

A Study on 360 Degree Performance Appraisal in PTN Company

Dr.Rinki Mishra, JanmishaSheraji, RinkuRathod, TusharPatil

Author, Assistant Professor, Department of management Studies, Parul University, Baroda, India,

Co - Author, Final year-MBA, Department of management Studies, Parul University, Baroda, India,

Co - Author, Final year-MBA, Department of management Studies, Parul University, Baroda, India.

Co - Author, Final year-MBA, Department of management Studies, Parul University, Baroda, India.

Date of Submission: 01-03-2023

Date of Acceptance: 10-03-2023

ABSTRACT

Everyone has their own abilities and skills. People working in a same project has difference between quality and quantity though they are doing same project. The 360 degree performance appraisal process is a method to ensure that an employee's performance evaluation is carried out comprehensively taking into all accounts of factors relevant to employee. It is a difficult and complex topic to implement. Though this method creates dynamic management teams and it is useful for continuous development of employees. Our analysis diagrams gives an aerated view of employee contribution in the company. It considers important elements such as efforts of employees, coordination and leadership. 360 degree performance appraisal elevate overall employee contribution with better efficiency and leads to higher coordinative productivity. We are following certain steps to implement 360 degree performance appraisal. It is important to understand the topic to make it work more effectively.

KEYWORDS: Performance, Evaluation, Employees, Skills, Appraisal

I. INTRODUCTION

If an organisation wants to fulfil its goal, it must place a high priority on the performance and productivity of all of its employees as well as of the management. Performance reviews are one method of assessing a person's performance. Every employee, whether they are management or subordinates, can learn what is required of them in their current position through performance reviews. Performance evaluation has been around for a while and has undergone numerous revisions. This will look at the history of performance reviews and 360-degree reviews of performance to discover what function they serve in people management. By contrasting and comparing the

top-down performance appraisal with the 360-degree performance appraisal, this chapter advances the overarching goal of the study project.

II. PURPOSE OF RESEARCH:

Performance evaluations are a step in a company's strategy for better understanding its employees and providing feedback to assist those individuals perform better. While some workers believe performance reviews are redundant, when done correctly, they may actually be quite beneficial for the Organization.

- To provide information of performance of employees.
- To provide detailed information on deficiency in the employee regarding skills, knowledge, determine training and development needs.
- To provide strategies for employee development.
- Evaluate employee's performances.
- To provide information that aids in advising the employees.

III. REVIEW LITERATURE:

Ashima Aggarwal, GourSundarMitra Thakur (2013) performed a review of performance appraisal methods Ranking, Graphic Rating Scale, Critical Incident, Narrative Essays, Management by Objectives, Assessment Centers, BARS, 360 Degree, and 720 Degree are some of the performance appraisal approaches discussed, as well as their benefits and drawbacks. The traditional method of performance appraisal or the modern method of performance appraisal are used by the organisations. Organizations utilise a performance appraisal system to assess the efficacy and efficiency of their personnel. Because each individual approaches their task differently, a performance appraisal system is required. Workplace performance, communication

objectives, estimating employee potential, and employee counselling are all benefits of performance appraisal. After the research, the authors came to the conclusion that determining whether methodology is better than another is challenging because it relies on the nature and size of the organisation. Each methodology has its advantages and disadvantages.

Newbold (2020) says that 360-degree appraisals are classics 360-degree appraisals are a powerful addition to the performance management system. It should be in alignment with the strategic aim of the organization. The author also focuses on the success of the 360-degree appraisal. It is a success only because of few factors like the purpose being clear, organization readiness, employee preparation, the way it must be run, finally effective delivery of the feedback. success only because of few factors like the purpose being clear, organization readiness, employee preparation, the way it must be run, finally effective delivery of the feedback.

Hallam (2018) discusses on Advancement of Human asset Management by using 360 aggregate reporting. For an organization the key competitive advantage it has is its "people". 360-degree aggregate reports help the organization to market its innovation and its customer service strength which in return helps in increasing the sales as well as the profits. Organization use 360-degree aggregate reports as a meaningful figure to mainly look at a collaborative project which helps in designing, coaching and training. Today Human Resource professionals are equipped to analyse the 360-degree aggregate data and contribute to the more effective management of the staff.

Robertson (2010) highlighted on the impact of gender differences on seniority level by using 360 degree assessments which has a behavioural impact on influencing, leadership and team behaviours. The author suggested that in every organization the employees should be well familiar with the influential factors of change process as well with the hierarchical systems of authority. The study also imparted on development of leadership system in an organization to make well conversant with the change in different level of positions both from the aspect of male and female which ultimately lead to growth in organizational performance.

