



International Journal of Research in Academic World



Received: 08/September/2024

IJRAW: 2024; 3(10):55-59

Accepted: 16/October/2024

Employee's Perception towards the Adaptability of 360 Degree Feedback Performance Appraisal Method

¹Amara S Kamara and ²Dr. Aisha M Sheriff^{1, 2}Department of Studies in Business Administration, University of Mysore, Karnataka, India.

Abstract

Increasing emphasis by the Government, business organizations, academicians and practitioners over the years has provided enough impetus to the growth of management and broad methods of employee's feedback in the world. As a result, many private and public sector has established 360 degree feedback performance appraisal in organizations. Despite the hectic developmental efforts in the field of Human resources management and retention of employees in India. It has not been able to establish its own status, reputation and professionalism because of problems particularly related to attitudes, approaches, and perceptions towards the employee's feedback mechanism of 360 degree performance appraisal. It requires an integrated systems and approach which is potential enough not only to settle problems of employees to improve their performances but also in meeting growing demand for quality personnel for developing countries like India. This study evaluates the employee's perception towards the adaptability of 360 degree feedback performance appraisal method with special reference to Mysore district milk union ltd.

Keywords: 360 degree feedback method, performance appraisal system, employee's perceptions, human resources management

Introduction

In today's competitive business world and changed economic setup with fierce competition, it is understood that the organization can only compete with their rivals by innovating, and organization can be innovative by managing the human resources appropriately. The human resource system can become more effective by having a valid and accurate appraisal system which is used for rating performance of employees, Perception of employees about the targets, outcomes and uses of performance appraisal results would be beneficial depending on the various factors. For example, employees are more likely to be receptive of the process as a useful source of feedback, which helps to improve their performance. The employees are more likely to be embrace and contribute meaningfully to a given performance appraisal scheme if they perceive it as an opportunity for promotion and as a revenue for personal development. The employees must perceive a chance to be visible and demonstrate their skills, ability and opportunity to network with others in the organization.

In Appraisal of performance is widely used across society. Appraisal means an assessment or estimation of worth, value, quality of people or thing that employers evaluate their employees. The employees differ in their abilities and attitudes. There is always some difference between the quality and quantity of work on the same job being done by two employee's ability, competence, relative merit and worth for

the organization. The latest Mantra followed by organization across the world is "getting paid across to what you contribute" the focus of the organization is turning to performance management and specifically to individual performance.

360 degree performance system involves a wide variety of activities, presented to organizations and aimed to improving team performance. It is philosophy of job design that sees employees as members of interdependent teams rather than as individual workers. 360 degree performance appraisal system is an important factor for any environment, its focus is to specialize in bringing out the best in team to ensure self-development, positive communication, leadership skills and the ability to work closely together as a team to solve problems. While work environments often target individual and personal goals, with reward and recognition singling out the achievements of individual's employees, with good team building skills, employees can be united around a common goal to generate greater productivity.

Objective

- i). The board objectives of this study is to examine the effect of 360 degree performance appraisal in performance of employees.
- ii). To examine the acceptance level of employees towards adaptability of 360 degree Performance appraisal.

- iii). To analyse the satisfaction of employees towards 360 degree performance appraisal system.
- iv). To identify challenges of 360 degree performance appraisal system and suggest ways to improve the system.

Scope of the Study

The scope of 360-degree performance appraisal will help to take a strategic decision with organizational goals to with stand-in competitive environment. The performance appraisal helps HR to build a better understanding of competitive advantage as well as disadvantage of available resources at Mysore District Milk Union Ltd.

Research Methodology

The study is exploratory in nature. Exploratory research, as the name states, intends merely to explore the research questions and does not study with reference to explore numerous variables and intend to offer final and conclusive solutions to existing problems. Research methodology is appropriate for this study since adaptability of 360 degree feedback system is a relatively new area of study with reference to the Mysore District Milk Union Limited. Thus, making the research exploratory in nature can help to explore numerous variables. Demographic variables such as age, gender, occupation, income and employee's acquaintance variable like service quality are analysed. The data for study is collected from employees for measuring the overall effectiveness of service quality expectation from both management and employees and to evaluate the quality of employee's performance.

