

An Acquaintance with 360 Degree Performance Appraisal System, Pros and Cons

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Abstract:- The 360 degree performance appraisal scheme is a method of assuring that the performance appraisal of the employee is carried on in a full-blown manner taking into consideration all the essentials bounded to the employee. The 360 degree performance evaluation policy is quite complex and tough to put into operation. One can enquire why organizations spend in 360 degree performance assessment scheme. The reply lies in the observation that this method is useful for continuing growth of the member of staff and it generates a robust management group. The 360 degree performance analysis scheme gives a integrated perspective regarding the contribution of the member of staff. It considers extremely essential factors such as co-ordination, joint effort and leadership. Organizational arrangements established on the 360 degree performance evaluation system, advance the on the whole contribution of the employee with better effects and result in higher productivity of the business. There are some steps which we pursue for implementing the 360 degree appraisal system. It is very important that we have a clear understanding of the system and its effectiveness.

Keywords:- Performance Appraisal, 360 Degrees, Feedback, Stakeholders.

I. INTRODUCTION

The 360 degree performance review mechanism is highly developed method of assessment that is employed by a great number of corporations where efficiency of a member of staff is evaluated making use of investigation by approximately 7 to 12 persons. These individuals are operational with the employee and they have common one or the other facet of his working surroundings. The opinion is collected in the shape of study in terms of proficiencies of the employee. The employee himself or herself as well participates in this assessment with the aid of self assessment. The 360 degree conduct judgment scheme is a method to make improvements in the perception of strengths and limitations of the employee with the assistance of inventive feedback performs.

There are three important considerations on why corporations have a preference to going in for a 360 degree performance assessment.

- It provides an enhanced assessment of conduct and potential of the would-be organizer.
- It widens the understanding of human resource department and its requirements.
- It gathers feedback from different levels of employees thus to make sure the managerial justice.

Normally in the 360 degree evaluation mechanism the response is gathered from associates, juniors, clientele, bosses and the group mates of the worker. The response is gathered using on job investigation based on the conduct of workforce. There are four phases of a 360 degree evaluation system. The first phase namely self appraisal is succeeded by senior’s evaluation then by juniors’ assessment and lastly the associate appraisal.

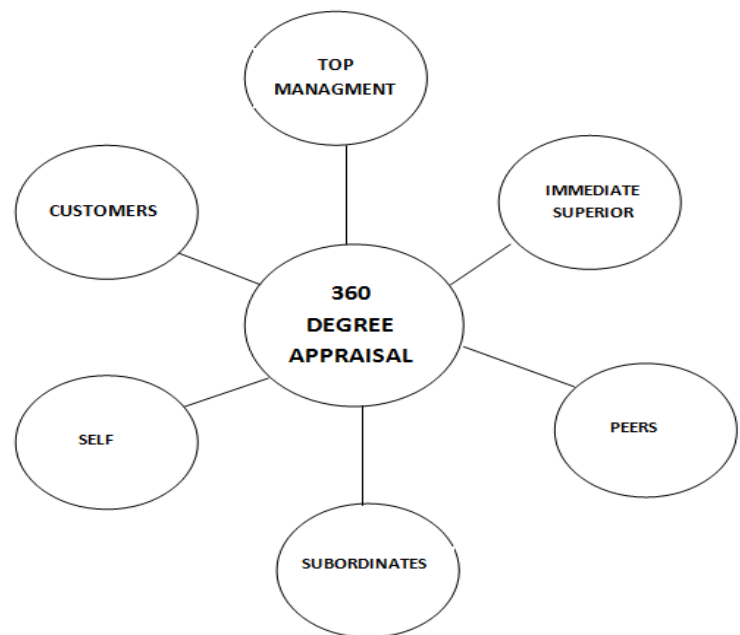


Fig 1:- Participants in 360 Degree Appraisal

II. IMPLEMENTATION PROCESS OF THE 360 DEGREE PERFORMANCE APPRAISAL SYSTEM

The realization of 360 degree evaluation technique involves some extra effort. For designing an efficient 360 degree assessment method one ought to take into consideration the following

- Knowledge of the exact talent to be evaluated.
- Selection of correct persons deputed in the appraisal process.
- Correct training has to be imparted to all the human resources on how to exercise the 360 degree appraisal system.
- The intent of appraisal scheme has to be made clear.
- Plan easy and straightforwardly conceivable procedure.
- Make sure that the appraisal process is pursued early,

III. OBJECTIVES OF 360 DEGREE PERFORMANCE EVALUATION

The aim of 360 degree evaluation method can be distinct from organization to organization. Still, the key purpose of 360 degree evaluation mechanism is to assess the conduct of the member of staff in a comprehensive style. The professionals of this area sometimes ascertain that a correctly and efficiently carried out 360 degree feedback procedure transforms the member of staff to a more contented worker with the company. In addition it should lead to their integrated thrift and growth and also to advancing their outcome.

