The Impact of unannounced Performance Appraisal for Quick Service Restaurants staff on Training Needs Analysis

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ARTICLE INFO	Abstract
Keywords: Unannounced Performance Evaluations; Training Needs Analysis; Quick-Service Restaurants; Employee Development; Skill Gap Identification. **(JAAUTH)** **Vol.27 , No.2 , (2024), pp.184 – 196.**	**Purpose** – This research aims to examine the impact of unexpected performance appraisals on training needs analysis (TNA) within Quick Service Restaurants (QSRs), focusing on how performance evaluations influence employee development and skill enhancement. **Design** – The study utilizes a quantitative research design, employing a structured questionnaire to gather data from employees in selected QSRs. **Methodology** – A total of 150 questionnaires were distributed, of which 134 were returned as valid, resulting in a response rate of 89%. Data were analyzed using SPSS V26, focusing on the frequency of performance evaluations, factors affecting performance appraisals, and employee preferences. **Approach** – The research takes a descriptive cross-sectional approach. **Findings** – The study reveals that unexpected way provide valuable real-time feedback, helping identify skill gaps and improving the effectiveness of training programs. Key findings indicate that lack of knowledge (24.6%) and absenteeism (23.1%) are major factors contributing to poor performance. Demographic factors, such as age, education level, and job role, significantly influence employee preferences for performance appraisal methods, with older employees favoring unannounced evaluations for their realistic approach. **Originality -** This research uniquely examines how unannounced evaluations provide real-time, context-specific insights into employee performance, helping identify precise training needs and gaps. It also explores the interaction of demographic factors with appraisal preferences, adding complexity to traditional performance evaluation systems in QSRs.

1. Introduction

As the competitive landscape of the quick-service restaurant (QSR) sector continues to evolve, it is increasingly important for organizations to cultivate a well-trained and highly efficient workforce (Kumolu-Johnson, 2024). Kumar et al, 2023 concluded that a key aspect of addressing this challenge lies in the implementation of effective performance evaluation systems, which play a significant role in identifying training needs. Performance evaluation

systems serve as a valuable tool for enhancing employee performance within organizations (Mio et al, 2022). In the QSR industry, unannounced performance evaluations, such as mystery shopping, have emerged as popular tools for assessing the quality of service and products (Anantharajah et al, 2020).

LINDEROVÁ et al (2020) mentioned that front-of-house employees express critical views regarding the mystery shopping process, largely due to their growing ability to recognize mystery shoppers over time. Mystery shopping proves to be most effective as a short-term measure, implemented without prior notice to employees (Anantharajah et al, 2020). Lončarić et al 2022 concluded that mystery shopping can lead to temporary improvements in performance, its impact tends to diminish over time.

There is a clear gap in the literature regarding the comprehensive impact of unannounced performance evaluations, particularly in relation to how these evaluations influence training needs analysis in QSRs. While studies have explored mystery shopping as an assessment tool, few have delved into how it drives targeted training programs. This gap is particularly significant in the context of QSRs, where the workforce is predominantly young, transient, and often lacks formal training in performance evaluation processes.

The primary issue addressed by this research is the need to better understand how unannounced performance evaluations, particularly mystery shopping, contribute to the identification of training needs in the QSR industry. While mystery shopping is an established method for assessing customer service, its effectiveness in influencing training strategies, improving employee performance, and addressing specific skills gaps has not been fully examined.

This research aims to examine how these evaluations can be used effectively to provide insights into employee performance and guide targeted training efforts. Additionally, the research seeks to investigate the impact of demographic factors on employees' preferences for performance evaluation methods, thereby contributing to a more tailored approach to performance management in the QSR sector.

2. Literature review

2.1. Quick Service Restaurants (QSRs)

The quick-service restaurant (QSR) industry represents a rapidly growing sector within the broader restaurant market, characterized by its focus on fast, convenient, and affordable dining experiences (Mendocilla et al, 2021). Gorham (2021) defined QSRs as establishments offering meals and snacks prepared outside the home, influenced by globalization and the westernization of dietary preferences. Shahril et al (2021) stated that Key characteristics of QSRs include strategically located outlets, limited menus, high sales volume, self-service models, reliance on part-time and unskilled labor, skilled management practices, and competitive pricing structures. Notably, the industry is dominated by global chains such as McDonald's and KFC, which cater significantly to a demographic of college-age consumers (18–24 years) (Lambert et al, 2021).

