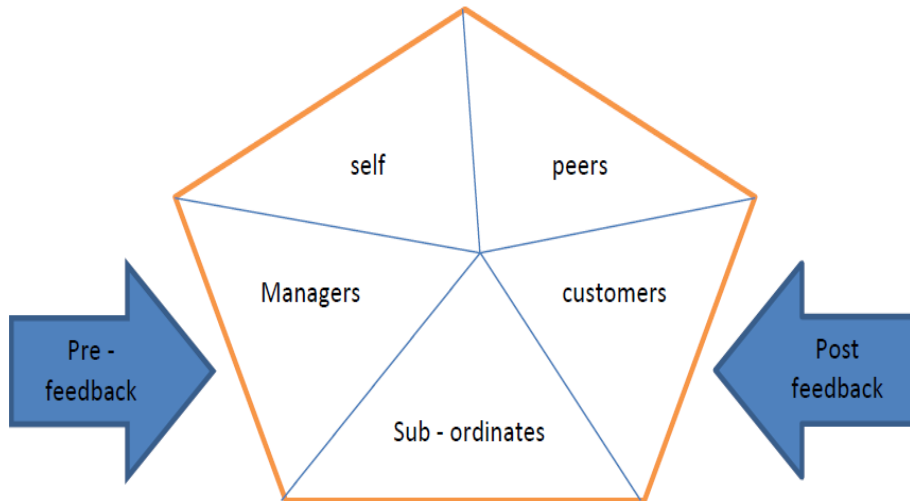
**Figure1: Dimensions of 720 degree Performance Appraisal
Source: (Manawat, 2017)**

THE IMPORTANCE OF USING 720 DEGREE FEEDBACK PERFORMANCE APPRAISAL SYSTEM

Sujith (2017) summarized the importance of this appraisal because of being pre and post feedback, so there is a given time to let organizations set realistic targets and ensure that employees have achieved them before the second appraisal, discovering the work potential and also giving the chance to guide the organization about the training required to achieve the best performance. Jency (2016) added that this appraisal enhances transparency and fairness, reduces barriers like prejudice, discrimination and bias, also let the organization understands its employees' expectations. Ali (2016) mentioned that it assists in taking decisions related to salary fixation, marketing, demotion and transfer. Moreover, it helps in providing information to determine employees' deficiency in skills and knowledge. George (2016) stated that the high turnover of employees nowadays is mainly because the unhealthy relationship between managers and employees. It has been often affirmed that 'human resource is most valuable asset', then it has to straighten the relationship between them to obtain better results.

Kaur (2013) and Al- Jammal (2015) clarified that this appraisal can give better analysis and can improve feedback of employees from different aspects and dimensions as everyone can give his own feedback from his

own perspective, for example: the manager can evaluate the employees through their outcomes, co-workers can evaluate others through their pleasantness while subordinates can evaluate their managers through their fairness. According to Al-Jammal (2015), Aggarwal and Thakur (2013) and Punnavanam (2017), this appraisal can obtain better service for the customers as they will be satisfied and also can help in developing better and co-operative team work.

METHODOLOGY

SAMPLE

This research aims to study the possibility of applying 720 degree feedback as a new technique for evaluating employees' performance in Egyptian travel agencies. The population of this study was selected randomly. It includes employees of (52) travel agencies located in Cairo and Giza governorates. A total of (380) questionnaire forms were distributed. Only (331) questionnaires have been collected with response rate 87%.

RESEARCH TOOLS

The questionnaire survey was adopted to collect the data. it was divided into five main parts. Part one was about respondents' demographic profile as it consists of some information such as gender, career level, and years of experience. The second part was dedicated to ask about the methods which the travel agent uses to evaluate the employees' performance and the degree of employees' satisfaction with them. The third part aimed to determine the advantages of applying 720 degree performance appraisal. For the fourth part it was dedicated to measure the applicability of 720 degree feedback appraisal system in travel agencies. Fifth part aimed to determine the disadvantages of applying it. Questionnaire form utilized a five-point Likert scale on which respondents were asked to indicate their level of agreement or disagreement for the second to fifth part as follows: strongly agree = 5, agree = 4, neutral = 3, disagree = 2, strongly disagree = 1.