In the present age use of 360 degree feedback method has helped in bringing a team oriented approach to the organization. Organization is not limited to group of people but it has become evolved to be a larger team. In a customary way the appraisal was the accountability of human resource management department only. Now the objective of 360 degree performance appraisal is to gather feedback from anonymous superiors about the employee. There is also involvement of the colleagues and associates as also from the clients. This integrated access assists in evaluating the performance and satisfaction of the employee who is working for the company.

IV. 360 DEGREE PERFORMANCE APPRAISAL PROCEDURE

The phases listed for carrying out the 360 degree evaluation process may be a little from association to association. Still the sequence of activities of the 360 degree feedback procedure appears quite akin. A time-progression has been indicated for 360 degree conduct judging method. This incorporates various phases which the company has to go after. The first phase is the conveyance about 360 degree conduct evaluation method to the employees and the last phase is the re-assessing the employees. The sequence of all processes is illustrated in Figure 2.

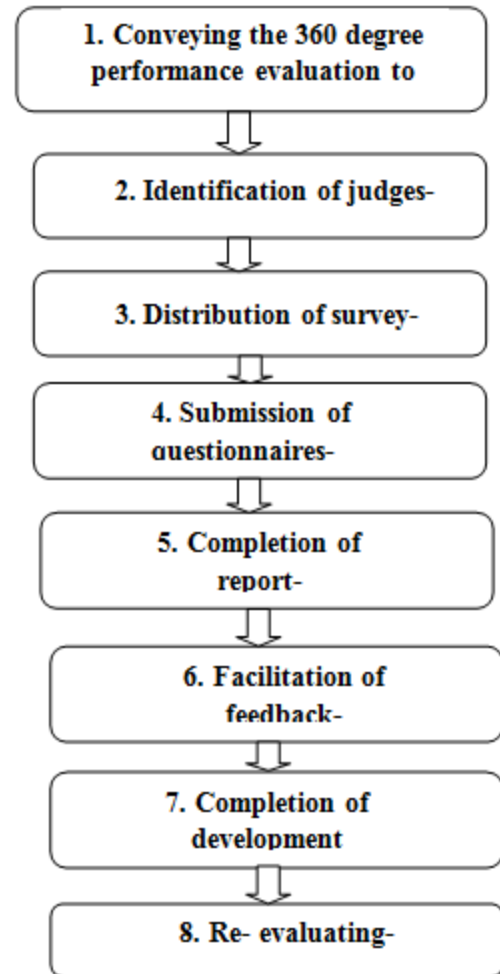


Fig 2:- 360 Degree Performance appraisal process

V. A TYPICAL QUESTIONNAIRE FOR 360 DEGREE EVALUATION APPROACH

The survey for 360 degree evaluation relies on the job description of the worker. Still there are certain topics for example administration social skills, problem solving approach, enthusiasm and effectiveness of employees which can be assessed by the contemporaries, associates, manager and customer. For such topics there are listed questions which can be of use. What follows is an example 360 degree evaluation opinion poll-

➤ *Leadership*

- Do you believe that this employee shows the quality of leadership in the role which he or she plays in the organization?
- How positive are the contributions of the employee through his/her leadership talent?
- Is there scope for improvement in his/her administrative quality?

➤ *Interpersonal skills*

- When you work together with this employee do you observe the interpersonal skills which were exhibited were adequate?
- Have you experienced any type of problem while working with this employee?
- Are you suggesting any enhancement in the social skills and association advancement skill of the employee?

➤ *Problem solving approach*

- Do you notice that this employee effectively solves problems?
- Can you list the skills which this employee has for solving the problems?
- Do you have a belief that this employee has fewer problem solving skills and that the employee is required to work to improve these skills?

➤ *Motivation*

- Have you noticed that this employee looked motivated towards his job-related task, job or dealings?
- How much commitment and motivation do you think this employee has in relation to success of the business?
- Have you ever come across any concerns in respect of to the motivation intensity of the employee?