Sources of Data

Since the study is exploratory in nature, primary source of data was used. Primary data is information that is collected specifically for the purpose of one's research project. Secondary data was also solicited in the form of books, newsletters, website information and other relevant sources in order to conduct a literature survey.

Problem Statement

The performance appraisal system tends to have several problems. Rate evaluations are often subjectively biased by the cognitive and motivational state. The supervisor often applies different standards with different employees which results in inconsistent, unreliable and invalid evaluation. In order to create a better system, the researchers have traditionally focused on validity and reliability by designing newer "forms" of performance appraisal (e.g.-behavioural-based system). The employee reaction to appraisal is important to improve the employee's performance. Recently, scholars have begun to argue that the employee emotion and perceptions are important in determining the efficiency of the performance appraisal system.

In fact, appraisal reaction such as satisfaction, acceptability and motivation are seated as important rent in the appraisal research during the past ten years. Most of the students have concentrated on performance appraisal but the present study is concentrated on one of the modern method of performance appraisal which is 360 degree performance appraisal in the employee's perception.

Review of Literature

According to Tomas Chamorro-Premuzic (2020) 360 degree feedback should focused on technology integration which

advance in feedback platforms and mobile apps make the process more accessible and streamlined. He also stated that new tools analyse feedback patterns provide insights with greater objectivity, reducing biases associated with human ratters.

According to Pulakos (2015), Continuous Feedback Systems help moving away from annual reviews to continuous feedback cycles ensures more relevant and timely development. According to (Bracken & Rose, 2011) 360 degree is used for Development, not only appraisal, most scholars recommend using 360-degree feedback for personal growth rather than performance appraisals to reduce defensiveness.

According to Nowack (2009) [5] 360 degree method improved Self-awareness, the multi-ratter process exposes blind spots, providing individuals with a deeper understanding of their strengths and areas for improvement.

According to Atwater (2007) [1] communication encourages employees at all levels to provide feedback promote a culture of openness and continuous learning. Smither (2005) [6] elaborated on development of leadership skills, he said leaders benefit from feedback provided by subordinates, which can improve emotional intelligence and management capabilities.

Lathan's and Peterson (2003) [4] emphasized the value of these multi-source inputs in reducing biases that may arise from a single evaluator. This method aligns with the theory of social comparison, as it allows individuals to reflect on how their behaviour and skills align with the expectations of different stakeholders. London & Smither (2002) elaborated on enhanced Organizational feedback overload, they said receiving input from multiple sources can be overwhelming and demotivating if not managed properly.

Fletcher (2001) [3] deliberated on implementing challenges, he said Effective use requires a well-structured system, clear communication, and follow-up actions. Without these, feedback can become an isolated event without tangible outcomes. Post-feedback Coaching: Follow-up sessions with coaches or supervisors help employees interpret the feedback and create actionable development plans (Walker & Smither, 1999).

Sampling Procedure and Technique

A sampling procedure defines the rules that specify how the research calculates the sample size and the processes by which the sample elements are selected to form part of the research.

Purposive sampling was used to select the respondents. Purposive sampling was used because it helped the researcher to select only employee who are important for the study. Purposive sampling, is also known as judgmental, selective sampling, is a type of non-probability sampling technique. It also allows the researcher to be able to quickly select those are who are relevant for the research and ignoring other people.

Sample Size

The study covers the employees of the Mysore District Milk Union Ltd. Total sample size for the study is 100 respondents.

Research Instrument and Data Collection Procedure

Questionnaires were the research instrument used in the collection of data from the respondents, the questionnaires were made up of closed ended questions with only few open ended question which asked respondents to write the name of

their departments and make suggestions about adaptability of 360 degree feedback system, the closed ended question Provides options for the respondents to choose the one that best suit their situations. Each question had not less than 2 options. The options were strategically provided to help the researcher in attaining and achieving the objectives set for this study. The questionnaires were divided into two parts, the first part solicited information on the personal information of the respondents in relation to the topic under study. The second part mainly deals with questions that are geared towards the achievements of the objectives set for the study.