DATA ANALYSIS

Data analysis was conducted by using the Statistical Package for Social Sciences (SPSS) version 20. Appropriate statistical analyses were performed such as means, standard deviation; Cronbach's α (alpha) to measure internal consistency, T-Test to identify the differences between the respondents according to gender and career level and analysis of

variance (ANOVA) to identify the differences between the respondents according to the years of experience.

RELIABILITY

In this study, the Cronbach's alpha is used to assess the reliability of the data. This is due to the fact that Cronbach's alpha is a meaningful measure of internal consistency of a survey. The results showed that the alpha coefficient was 0.863. Therefore, these results were considered reliable.

RESULTS AND DISCUSSION

PROFILE OF THE RESEARCH SAMPLE

This section shows the main characteristics of the research sample, including: gender, career level, and experience.

Table 1: Profile of the research sample

Gender	Frequency	Percent %
Male	145	43.8
Female	186	56.2
Total	331	100
Career level		
Employee	221	66.8
Supervisor	110	33.2
Total	331	100
Experience		
Less than 5 years	108	32.6
5 – 10 years	138	41.7
More than 10 years	85	25.7
Total	331	100

The tabulated data in table (1) clarifies that 56.2 % of the sample were females and 43.2% of the sample were males. The results show that the majority of the respondents (66.8%) were employees, and 33.2% of the sample was supervisors. The table shows also that the 41.7% of respondents have experience from 5 – 10 years, 32.6 % of respondents have less than 5 years' experience, and 25.7 % of respondents have more than 10 years' experience.

EMPLOYEES' EVALUATION METHODS

The respondents were asked about the most methods that the travel agencies depend on in evaluating employees' performance and their degree of satisfaction with them. For this purpose, multiple answers were allowed.

Table 2: Methods used in evaluating employees' performance*

Methods of employees' evaluation	Frequency	percentage
Performance Reports.	187	56.5%
Observations, Monitoring, and Recording Behaviors.	212	64%
Management by objectives.	136	41.1%
Comparison between employees.	51	15.4%
Others.	17	5.14%

***Respondents have chosen more than one answer

The data in table (2) declares that 64% of the sample assured that observation, monitoring, and recording behaviors is the most method that the travel agencies depend on in evaluating employees' performance; followed by performance reports (56.5%). Management by objectives (41.1%) has ranked as the third method in evaluating employees' performance; followed by comparison between employees (15.4%) in the fourth rank. 5.14% of the sample assured that there are other methods that are used to evaluate employees' performance such as ranking method, and force distribution method.

Table 3: Satisfaction of current evaluation

Statement	Mean	Std. Dev.
Are you satisfied by the current method of evaluating your performance?	3.31	1.052

The results in table (3) shows also that the degree of employees' satisfaction with current methods is medium (Mean = 3.31). This reflects that the current methods of evaluating employees' performance used by travel agencies are no longer adequate. The reasons for that may be because they are old, subjective, unfair or do not achieve all the travel agent's objectives.

THE ADVANTAGES OF **720** FEEDBACK APPRAISAL SYSTEM

This section explores the advantages of using 720 feedback appraisal system applied on the investigated travel agencies.

Table 4: Advantages of 720 degree feedback appraisal system

No	Statements	Means	Std. Dev.	Rank
1	I believe that evaluating employees' performance from more than one side (manager – supervisors – co-workers – self-assessment) will lead to fairness in evaluation.	4.26	.79	5
2	I believe that evaluating employees' performance from more than one side will improve the decision making process.	4.27	.67	4
3	Evaluating by this way will give the travel agent more credible and realistic vision for employees' performance.	4.29	.63	3
4	I believe that evaluating employees 'performance with such assessment will lead to co-operation in work and support team work spirit.	4.29	.63	3
5	I believe that evaluating with such assessment will improve the communication process inside the travel agent.	4.25	.59	6
6	I believe that this evaluation will help in identifying weaknesses in employees' performance accurately.	4.26	.63	5
7	I believe that participation of customers in evaluating employees' performance will lead to their satisfaction and loyalty.	4.15	.80	9
8	I believe that evaluating through feedback from more than one side will enable the travel agent to cope better with future changes and competitive challenges.	4.30	.51	2