Banerjee et al (2023) pointed out that efficiency remains a priority within the sector, with performance often measured through metrics like transaction per labor hour (TPLH). Additionally, hygiene and quality standards vary across nations, further shaping the quality and perception of products offered by QSRs (Manhas et al, 2024). Kaur and Kathuria (2024) concluded that competition in the industry is largely driven by three primary factors: speed of service, food quality, and the value-to-price relationship.

2.2.Performance Evaluation

2.2.1. Performance Evaluation Definition

Performance evaluation serves as a vital mechanism within organizations for assessing, enhancing, and recognizing employee contributions (Elshaer et al., 2021). It entails measuring actual performance against established benchmarks, where performance signifies the efficiency with which employees execute their duties, and evaluation represents the assessment of their success in doing so (Mokaya, 2022). According to Fouad (2023), performance evaluation is characterized as a formal, hierarchical procedure in which managers assess and rate their subordinates' performance, typically conducted during an annual appraisal.

Performance evaluation is a systematic process used to assess how well an employee performs their job duties, providing a structured approach for delivering formal feedback (Mio et al, 2022). Additionally, it serves as a review based on an individual's job performance and assigned responsibilities, where supervisors evaluate an employee's skills and accomplishments relative to their position (Vuong & Nguyen, 2022).

2.2.2. Usage of Performance evaluation

Bayo-Moriones et al (2020) categorized the uses of performance appraisal into four primary areas: administrative decisions, including promotion, retention, and salary adjustments; training and development, focusing on identifying training needs, performance feedback, transfers, and recognizing employees' strengths and weaknesses; organizational goals and planning, encompassing training needs analysis, personnel planning, and human resource system evaluations; and legal justification, providing documentation for personnel decisions such as terminations.

Baird et al. (2020) concluded that performance evaluation is increasingly being used as a disciplinary tool, particularly during organizational restructuring. Eyoun et al (2020) supported this, suggesting that performance appraisals are often employed to control employees, with the developmental aspects, such as staff growth and training, frequently overlooked. Alsuwaidi et al (2021) highlighted several benefits of a performance appraisal system, including its ability to enhance employee productivity, identify training needs, boost employee morale, improve communication between staff members, and pinpoint poor performers while providing support to help them improve.

2.2.3. Unannounced and Announced performance evaluation

Anantharajah et al. (2020) defined mystery shopper or 'mystery customer research' as "the use of individuals trained to experience and measure any customer service process, by acting as potential customers and in some way reporting back on their experiences in a detailed and objective way". Elshaer et al. (2021) concluded that some retailers hire marketing research companies to evaluate the quality of service in their stores; these companies use mystery shoppers to get the information anonymously, they assign a mystery shopper to make a particular purchase in a store or restaurant, and then report on the experience.

Panno (2020) stated that announced performance appraisal plays a significant role in shaping TNA because employees have time to prepare for the evaluation, which may lead to a more thorough assessment of their skills and performance, this preparation can help identify specific areas where employees feel they need improvement, leading to more targeted training programs. When evaluations are expected and announced, employees are often more aware of performance metrics and expectations, clear communication of these metrics can help in aligning training programs with both individual and organizational goals (Aguinis

2021). Moreover, Hussein et al. (2023) announced evaluations can reduce stress and anxiety, which might otherwise affect performance.

Otherwise, unannounced performance appraisal also plays a significant role in shaping TNA, unannounced evaluations provide a snapshot of performance in a more natural setting, potentially revealing a more accurate picture of an employee's capabilities and areas needing improvement (Awan et al 2020).

Unannounced evaluations can offer immediate feedback and insights into performance, the immediacy of feedback can help in quickly adjusting training programs to address issues as they arise, rather than waiting for a scheduled evaluation cycle (Bayo-Moriones et al 2020).