➤ *Efficiency*

- Do you believe that the work technique and style used by the employee are efficient, proficient and getting better?
- Have you identified any areas of development for this employee?

These are certain fields in which the questions can be asked for improving the efficiency of 360 degree evaluation mechanism. These questions should assist the workers to answer concerning their issues and aspects which they value about their contemporaries and associates. These queries shall help in making easy access of knowledge among the workers.

VI. THE RELEVANCE OF 360-DEGREE CONDUCT ANALYSIS

The advantages of 360 degree evaluation method can be enumerated as under:

- Teamwork
- Growth of leadership qualities.
- Enhanced productivity of the establishment.
- Secure, secret and dependable mechanism for compatriots to furnish comments.
- It also makes available organization valuable vision about the existing leadership.
- Knowledge about how group dynamics work
- By and large way of life of the corporate.
- Provision of powerful knowledge to the leaders
- Helping the company in the advancement of workers.

- Properly implemented 360 degree conduct evaluation scheme fosters self-esteem of the human resources.

Additional advantages can be noticed in terms of:

- Assistance to the human resources in improving their yield.
- Support to the worker in coming out to be a better planner and organizer for the company.
- Provisioning of a consolidated vision of the usefulness of the workers.
- Improvement in the value of the conduct evaluation scheme.
- Help to the advice from contemporaries to reinforce the self progress process of the worker
- Increase in the accountability and attentiveness of workers towards their customers.
- Provision of more accurate 360 degree assessment in view of the fact that different ideas are collected from different evaluators.
- Collection of better convincing ideas from different persons.
- Responsibility for assessment of personnel performance not only of the manager but contemporaries which also delegates authority to them.
- Motivation to the human resources who usually underrate themselves.
- Integral culture can be recognized in the business implementing 360 degree conduct evaluation process.

➤ *Limitations of 360 Degree Performance Appraisal*

- The method is very exhaustive, complicated and time consuming.
- If the feedback is not very satisfactory and there is exchange of feedback among the employees it can result in problems and apprehension among the employees.
- A great deal of tedium is required to be effected for training the employee to successfully implement the 360 degree evaluation process.
- It is somewhat hard to evaluate the outcome.
- Some assessments may be superfluous /futile and may be needed to be aborted.
- A suspicious environment can develop in the company since the information is not accessible to everybody.

VII. TYPICAL 360 DEGREE PERFORMANCE APPRAISAL FORM

Presented below is an example of a 360 degree conduct evaluation form. It shows only one item of the first Category. Directions for completing the 360 Degree Performance Review:

- Please take action for each attribute exhibited in the concerned class on the contents.

- Make use of the assessment system as shown after the directions.
- In case there are a lot number of “U” responses then it advises that a meeting be held in the HR department before submission of the review.

Comments: You can append observations following evaluation of each segment. In the remarks you may make available precise technique or proposition that you intend to convey with lucidity.

➤ *Assessment system:*

- 5- Above requirements – The outcome exhibited beyond the normal anticipation.
- 4 - Corroborates requirements – The outcome corroborates the normal prospect from the worker.
- 3 –In line with most requirements – Standard performance with some enhancement needed.
- 2 - Requires enhancement – Some obligations are efficiently carried out but severe enhancement is needed in specified fields.
- 1-Unsatisfactory– Outcome is below normal
- U -Unknown – Evaluator is not acquainted with these attributes of the worker.

VIII. CONCLUSION

From the foregoing it can be summarized that the 360 Degree Feedback system can be employed as a supplement to the conventional system of performance appraisal. It is not practicable to use it as a standalone system of evaluation because of its peculiarities. It is only an element in the development process and not the complete development process. It is also likely that the system is not being implemented correctly as its significance is not clearly understood by the leaders of the organizations. On the other hand if it is conceived appropriately and negotiated properly then it can really result in improvement of the organizations as well as of the performance of the personnel. Besides it can reform the internal & external communications. Vigorous involvement of all the stakeholders ought to make a great deal of difference. As for other innovations, 360 degree feedback is also as cogent as the persons who are designing and implementing it. Accomplishment of any new idea relies on the reception by the officials who are going to deploy it. Likewise, the success of 360 degrees feedback is dependent on the employees and supervision and on how they recognize it. It can therefore be successful only if it is pursued by an enviable action of providing development training. The system should also measure the leadership competence of the supervisors to make it of use in providing the managers with the constructive feedback. If the criteria for evaluating the performance are not designed in accordance with the objectives and mission of the organization then it is not likely to prove to be useful on time.

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