9	I believe that such assessment will empower employees at the travel agent.	4.02	.69	10
10	I believe that such assessment will lead the travel agent to achieve its goals and targets more effectively.	4.36	.48	1
11	I believe that such assessment will increase the employees' productivity.	4.22	.65	7
12	I believe that such assessment will support employees' satisfaction.	4.21	.71	8

As shown in table (4) the first advantage of the 720 degree is that "it will lead the travel agent to achieve its goals and targets more effectively" with a mean of (4.36) and std. deviation of (.48). "Evaluating through feedback from more than one side will enable the travel agent to cope better with future changes and competitive challenges" has been ranked as the second advantage of the 720 degree with a mean of (4.30) and std. deviation of (.51). Third advantage of 720 degree is that " it will give the travel agent more credible and realistic vision for employees' performance" and " it will lead to co-operation in work and support team work spirit" with a mean of (4.29) and std. deviation of (.63); followed by statement number (2) in the fourth rank with a mean of (4.27) and std. deviation of (.67). Statements number (1) and (6) have been given the fifth rank with a mean of (4.26), while statement number (5) has been given the sixth rank with a mean of (4.25) and a std. deviation of (.59). The last advantage of the 720 degree is that "it will empower employees at the travel agent" with a mean of (4.02) and a std. deviation of (.69).

These findings match with the study of Ali (2016), who stated that such assessment is essential for the employee to show his/ her ability to work in a team and co-operate with them to achieve the goals of the organization. He also added that it assists managers in taking decisions and provide information to diagnose deficiency in employees regarding skills, knowledge and determine training. They also are aligned with the studies of Al-Jammal (2015), Aggarwal and Thakur (2013) and Punnavanam (2017), which stated that this appraisal can obtain better service for the customers as they will be satisfied and also can help in developing better and co-operative team work. They also match with Jency (2016) who

mentioned that this appraisal enhances transparency and decreases prejudice, bias and discrimination.

Independent sample T-test was used to explore the difference between respondents according to career level.

Table 5: Significant differences among respondents according to career level regarding the advantages of 720 degree system

Statements		Means	Career level	
			T	Sig. (2-tailed)
I believe that evaluating employees' performance from more than one side (manager – supervisors – co-workers–self-assessment) will lead to fairness in evaluation.	Employees	4.15	-4.290-	.000
	Supervisors	4.48		
Ibelieve that evaluating employees' performance with such assessment will lead to co-operation in work and support team work spirit.	Employees	4.20	-3.460-	.001
	Supervisors	4.45		
Ibelieve that this evaluation will help in identifying weaknesses in employees' performance accurately.	Employees	4.20	-2.155-	.032
	Supervisors	4.36		

*Statistically-significant association, where $p < 0.05$.

The results in table (5) revealed that 3 out of the 12 examined advantages have recorded statistically significant differences, where the significance levels were less than 0.05. In other words, supervisors think that applying 720 degree feedback approach will achieve advantages more than by

employees. For example, "I believe that evaluating employees' performance with such assessment will lead to co-operation in work and support team work spirit." was perceived to be an important advantage among supervisors (M=4.45) more than employees (M=4.20); where t = -3.460-, p-value <0.05.

One – Way ANOVA test has been used to explore the differences among respondents according to experience.

Table 6: Significance difference among respondents according to experience regarding the advantages of 720 degree system using ANOVA test

Statements	F	Sig.
I believe that evaluating employees' performance from more than one side (manager – supervisors – co-workers – self- assessment) will lead to fairness in evaluation.	7.447	.001
I believe that evaluating employees 'performance with such assessment will lead to co-operation in work and support team work spirit.	4.783	.009
I believe that this evaluation will help in identifying weaknesses in employees' performance accurately.	3.864	.022
I believe that participation of customers in evaluating employees' performance will lead to their satisfaction and loyalty.	2.605	.075
I believe that such assessment will increase the employees' productivity.	8.675	.000

*Statistically-significant association, where p < 0.05.