2.3.Training Needs Analysis TNA

Alasqah and Alshammari (2022) defined TNA as "determining the gap between what an employee must be able to do and what he or she can or is currently doing.", TNA identifies the disparity between the expectations of the job and the actual performance of the employee.

Training needs are simply the differences between your current achievements and your desired accomplishments. Thus, needs most commonly represent discrepancies, often deficits between your ambitions and the results of your current performance (Panda and Dash, 2023). Figure 1. illustrates the gap between the actual (current) performance and desired (future) performance.
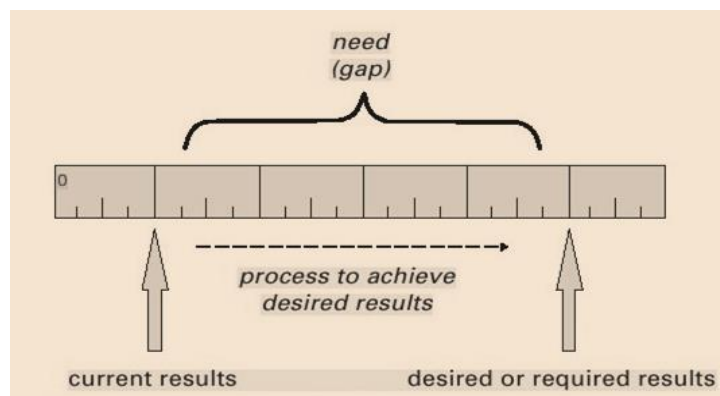

Fig. 1. The TNA gap by Batinoluho (2022).

Alasqah and Alshammari (2022) concluded that some organizations rely on performance appraisals to collect overall TNA data and to identify employees' training needs and it should be noted that performance appraisals could be a useful method in TNA only if they are approached properly to minimize its flaws. Performance evaluation could be applied whereby they emphasized the importance of setting up the intention to use the performance appraisal for TNA purposes prior to its development and implementation so that the instrument could be designed and developed accordingly (Elshaer et al, 2021). Batinoluho (2022) stated that performance reviews are the best and most used sources of information for identifying the training needs of individual employees.

2.4.Hypothesis

Based on the literature, the following hypotheses are proposed:

H1: Unannounced performance appraisals positively influence the identification of training needs and the development of relevant training programs in Quick Service Restaurants (QSRs).

H2: Employees who are regularly notified about the outcomes of their performance appraisals exhibit higher engagement in training programs compared to employees who are not notified.

H3: The preference for unannounced performance appraisals is associated with a higher perception of the effectiveness of performance evaluations in improving employee performance.

H4: The frequency of performance appraisals (e.g., monthly vs. quarterly) has a significant impact on employees' perception of the accuracy and fairness of the appraisal process.

H5: Employees who feel their performance appraisals are discussed with them are more likely to report higher satisfaction with their professional development and performance evaluation process.

3. Methodology

This study employed a self-administered questionnaire to examine the impact of unannounced performance appraisals on training needs analysis (TNA) for Quick Service Restaurant (QSR) employees. It focused on front-of-house employees, given their critical role in customer service, to explore attitudes, perceptions, and experiences related to performance evaluations and training requirements. Over two months (September–October 2024), the Arabic questionnaire was distributed to 150 purposively selected employees across three QSR chains. This sample size ensured representation and adhered to factor analysis guidelines for reliable results. A total of 134 valid responses (89% response rate) were analyzed using SPSS version 26, employing descriptive statistics, frequency, and factor analysis. Table 1 summarizes questionnaire distribution across the chains.

Table 1.Response rate

	Forms Distributed	Valid Forms	%
QSR Chain 1	50	45	90
QSR Chain 2	50	42	84
QSR Chain 3	50	47	94
Total	150	134	89.3

The use of factor analysis allowed for the identification of key constructs influencing training needs analysis, while regression analysis provided insights into the predictive relationships between demographic characteristics, appraisal preferences, and training needs. These analytical methods ensure a comprehensive understanding of the data and enhance the study's ability to draw meaningful conclusions.