Data Collection

The study of data is exploratory in nature; primary source of data is used. Primary data is the information that is collected specifically for the purpose of one's research project. An advantage of primary data is that it is specifically tailored to the research needs. A disadvantage is that it is expensive to obtain.

Limitations of the Study

The research study is conducted within the organization and hence the result is limited to the organization only. The questionnaires are to be filled by the employee in organization's limit only. As the study will be done within the limited time, only the selected employee's perception of the organization must be considered and not the employees of all organization.

Research Gap

Several studies show that 360 degree feedback can lead to short-term performance improvements, evidence on its impact on sustained behavioural change is limited. Much of the existing literature is based on studies conducted in western contexts, particularly the U.S. and Europe. Culture differences

in how feedback is given, received, and acted upon remain underexplored. Limited attention has been given to the emotional impact of receiving multi-source feedback, especially when it includes negative or conflicting input. Resistance or defensive behaviour is potential barrier to the effectiveness of feedback. This paper specifically deals with employees of MYMUL Mysore City with the expectation of employee's perception towards the adaptability of 360 degree feedback method. Longitudinal studies are needed to determine whether individuals integrate the feedback into their behaviour and maintain improvement over time.

Data Analysis and Interpretation

Data analysis and interpretation refers to how the data is collected from different sources and how it is interpreted. The data is collected from primary and secondary sources. The primary data are those which are collected a fresh and for the first time and thus happen to be original in character. The tools for collecting this primary data are two methods namely, Interview Method and questionnaire Method. The secondary data are those which is already been collected by others and have already passed through the statistical process in the company. The technique used for collecting the data is simple random sampling technique. The statistical tools used in survey are bar charts, pie charts and tables ANOVA.

Table 1: Age of the Employees

Age	Frequency	Percentage
18-25 years	15	16.0
26-35 years	40	40.0
36-45 years	30	32.0
Above 40 years	15	12.0
Total	100	100.0

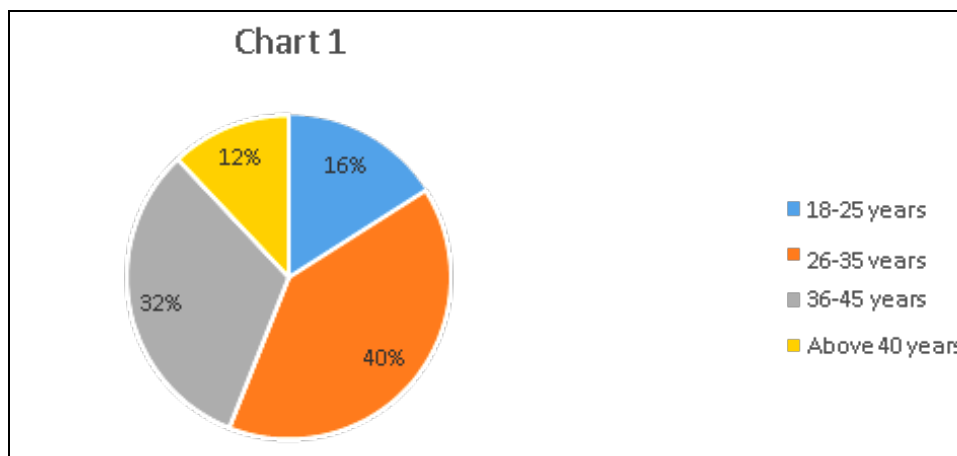


Chart 1: Age of the Employees

Analysis

Among the respondents 16% of employees are of age between 18-25 years, 40% of employees are between 26-35, 32% of employees are between 36-45 and remaining 12% of the employees are above 45 years old.

Interpretation

The above analysis says that, the age of employees between 26 to 35 years are more than any other age. Therefore the organization has more young and dynamic employees.