As shown in table (6), 5 out of the 12 examined advantages have recorded statistically significant differences, where the significance levels were less than 0.05. In other words, there are significant differences between respondents due to the experience with regard to these five statements. For example, there is a significant difference between respondents with respect to statement no. 1, which indicates that "I believe that evaluating employees' performance from more than one side (manager – supervisors – co-workers – self- assessment) will lead to fairness in evaluation", where the F value is equal (7.447) and this value is statistically significant at level (.001).

APPLICABILITY OF **720** DEGREE FEEDBACK APPRAISAL SYSTEM

In this section, the study aimed to explore whether 720 degree feedback appraisal system can be applied on travel agencies.

Table 7: Applicability of 720 degree feedback appraisal system

No	Items	Means	Std. Dev	Rank
1	Travel agency evaluates employees' performance periodically.	4.45	.545	5
2	Employees are notified periodically about their performance.	4.34	.735	7
3	Employees are notified by the objectives to be achieved in relation to their performance.	4.52	.689	1
4	Employees' training needs are determined based on the results of the performance evaluation.	4.37	.788	6
5	Employees are rewarded based on performance evaluation results.	4.52	.799	1
6	Employees are involved in the development of performance evaluation criteria.	4.21	.986	10
7	Travel agent adopts the principle of comparing current performance evaluation with previous evaluations to monitor the change in performance.	4.50	.724	3
8	I believe that customers' evaluation to me is necessary.	4.29	.839	9
9	I believe that my work colleagues' evaluation to me is important.	3.82	1.053	11
10	I believe that senior management's evaluation to me is necessary.	4.49	.671	4
11	I believe that supervisors' evaluation to me is important.	4.34	.722	7

| 12 | I believe that sub- ordinates' evaluation to me is necessary. | 4.31 | .605 | 8 |
| 13 | I believe that self-assessment is necessary. | 4.51 | .711 | 2 |

As illustrated in table (7) statement number (3) which indicates that "employees are notified by the objectives to be achieved in relation to their performance", and statement number (5) which indicates that "employees are rewarded based on performance evaluation results" have been given the first rank with a mean of (4.52) and a std. deviation of (.689) for the statement number (3) and (.799) for the statement number (5). Statement number (12) has been given the second rank with a mean of (4.51) and a std. deviation of (.711), followed by statement number (7) in the third rank with a mean of (4.50) and a std. deviation of (.724) . Statement number (10) has been given the fourth rank with a mean of (4.49) and a std. deviation of (.671), followed by statement (1) in the fifth rank with a mean of (4.45) and a std. deviation of (.545). In the last ranks, statement number (6) has been given the tenth rank with a mean of (4.21) and a std. deviation of (.986), while statement number (9) has been given the eleventh rank with a mean of (3.82) and a std. deviation of (1.053). This indicates that applying 720 degree feedback appraisal system in evaluating employees' performance at the Egyptian travel agencies is possible.

Table 8: Significant differences among respondents according to career level regarding the applicability of 720 degree system

Statements		Mean	T	Sig. (2-tailed)
Travel agency valuates employees' erformance periodically.	employees	4.40	-2.625-	.009
	supervisors	4.56		
Employees are notified periodically about their performance.	employees	4.24	-3.460-	.001
	supervisors	4.54		
Employees are notified by the objectives to be achieved in relation to their performance.	employees	4.38	-6.334-	.000
	supervisors	4.79		

Employees' training needs are determined based on the results of the performance evaluation.	employees	4.22	-5.638-	.000
	supervisors	4.65		
Employees are rewarded based on performance evaluation results.	employees	4.37	-6.449-	.000
	supervisors	4.83		
Travel agent adopts the principle of comparing current performance evaluation with previous evaluations to monitor the change in performance.	employees	4.42	-2.852-	.005
	supervisors	4.65		
I believe that sub-ordinates' evaluation to me is necessary.	employees	4.23	-3.482-	.001
	supervisors	4.47		

* Statistically-significant association, where p < 0.05.