3.1.Data Reliability

Table 2. Reliability Statistics

Cronbach's Alpha[a]	N of Items
.790	8

To ensure the reliability of the questionnaire, internal consistency was assessed using Cronbach's Alpha. The analysis was conducted on the 8 items in the scale, yielding a Cronbach's Alpha value of 0.790, which indicates acceptable reliability. This suggests that the items are appropriately measuring the intended construct with adequate internal consistency, meeting the standard threshold for reliability in academic research.

4. Results discussion
4.1.1. Respondents' demographics.

The demographic profile of respondents included gender, age, marital status, educational level, and experience.

Table 3.Demographic data

Demographic data		Freq	%
Gender	Male	113	84
	Female	21	16
Age	25 years or under	110	82
	From 26 to 35 years	20	15
	From 36 to 45 years	4	3
	Over than 45	0	0
Marital Status	Single	107	80
	Married	27	20
	Other	0	0
Educational level	secondary school	33	25
	institute Graduate	23	17
	Bachelor's degree or the equivalent	78	58
	Postgraduate studies	0	0
Experience	5 years or under	100	75
	From 6 to 10 years	28	21
	From 11 to 15 years	6	4.5
	From 16 to 20 years	0	0
	Over than 20	0	0

Gender distribution reveals that 84.3% of respondents are male, reflecting industry norms where operational roles are predominantly male-dominated due to societal factors and physical demands. The low percentage of female employees (15.7%) highlights the need for more inclusive recruitment strategies to promote gender diversity.

Age distribution shows that 82.1% of respondents are 25 years or younger, underscoring the industry's appeal to students and early-career professionals seeking flexible or short-term work. The minimal representation of older employees (14.9% between 26 and 35, and 3% between 36 and 45) suggests limited career progression opportunities, potentially leading to higher attrition rates among experienced staff.

Marital status aligns with age demographics, with 79.9% of respondents being single, indicating that QSR work is attractive to individuals at transitional life stages, seeking part-time or flexible roles.

In terms of education, 58.2% of respondents hold a bachelor's degree or equivalent, reflecting the sector's growing demand for skilled workers. The presence of employees with secondary education (24.6%) highlights the industry's inclusiveness and the need for diverse training programs.

Experience levels indicate that 74.6% of respondents have been in the industry for 5 years or less, suggesting high turnover and the QSR sector's role as an entry point to the labor market. The low percentage of employees with over 10 years of experience underscores challenges in employee retention and career development.

4.1.2. Technical performance evaluation Frequency.

The findings of this research reveal that 61.8% of respondents confirmed that performance appraisals are conducted quarterly, while 38.2% indicated that evaluations are carried out on

a monthly basis. This suggests a clear preference for quarterly assessments across the majority of restaurants. In line with this, the results align with Mosca et al. (2022), who also emphasize the effectiveness of quarterly evaluations, describing them as "check-in" assessments. This alignment further reinforces the notion that quarterly appraisals may offer an optimal balance between providing regular feedback and maintaining operational efficiency. In addition, quarterly evaluations provide employees with timely insights into their performance, while simultaneously allowing sufficient time for improvement and development between each assessment. Thus, this frequency appears to offer a pragmatic approach that supports employee growth without disrupting day-to-day operations.

4.1.3. Factors most affect performance evaluation.

The study examined four performance evaluation elements: mystery shopper, training coordinator, direct manager, and guest comment cards. Mystery shoppers were identified as the most effective evaluative tool (Mean 2.81), while guest comment cards ranked the lowest (Mean 2.19). These findings suggest that QSR managers prioritize the objective insights offered by mystery shoppers. This aligns with Staudacher et al. (2021), who emphasized the effectiveness of combining interviews, surveys, and observations to assess stated versus actual behavior, reinforcing mystery shopping as a critical evaluation method.

Additionally, respondents were asked about their awareness of unexpected performance evaluations. An overwhelming majority (96%) reported familiarity with this evaluation approach, while only 3.7% were unaware. These results indicate that QSR chains effectively communicate their performance evaluation policies to employees. Together, these findings highlight the importance of transparent evaluation practices and the significant role of mystery shopping in assessing employee performance within QSR environments.

