



**360 DEGREE APPRAISAL: A BOON TO HUMAN REASOURCE
MANAGEMENT**

Prof. Jaee Jogalekar¹, Ms. Akansha Jadhav² Ms. Palak Agrawal³

^{1,2,3}Sandip University, Nashik.

Corresponding Author- Prof. Jaee Jogalekar

Email- himajogalekar7@gmail.com

Email-aakansha2002.jadhav@gmail.com

Email-palak2002.agrawal@gmail.com

Abstract

Usually, we have noticed in many organizations that people aren't satisfied with the employee evaluation because it is done with a single feedback of line manager. This can cause unfair practices and injustice with other employees because of discrimination or favoritism. Until the organization gives complete feedback to the employee about his strong and weak performance, the company won't be able to achieve its organizational goals. Therefore, when we think about feedback which can satisfy everyone, give an honest review about the employee, which can help him analyze his dos and don'ts, we are introduced to 360-degree performance appraisal. In this research paper, our team has tried to observe and put in front a few aspects about this concept called as 360-degree performance appraisal and understanding its benefits that has made it a popular feedback method in today's scenario. The research paper is a descriptive and will be majorly based on secondary data as well as primary data collected from various resources.

Introduction

Performance appraisal helps to measure the performance quality of a job holder. After the candidates are recruited, selected, placed and trained, they are given certain standards to maintain and targets to achieve over a period of time. Performance appraisal evaluates job holders against their standards and targets over a period of time. It helps the employee to reach higher standards of performance for company and help to improve its brand value. 360-degree performance appraisal is mostly used to judge the behavioral aspects of an employee's performance. Feedback is taken by range of stakeholders including an individual's managers, direct report, peers, colleagues, clients, etc. In this system, the subordinates can unburden themselves from the fear of negative rating by them as the feedback is offered anonymously. The research paper is a descriptive type of research work. The data collected for the study is secondary data. This data is majorly extracted from newspapers, articles, news-sites, magazines & Surveys.

Objectives

1. To understand the need and process of 360-degree performance appraisal.
2. To study and discuss its benefits that has made it so popular in today's scenario.

Hypothesis : 360- Degree performance appraisal is very prevalent in today's scenario and

corporations where performance appraisals are used to guide the behavioral aspects of performance of managers.

Concept of 360-degree performance appraisal

360-degree feedback also known as multi rater feedback, is anonymous feedback given by manager, direct reports, peers, colleagues, clients, etc. for the performance evaluation of the employee. The feedback consists of a questionnaire which contains both standard and open-ended questions for the contributors to express their views in a proper way. People who are providing feedback are known as raters or contributors. It is common to invite feedback from internal and external clients and customers since it helps the individual to complete self-evaluation. It is used as a development tool because it supports individual development plan and helps to gather and understand perspective of others. It plays a vital role in creating a feedback culture which helps the employee as well as the organization to perform in a better way.

Difference between traditional and 360-degree feedback

A traditional review is not done anonymously whereas a 360-degree review is completely anonymous for participants. Traditional method involves only one or two participants to review the individual whereas 360-degree review

involves everyone including customer, clients, peers, colleagues, etc. to review about him.

Process of 360-degree feedback of an individual:

The first step of this process is to communicate about this 360-degree feedback with the employees and staff members. This is a new concept which is introduced in the market and is working well with most of the companies. Hence, it is important to explain them about the same so that they can contribute in providing proper feedback of their peers and colleagues. Selecting the raters is an important task to get a proper and valuable feedback of the employee. The raters can be a few people or the complete staff. In the next step, the questionnaire is distributed to all the raters through email. It contains standard as well as open ended questions to express their response about the employee in a prominent way. After this, the questionnaire is submitted and responses are collected. Later, these responses are compared with the self-assessment done by the employee about his own self to tally the similarities and differences between the same. This helps to cut down fake feedbacks and tell us if the employee is aware about his own weaknesses

How to choose raters?

It is always better to choose people who interact regularly with the individual, as they will be the best placed to provide meaningful information. Select broad range of people who interact with the individual for different reasons. Among them, at least six to eight raters will help get the most well rounded views of how the focus is perceived.

Before the survey :

1. It is important to talk to the raters in order to:
2. Explain purpose of 360-degree feedback.
3. Encourage them to be honest and provide work specific feedback.

4. Give them idea of time commitment (example- 30 to 60 min).

After the survey:

The focus will receive a report that gives an overview of the raters score and any comments they have included are anonymous. It will help him to analyse his performance in the organization and will work on the same accordingly.