Alexander (2006) focused on how 360 degree feedback affects the employee attitude, effectiveness and performance. Organizations will be able to get benefit from the 360 degree feedback when the learner or the employee who is imparted training accepts the feedback and takes appropriate

action to make the necessary changes. The right organizational climate helps in gaining benefit from the implementation of the 360 degree feedback process. The design and the implementation have to be always taken care properly.

Flynn (1997) highlighted on the role of 360 degree feedback in the development of employees. It helps the employee development in various ways like Career development, Self-development, Executive development and remedial training. Feedback is the essence here which helps the manager to use the feedback to prepare the developmental plans for the employees. When 360 degree feedback is used for developmental purpose the employees give a balanced set of feedback rather than when used for appraisals.

IV. OBJECTIVES OF THE STUDY:

- To know whether the employees are satisfied by 360-degree appraisal method.
- To know why the company has selected only this method 360-degree for appraisal of Performance.
- To know whether the 360-degree appraisal improves the performance of the employees or not.

V. SCOPE OF THE RESEARCH:

Despite the size of the study, the total amount of time that could have been used for observation, analysis, and a conclusion was quite constrained. It is highly challenging to investigate the way in which a business operates, its workplace culture, and how its policies are developed, carried out, and communicated to its staff. The second crucial point is that due to a manager's positional accountability and responsibility and ethical and moral requirement, dissemination of all pertinent information and rules is restricted. The scope of a 360-degree performance review will assist in helping to make a strategic decision with regard to organisational objectives to survive in a cutthroat market. The performance evaluation aids HR in developing a deeper comprehension of the advantages and disadvantages of the available resources in terms of competition.

VI. RESEARCH METHODOLOGY:

Meaning

Research Methodology is a process used to collect information and data for the purpose of making business decision. The methodology could involve both current and historical materials, as well as published research, interviews, surveys, and other research methods.

Research Design

The research design reveals the kind of research methodology that was applied to collect the data for the study. Both descriptive and analytical research designs will be used. Descriptive research's main objective is to describe the world as it is right now. It mostly consists of surveys and several kinds of fact-finding enquiries. Analytical research uses data acquired from respondents to assess the facts that already exist.

Source of Data Collection

It depends on the type of data, which are:

- Primary Data
- Secondary Data

Primary Data

Primary data is data originated for the first time by the researcher through direct efforts and experience, especially for the purpose of addressing his research problem. Also known as first-hand data or raw data.

Secondary Data

Secondary data implies second-hand information which is already collected and recorded by any person other than the user for a purpose, not relating to the current research problem.

Sampling Method

Sampling Method is the selection process of a subset of the population of interest in a research study.

Sampling Size

Sample size collected for the study is 74 respondent of the company.

Data Collection Technique

During this study standardised questionnaire were used for the data collection. The questionnaire has been constructed insight of objective of the study.

1. Hypothesis

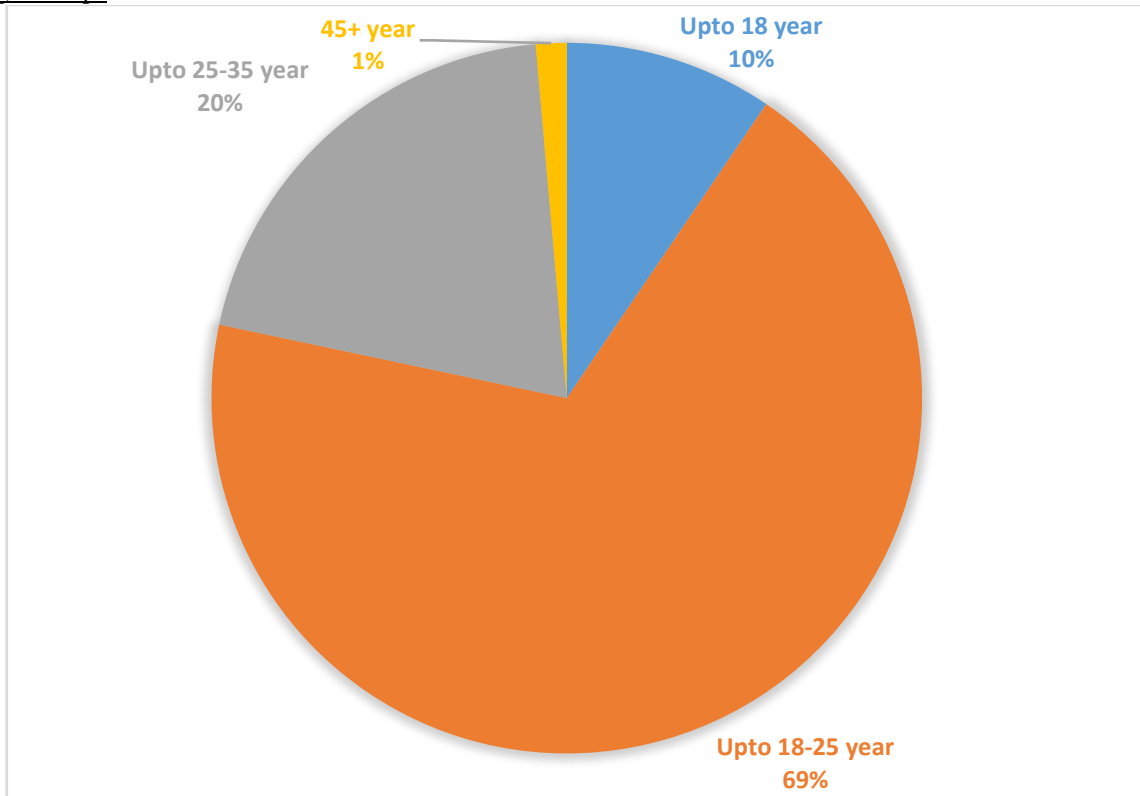
H1: there can be raise in productivity and performances