4.1.4. Performance evaluation outcomes communication.

It was observed that the majority of respondents (50.7%) confirmed that the performance evaluation outcomes were communicated to them through various channels. However, 5.2% of respondents disagreed, stating that the outcomes were not communicated. In contrast, 44% of respondents indicated that communication of performance evaluation outcomes occurred occasionally. These findings suggest that the investigated QSR chains generally inform their employees about the results of their performance evaluations and request action plans for the identified development areas..

4.1.5. Performance evaluation outcomes discussion.

The majority of respondents (64.2%) confirmed that performance evaluation outcomes are regularly discussed with the team. In contrast, 9.7% disagreed, stating that such discussions do not take place. Meanwhile, 26.1% of respondents indicated that the discussion of performance evaluation outcomes occurs occasionally. Based on these findings, it can be concluded that the investigated restaurants regularly engage in discussions about performance evaluation outcomes, focusing on informing employees about their strengths and weaknesses.

4.1.6. The party that benefits the most from performance appraisal.

Based on the ranking means of the employees' responses, the parties benefiting from performance appraisals can be arranged from the lowest to the highest benefit as follows: company, restaurant, and the person himself.

In light of these findings, it is evident that the individual employee is perceived as the party that benefits the most from performance appraisals. This aligns with the conclusion of Al-Romeedy (2024), who found that while organizations tend to benefit from performance

appraisals by identifying areas of strength and weakness, improving talent development, increasing productivity, and aligning individual goals with corporate objectives, employees themselves are often the most directly impacted. In particular, employees benefit from better feedback, enhanced opportunities for professional development, and clearer communication, all of which contribute to personal growth and job satisfaction.

4.1.7. Reasons for poor performance.

The research investigated the primary causes of poor employee performance as perceived by the respondents. The reasons were ranked in descending order of significance:

inability or Lack of Knowledge and Skills (24.6%) – Identified as the most significant factor, highlighting employees' lack of understanding or literacy in performing their tasks effectively. Absenteeism and Delays (23.1%) – Persistent attendance issues and lateness were ranked as the second most critical contributor to poor performance. Dissatisfaction with Wages and Incentives (20.1%) – Inadequate compensation and motivational incentives were seen as key demotivating factors. Dissatisfaction with Management Policies (18.8%) – Perceived inadequacies in management strategies and policies also played a significant role, and, other Factors (8.2%) – This category included various less commonly mentioned issues, such as workplace environment and interpersonal conflicts.

The findings emphasize that the lack of knowledge and skills required to perform core job functions is regarded as the most critical driver of poor performance. These results underscore the importance of targeted skill development programs and knowledge-based interventions to improve workforce efficiency and productivity.

4.1.8. Factors Driving Employees to Excel in Their Workplace

The research sought to identify the key motivators that inspire employees to perform at their highest levels. Respondents ranked these factors in descending order of importance as follows: Understanding the Importance of Their Role in the Restaurant's Success (30.60%) – The most influential factor is employees recognizing how their role directly contributes to the organization's achievements. Working Toward Specific Performance Goals (17.20%) – Clear and targeted objectives are a significant motivator. Coaching and Guidance (16.40%) – Regular mentorship and support are critical for driving high performance. Discussion of Performance Evaluation Results (11.90%) – Feedback discussions were noted as an important driver of effort and improvement. Effective On-the-Job Training (9.70%) – Employees benefit from thorough training, which equips them to excel in their tasks. Occupation Fit with Individual Abilities (7.60%) – Alignment between the job and employees' skills enhances motivation. Other Factors (7.60%) – Miscellaneous reasons that motivate employees but were not specified in detail. The findings indicate that when employees understand the importance of their contributions to the restaurant's success, they are more likely to work diligently and achieve high performance. Managers should focus on clarifying roles, setting specific goals, providing constructive feedback, and offering training opportunities to foster a motivated and engaged workforce.