From table (8) it can be seen that 7 out of the 13 examined statements have recorded statistically significant differences, where the significance levels were less than 0.05. In other words, supervisors think that applying 720 degree feedback approach is possible more than employees. For example, supervisors believe that "employees' training needs are determined based on the results of the performance evaluation" (M=4.83) more than employees (M=4.37); where t = -6.449-, p-value <0.05.

One – Way ANOVA test has been used to explore the differences among respondents according to experience.

Table 9: Significance difference among respondents according to experience regarding the applicability of 720 degree system using ANOVA test

Statements	F	Sig
Travel agency evaluates employees' performance periodically.	3.585	.029
Employees are notified by the objectives to be achieved in relation to their performance.	14.585	.000
Employees' training needs are determined based on the results of the performance evaluation.	9.737	.000
Employees are rewarded based on performance evaluation results.	6.614	.002
Travel agent adopts the principle of comparing current performance evaluation with previous evaluations to monitor the change in performance.	3.642	.027
I believe that customers' evaluation to me is necessary.	3.329	.037
I believe that my work colleagues' evaluation to me is important.	2.512	.083
I believe that senior management's evaluation to me is necessary.	3.086	.047
I believe that supervisors' evaluation to me is important.	2.892	.057
I believe that self-assessment is necessary.	2.365	.096

* Statistically-significant association, where $p < 0.05$.

Table (9) illustrates that 10 out of the 13 examined statements have recorded statistically significant differences, where the significance levels were less than 0.05. In other words, there are significant differences between respondents due to the experience with regard to the applicability of 720 degree appraisal system. For example, there is a significant difference between respondents with respect to statement no. 1, which

indicates that "travel agency evaluates employees' performance periodically", where the T value is equal (3.585) and this value is statistically significant at level (.029).

Table 10: Obstacles that face applying 720 degree feedback appraisal system

No	Statements	Means	Std. Dev	Rank
1	Lack of sufficient information about this method and how it is applied	3.65	.769	3
2	The unwillingness of employees to change.	3.47	1.14	4
3	Evaluating employees' performance from more than one side requires more time.	3.83	.796	2
4	Evaluating employees' performance from more than one side and repeating it is difficult	3.65	.852	3
5	Lack of awareness of the importance of 720 degree feedback appraisal in evaluating the employees' performance.	4.00	.751	1

 As shown in table (10), the first obstacle that faces applying 720 degree feedback appraisal system on travel agencies is "lack of awareness of the importance of 720 degree feedback appraisal in evaluating the employees' performance" with a mean of (4.00) and std. deviation of (.751). "Evaluating employees' performance from more than one side requires more time" has been ranked as the second obstacles with a mean of (3.83) and std. deviation of (.796). The third obstacle that faces applying 720 degree feedback appraisal system is "lack of sufficient information about this method and how it is applied" with a mean of (3.65) and std. deviation of (.769), while "evaluating employees' performance from more than one side and repeating it is difficult" is with a mean of (3.65) and std. deviation of (.852) . The fourth obstacle is the unwillingness of employees to change with a mean of (3.47) and std. deviation of (1.14).

These results are aligned with the findings of Manawat (2017) who mentioned that assessment using 720 degree system is a time consuming process. He also mentioned that there is a lack of awareness of the importance of such appraisal among employees and appraisers. The results

are also match with Sujith (2017) who stated that using 720 degree system is complex and takes a lot of time.

Independent sample T-test was used to explore the difference among respondents with respect to career level.