Table 2: Qualification of the Employees

Qualification	Frequency	Percentage
SSLC	15	8.0
PUC	20	8.0
Diploma	25	28.0
Degree	30	48.0
Others	10	8.0
Total	100	100.0

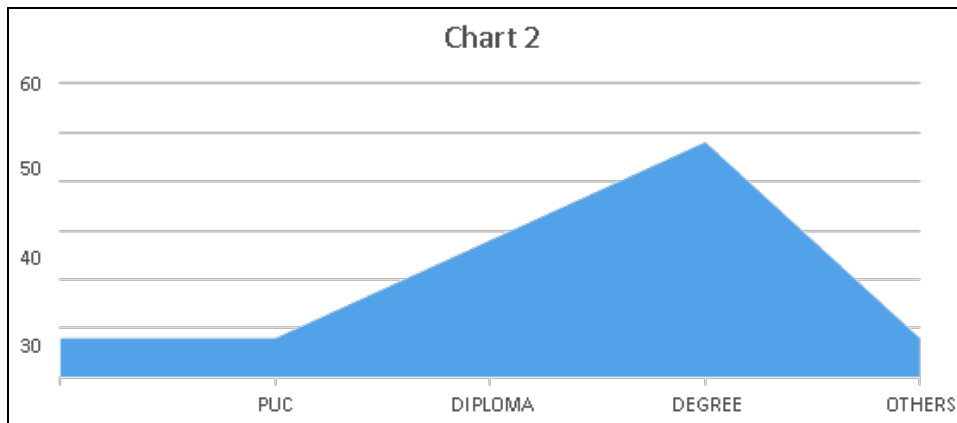


Chart 2: Qualification of the employees

Analysis

From the above data it's observed that 8% of the employee's qualification is Secondary School Leaving Certificate and Pre-University Course, 28% of employees are Diploma holders, 48% of employee's qualification is Degree and 8% of employee's qualification is other.

Interpretation

The ultimate responsibility for the success of organization depends on its employee's qualification in some skills and

knowledge, from the above analysis it says, all the employees in the organization are educated and well qualified.

Table 3: Does appraisal encourages employee's career growth?

	Frequency	Percentage
Strongly agree	30	32.0
Agree	50	56.0
Neutral	20	12.0
Disagree	00	0.0
Total	100	100.0

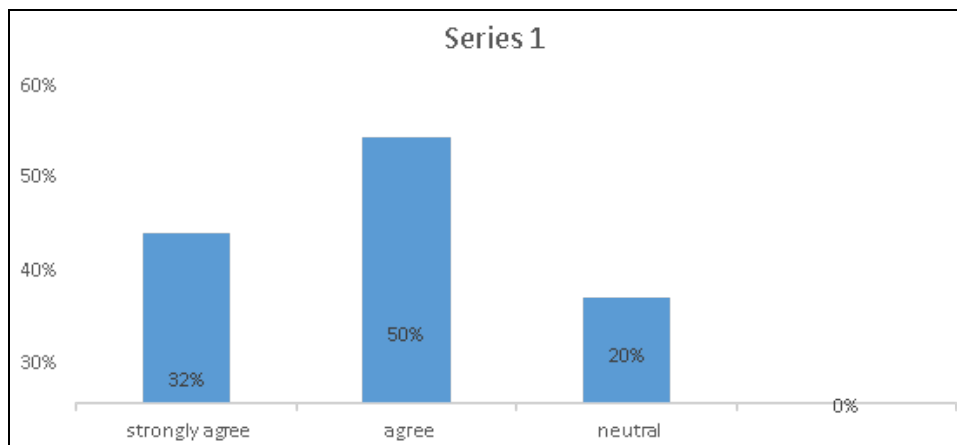


Chart 3: Does Appraisal encourages employee's growth?

Analysis

The 32% of employee's strongly agree, 56% of employee's agree that the performance appraisal encourage employee's career growth but 12% of employee's disagreed with above statement on the basis of information.

Interpretation

The above analysis states that performance appraisal encourages the employee's in their career growth by giving a constructive criticism in a friendly manner.

Suggestion and Conclusion

The following are some suggestions or recommendations that Mysore Milk Union Ltd can consider when the company adapt and follow the 360 degree feedback method. Their implementations do not guarantee full success but can go a long way to help the issues of the performance appraisal method.

- 360 degree performance system needs to be coordinated with other developmental activities so that it yields better

result. By this, the employees become aware about various jobs being performed and that they can give better review. If specific trainings being linked with the process then it will help in improving performance.