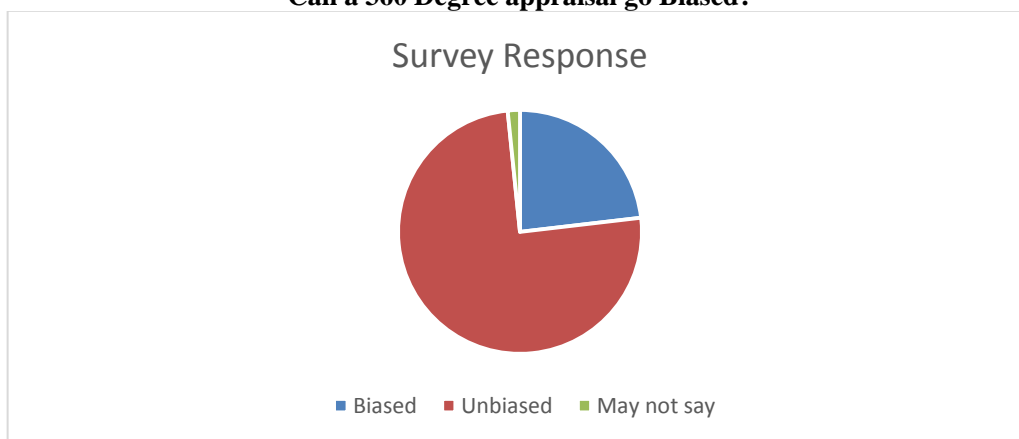
How to gain most value from the report?

Having a feedback discussion with the manager or coach which will help the individual to be provided with reward or training for his work in organization. Keeping an open mind is important to accept the failures of individual and help him work with all that is needed for him. Exploring options for development. Developing and implementing an action plan.

Merits of 360-degree feedback

1. Performance Management – It helps to keep track of the individual's performance with an overall and honest review. It makes organization easier to take future decision about the individuals.
2. Employee Development – The result of feedback helps the organization to understand the performance status of the employee and understand his/her strengths and weakness and help him/her work on the same.
3. Training Needs – It helps to analyse the training needs of the employees and help them to improve their performance.
4. Increase Transparency in the Organization – There will be no dis-satisfaction and unfair practices with other employees.
5. Complete Feedback – Raters can give positive as well as negative feedback without any fear since it is rated anonymously.

Can a 360 Degree appraisal go Biased?



Interpretation : While the survey was been conducted, majority of respondents voted that a 360 degree appraisal is absolutely an unbiased way of appraisal, thus being a more accurate one. An unbiased appraisal is the need of this era where we strive to optimise our human resource practices, evolving the outcomes of strategic human resource systems.

Conclusion

The process of 360 degree performance appraisal or assessment can help your employees see themselves in an entirely new light. It can assist them in gaining consensus about what they are doing right and what they still need to do. All managers should bear in mind that an inappropriately implemented 360 feedback assessment can backfire, i.e. result in serious communication and psychological problems within the company. Lack of trust among employees and managers is what causes performance declines. Therefore, this personnel assessment type should be taken seriously! Lots of employees would offend if their performance is rated less than perfect. Thus, managers should think of the ways to present this information in a delicate way and encourage them to perform better. Personnel assessment should never be started unless managers in charge have a comprehensive plan, tools to collect and analyze information and a clear strategy on use of obtained data. Once 360 degree assessment system becomes a part of a company everyday routine, it starts yielding positive results. 360 Degree performance appraisal is useful for an organization as they provide a holistic view of the employees' performance. It provides the views from various perspectives which leads to the fair feedback of an employees' performance.

References –

1. Guest, D. (1997). Human Resource Management and Performance: A Review and Research Agenda. *International Journal of Human Resource Management*, 8, pp. 263–276.
2. Bouris, J. & Sahinidis, G. (2017). Employee Perceived Training Effectiveness Relationship to Employee Attitude. *Journal of European Industrial Training*, 32(1), pp. 62-76.
3. Bramiey, P. (1996). *Evaluating Training Effectiveness*. London: McGraw-Hill.
4. Domino's Pizza Enterprise limited. (2022). Annual Report 2021.
5. Ford, J. & Noe, R. (1987). Self-Assessed Training Needs: The Effects of Attitudes toward Training, Managerial Level, and Function, *Personnel Psychology*, 40 (39).
6. Chen, T.Y., Chang, P.L., & Yeh, C.W. (2004). A study of career needs, career development.
7. Krogst, F., & Warmerdam, J. (1997). Training in different types of organizations: differences and dynamics in the organization of learning at work. *The International Journal of Human Resource Management*, 8(1)
8. Vlachos, I. (2008). The effect of Human Resource practises on organizational performance: evidence from Greece. *The International Journal of Human Resource Management*. 19(1), pp. 74-97.
9. McDonald's Corporation. (2022), Annual Report 2021.
10. Bartel, A.P. (1994). Productivity gains for the implementation of employee training programs, *Industrial Relations*, 33(4), pp. 411-28.
11. Eerde, W., Simon, K.C., & Graeme, T. (2008). The mediating role of training utility in the relationship between training needs assessment and organizational effectiveness. *The International Journal of Human Resource Management*, 19(1), pp. 63–73.