4.1.9. The Impact of Unannounced Performance Appraisals on Training Needs Analysis

The research highlights the potential of unannounced performance appraisals to identify training needs effectively by revealing real-time behaviors and skill gaps that may not surface in pre-scheduled evaluations. Almost all respondents, i.e. 96% indicated their awareness of unannounced appraisals while only 4% of respondents not aware of it. This observation aligns with the findings of Al-Romeedy (2024), who emphasized the importance of real-time performance assessments in uncovering unobserved deficiencies.

4.1.10. To what extent do unannounced performance appraisals contribute to identifying training needs and shaping training programs in your workplace?

The results revealed that unannounced performance appraisals play a significant role in identifying training needs and shaping training programs within Quick Service Restaurants (QSRs). A majority of respondents (45%) indicated that these appraisals contribute "to a great extent" to the identification of training needs and the development of relevant training programs. Additionally, 35% of respondents felt that unannounced appraisals contribute "to a moderate extent," while 15% reported that these appraisals have a "minimal contribution." Only 5% of respondents stated that unannounced appraisals have "no contribution" to shaping training needs and programs.

This distribution highlights the general consensus among employees that unannounced performance evaluations are an effective tool for identifying performance gaps and aligning training efforts with actual needs. These findings suggest that surprise evaluations serve as a useful mechanism for ensuring training content is relevant and tailored to address specific weaknesses observed in real-time operational conditions.

4.1.11. Factor Analysis

Table 4. Factor analysis

Construct	Variable	Extraction Value
most affect your performance appraisal	Direct Manager	0.876
	Training Coordinator	0.829
	Mystery Shopper	0.778
	Guest comment cards	0.868
highest in benefit from the Appraisal result	Oneself	0.922
	Restaurant	0.694
	Company / Owner	0.928
importance of the performance appraisal	Training needs analysis	0.815
	Promotion	0.904
	Motivation for better performance	0.736
	Strength and weakness	0.828
	Job requirement and development	0.835

The communalities analysis evaluates how well each variable is represented by the factors in Exploratory Factor Analysis (EFA), with higher extraction values signifying better alignment with the factor structure. For Factors Affecting Performance Appraisal, the Direct Manager (0.876) and Guest Comment Cards (0.868) exhibit strong representation, indicating their significant influence on the performance appraisal process. The Training Coordinator (0.829) also shows strong alignment, highlighting its role in supporting appraisals, while the Mystery Shopper (0.778) has good representation but is less influential than other variables. Regarding Beneficiaries of Performance Appraisal Results, both Oneself (0.922) and Company/Owner (0.928) show very strong representation, emphasizing their crucial role in organizational and individual development. Restaurant (0.694) has acceptable representation but suggests that more focus is needed on how appraisals affect restaurant-level outcomes. For the Importance of Performance Appraisal, Promotion (0.904) demonstrates very strong alignment, highlighting its importance as a motivator for career progression. Training Needs

Analysis (0.815), Strength and Weakness (0.828), and Job Requirement and Development (0.835) all exhibit strong representation, confirming their relevance in identifying developmental priorities.

The analysis confirms that most variables show strong representation within their constructs, supporting the validity of the EFA results. However, variables like Mystery Shopper, Restaurant, and Motivation for Better Performance exhibit lower extraction values, suggesting areas for further exploration. These findings provide a solid foundation for confirmatory factor analysis (CFA) and further statistical investigations into refining the performance appraisal process.

5. Conclusion and Recommendations

This research effectively achieved its objectives by examining the impact of unannounced performance appraisals on Training Needs Analysis (TNA) in Quick Service Restaurants (QSR). The findings highlight that unannounced appraisals provide a more accurate, real-time assessment of employee performance, revealing training gaps that may not be apparent in scheduled evaluations. These appraisals encourage employees to maintain high performance consistently, which helps managers identify specific areas for targeted training. The research shows that unannounced appraisals significantly contribute to refining TNA processes by offering a clearer picture of employees' skills and performance. As employees are aware that they may be evaluated at any time, they are more likely to take ownership of their development, fostering a culture of continuous improvement. This approach also ensures that training programs are more aligned with actual job requirements.