H2: increase in leadership skills

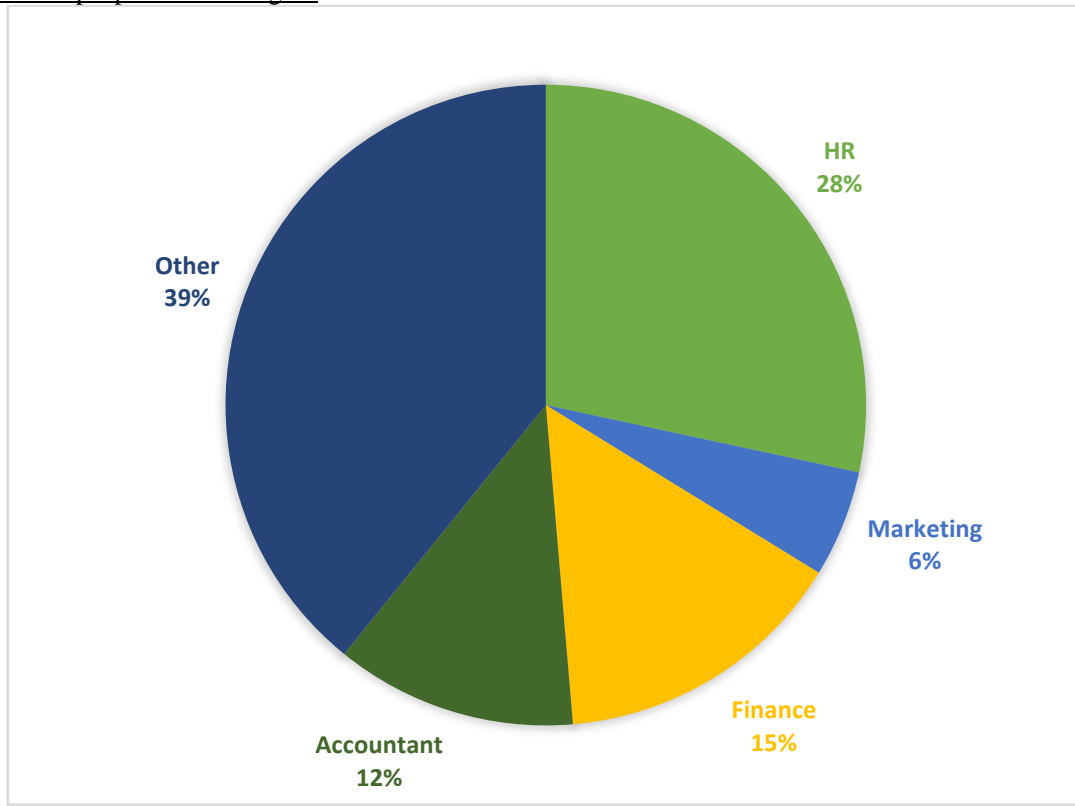
H3: it can increase decision making skill, empowerment, development purposes, etc.