Table 11: Significant differences among respondents according to career level regarding the obstacles

Items		Means	Career level	
			T	Sig. (2-tailed)
The unwillingness of employees to change.	Employees	3.40	-1.728-	.085
	Supervisors	3.63		
Evaluating employees' performance from more than one side and repeating it is difficult	Employees	3.74	2.784	.006
	Supervisors	3.45		
Lack of awareness of the importance of 720 degree feedback appraisal in evaluating the employees' performance.	Employees	3.91	-3.150-	.002
	Supervisors	4.18		

* Statistically-significant association, where $p < 0.05$.

The results in table (11) revealed that 3 out of the 5 examined obstacles have recorded statistically significant differences, where the significance levels were less than 0.05. The results showed that "the unwillingness of employees to change" was perceived to be an influential obstacle among supervisors (M=3.63) more than employees (M=3.40); where t = -1.728-,p-value <0.05. The results indicated also that "evaluating employees' performance from more than one side and repeating it is difficult ", and " lack of awareness of the importance of 720 degree feedback appraisal in evaluating the employees' performance" were perceived to be influential

obstacles among supervisors (M=3.74, and 4.18) more than employees (M=3.45, and 3.91) where t = 2.784, and -3.150-, p-value <0.05.

One – Way ANOVA test has been used to explore the differences among respondents according to experience.

Table (12): Significance difference among respondents according to experience regarding the obstacles using ANOVA test

Statements	F	Sig.
The unwillingness of employees to change.	4.522	.012
Evaluating employees' performance from more than one side and repeating it is difficult	13.663	.000
Lack of awareness of the importance of 720 degree feedback appraisal in evaluating the employees' performance.	8.457	.000

* Statistically-significant association, where p < 0.05.

Table (12) shows that 3 out of the 5 examined obstacles have recorded statistically significant differences, where the significance levels were less than 0.05. In other words, there are significant differences between respondents due to the experience with regard to these three statements. For example, there is a significant difference between respondents with respect to statement no. 1, which indicates that "The unwillingness of employees to change", where the F value is equal (4.522) and this value is statistically significant at level (.012).

CONCLUSIONS

The aim of this research is to study the possibility of applying 720 degree feedback as a new technique for evaluating employees' performance in Egyptian travel agencies. A questionnaire was designed of different sets of questions, and was distributed among employees of Egyptian travel agencies located in Cairo and Giza governorates. Collected data were analyzed using the Statistical Package for Social Sciences (SPSS) version 20. The findings shows that observation, monitoring, and recording behaviors is the most method that the travel agencies depend on in evaluating employees' performance; followed by performance reports. Management by objectives has been ranked as the third method in evaluating employees' performance; followed by comparison between

employees who have got the fourth rank. Travel agencies depend on other methods such as: ranking and force distribution methods. The results showed also that the degree of employees' satisfaction with these methods is medium.

The overall findings show that there is possibility in applying 720 degree feedback new appraisal system.

The results of this study show many advantages for applying this new method in evaluating employees' performance, from which:

- Leading the travel agent to achieve its goals and targets more effectively,
- Evaluating employees through feedback from more than one side will enable the travel agent to cope better with future changes and competitive challenges.
- Giving travel agents more credible and realistic vision for employees' performance which leads to support team work spirit and co-operation.

On the other side, the obstacles that face the travel agencies in applying this new method are:

- Lack of awareness about the importance of it in evaluating the employees' performance
- Evaluating employees' performance from more than one side requires more time and repeating it is difficult.
- Lack of sufficient information about this method and how it is applied.
- The unwillingness of employees to change.

RECOMMENDATIONS

Egyptian travel agencies are advised to apply 720 degree feedback appraisal system in order to attain more credible and realistic vision for their employees' performance and also to achieve its goals and targets more effectively. They should exhibit commitment to the adoption of this system and they have to increase the employees' awareness of its importance, advantages, and the way of applying it through periodic workshops and seminars. Training courses are also recommended in order to spread such awareness among employees of this new method.

Travel agents should print brochures having enough information about this new system, its importance, advantages, disadvantages, and the way of applying it moreover, it is necessary to address the obstacles facing its application. Tourism and Hotel management faculties and institutes have to include the 720 degree feedback appraisal in their curricula.

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