Moreover, unannounced appraisals promote transparent communication between employees and managers regarding performance gaps, which enhances the feedback loop and makes training interventions more effective. By addressing performance issues in real-time, these appraisals help to create more relevant and timely development opportunities. In conclusion, unannounced performance appraisals are a valuable tool in the QSR sector for improving TNA, identifying training needs, and supporting employee development. Integrating these evaluations into performance management systems allows QSRs to ensure that training programs are aligned with both individual and organizational goals, leading to a more skilled and efficient workforce.

6. Limitations and Future Research

This study primarily focuses on Quick Service Restaurants (QSRs) in Greater Cairo, specifically targeting the Food and Beverage sector. These areas were chosen due to the limited research available in this field and their critical importance to hospitality operations. The selection of QSRs was influenced by the researcher's personal connections, which facilitated access to the required data and participants. However, this approach may limit the generalizability of the findings, as it concentrates on a specific geographic region and sector.

Future research should aim to broaden the scope by including a more diverse range of restaurants or hotels across Egypt, or by exploring other sectors within the hospitality industry. Expanding the research to include additional regions or sectors would offer a more comprehensive understanding of the factors influencing training needs analysis and performance appraisal practices. Moreover, future studies could consider different types of establishments, such as casual dining or luxury hotels, to further assess the impact of performance evaluations and training programs across various segments of the hospitality industry.

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أثر التقييم غير المعلن للأداء على تحليل الاحتياجات التدريبية لموظفي مطاعم الخدمة السريعة

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معلومات المقالة	الملخص
الكلمات المفتاحية	تستكشف هذه الدراسة تأثير التقييمات غير المعلنة للأداء على تحليل احتياجات التدريب (TNA) في مطاعم الخدمة السريعة (QSR). تهدف الدراسة إلى فحص العوامل الرئيسية مثل تكرار التقييمات، والأساليب المستخدمة (التقييمات المعلنة وغير المعلنة)، وتأثيرها على تطوير الموظفين. تكشف النتائج أن التقييمات غير المعلنة توفر تقييمًا أكثر دقة وفورية لأداء الموظفين، مما يساعد في تحديد الفجوات التدريبية التي قد لا تكون مرئية في التقييمات المقررة.
التقييمات غير المعلنة للأداء؛ تحليل الاحتياجات التدريبية؛ مطاعم الخدمة السريعة؛ تطوير الموظفين؛ تحديد فجوات المهارات.	تُظهر الدراسة أن الموظفين يكونون أكثر ميلًا للحفاظ على أداء ثابت عندما يعلمون أن التقييمات قد تحدث في أي وقت، مما يعزز دقة التقييمات. بالإضافة إلى ذلك، تعزز التقييمات غير المعلنة التواصل الأكثر شفافية بشأن المشكلات المتعلقة بالأداء، مما يسمح للمديرين بإنشاء برامج تدريبية أكثر استهدافًا وفعالية.
(JAAUTH) **المجلد .٢٧، العدد .٢، (٢٠٢٤)، ص.١٨٤-١٩٦.**	تشير تحليلات البيانات أيضًا إلى أن المديرين المباشرين وبطاقات ملاحظات الضيوف والعميل الخفي هي الأدوات الرئيسية لتقييم الأداء، حيث يُعتبر العميل الخفي أكثر تأثيرًا. علاوة على ذلك، أشار الموظفون إلى أن المستفيدين الرئيسيين من التقييمات هم أنفسهم، تليهم المطاعم والشركات.

في الختام، توصلت الدراسة إلى أن التقييمات غير المعلنة للأداء تلعب دورًا حيويًا في تحسين عمليات تحليل احتياجات التدريب، وتعزيز تطوير الموظفين، وزيادة فعالية برامج التدريب. من خلال دمج هذه التقييمات، يمكن للمطاعم السريعة ضمان توافق برامج التدريب مع أهداف كل من المنظمة والموظفين، مما يساهم في تعزيز كفاءة القوى العاملة. |