- The system should be more objective. It should not include any remarks that can hurt others feeling even if they are not very pleasant to adapt or work with, proper guidance and advice should be given to them in a polite manner and they should be given a chance for improvement.
- Appraisal feedback should be treated only as a part of development. Other developmental factors should be linked with appraisal process to motivate the employees to improve their performance.
- Proper care should be taken not to hurt anybody's ego while giving remarks to them.
- Some people may be efficient in the work but may not like some kind of remarks against them. Care should be taken while writing remarks.

- For the system to be successful, active participation of top management is required. They should be in world they should involve from designing the feedback criteria to evaluating the feedback reports. And they should make sure that the questionnaires should contain meaningful points and should cover the actual experiences of the employees.
- Everybody in the organization should provide feedback seriously and there should be a sense of commitment and loyalty while giving their opinion about someone, honest opinion should be given without any fear of undesirable actions. * The appraisal of employees in the organization should not make employee to work under stress and it should not make discrimination among the employees therefore performance appraisal should not be done based on favoritism.

Conclusion

360 degree feedback is sometimes referred to as multi-rater appraisal, multi-source feedback or 360 degree Profiling. It is essentially a process, which enables a person to receive feedback from a number of people around them. The purpose of the feedback is usually varied from organization to organization. 360 degree feedback is not only acting as a tools for organizational development but also to help an individual determine areas they need to develop. The success of the appraisal depends on the transparency and clear objectives as well as clear cut intimation even at the bottom level of the organization.

The popularity of 360 degree feedback is undeniable. Yet, the perceived benefit will help the personal development of workers only in the right organizational climate. When this method is utilized in the wrong environment, the results can be detrimental. With close consideration and evaluation of the environment, the decision to employ this tool, or another should be made carefully.

After my study about this paper and going through the available research as well as literature. I can conclude that this 360 degree feedback can be used as an addition to the conventional system of appraisal. It is only a part in the development process and not the whole development process. I found that the system is not being used properly as its importance is not clearly understood by many companies but if it gets into the mind of people properly and handled correctly then it can actually lead to the improvement of organizations as well as individual performance and it will reshape the internal and external communication.

Active participation of all the sources can make a lot of difference like any communication or other innovation, 360 degree feedback is also as good as the people who are operating it success of any new thing depends on the acceptance by the people who are going to use it similarly, the success of 360 degree feedback depends on the employees and management and on how they perceive it, therefore it can also be successful only if it is followed by a desirable action of providing development training.

The appraisal of employees in the organization should not make employee to work under stress and discrimination among the employees therefore, performance appraisal should not be done based on favoritism.

References

1. Atwater LE & Brett JF..Feedback Dynamics and Its Impact on Leadership Development. *Journal of Organizational Behaviour*, 2007.

2. Bracken DW & Rose DS. When Does 360-Degree Feedback Work? *Human Resource Management Review*, 2011.
3. Fletcher C. Performance Appraisal and Management: The Developing Research Agenda. *Journal of Occupational and Organizational Psychology*, 2001.
4. Luthans F & Peterson SJ. 360-degree Feedback with Behavioural and Results-based Measures. *Group & Organization Management*, 2003.
5. Nowack KM. Leveraging 360-degree Feedback for Leadership Development. *Consulting Psychology Journal: Practice and Research*, 2009.
6. Smither JW, London M & Reilly RR. Does Performance Improve Following Multi-rater Feedback? *Academy of Management Journal*, 2005.
7. <https://ar seam.com/sites/default/files/published-papers/p4iSvAhrir-%20full-%202021-34%20Dr.%20Neeraj%20Kumari-%20Jul-Sep-2017.pdf>.
8. <https://www.researchgate.net/publication/317284725> Using 360 degree feedback in organizations.
9. <https://www.slideshare.net/mobile/ravidwivedy/employee-perception-towards-docx-1>.
10. <https://digitalcommons.uri.edu/cgi/viewcontent.cgi?article=1014&context=lre> paper series.
11. Alexander DM. How do 360 degree performance review affects employee's attitudes, effectiveness and performance.