VII. DATA ANALYSIS AND CHARTS

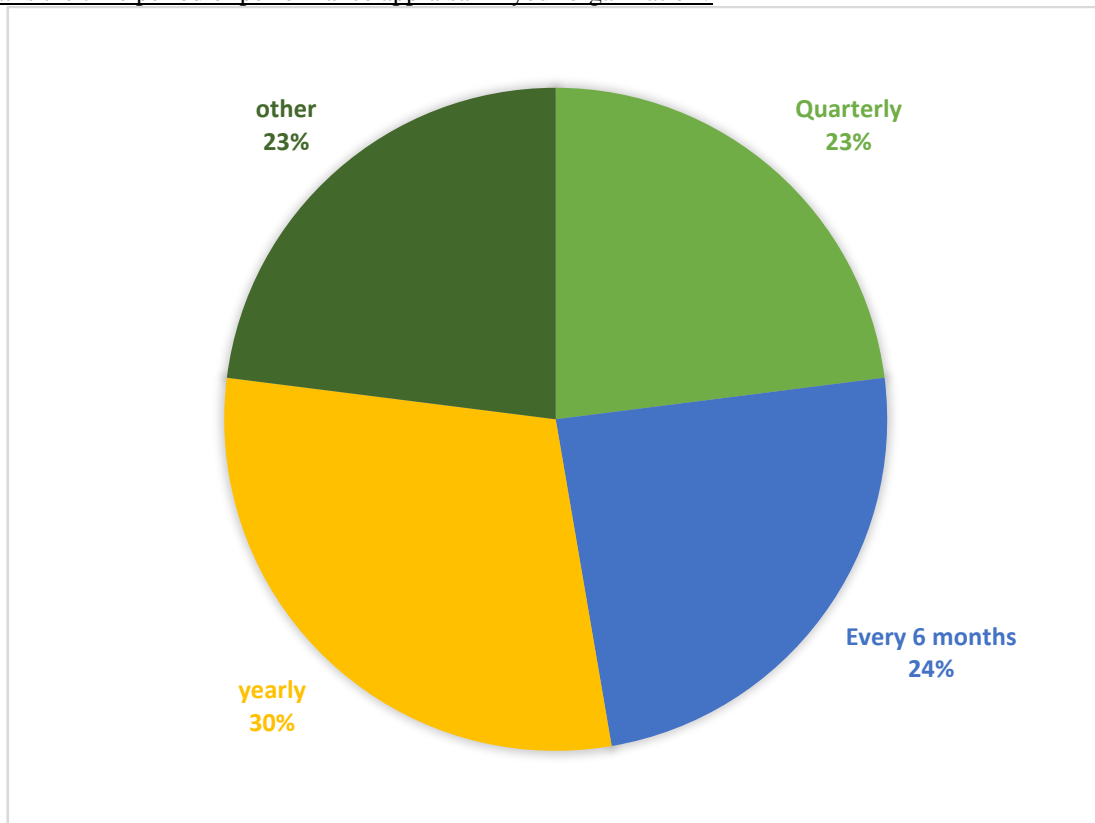
Age Groups



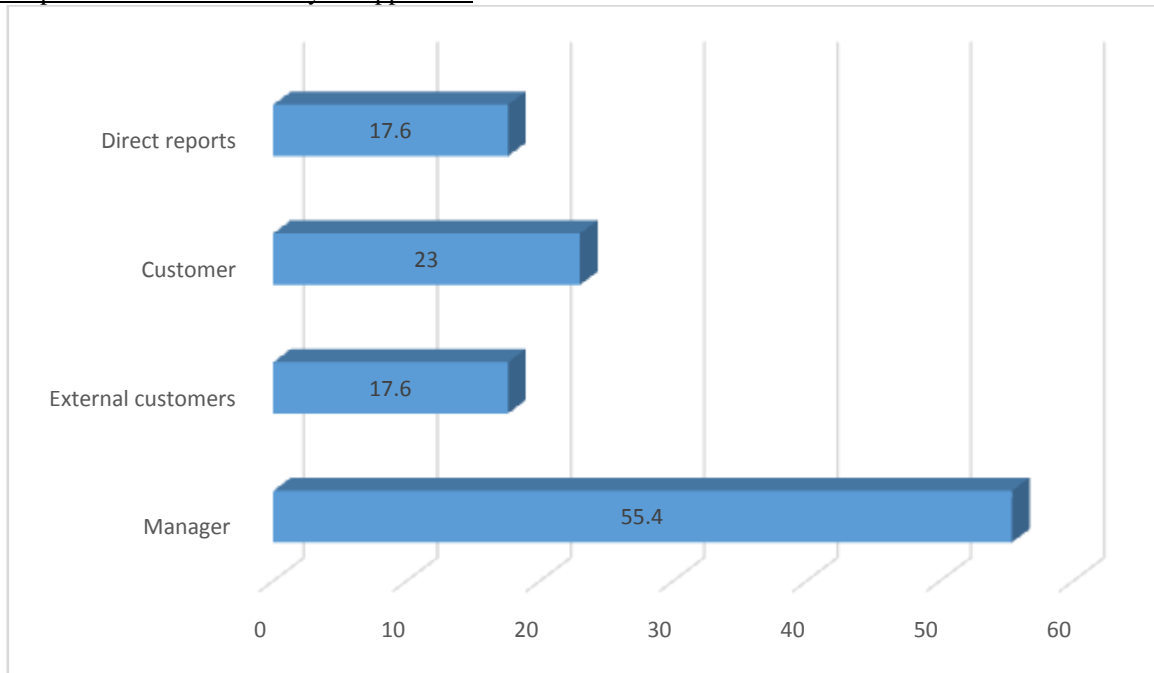
Department people are working in:



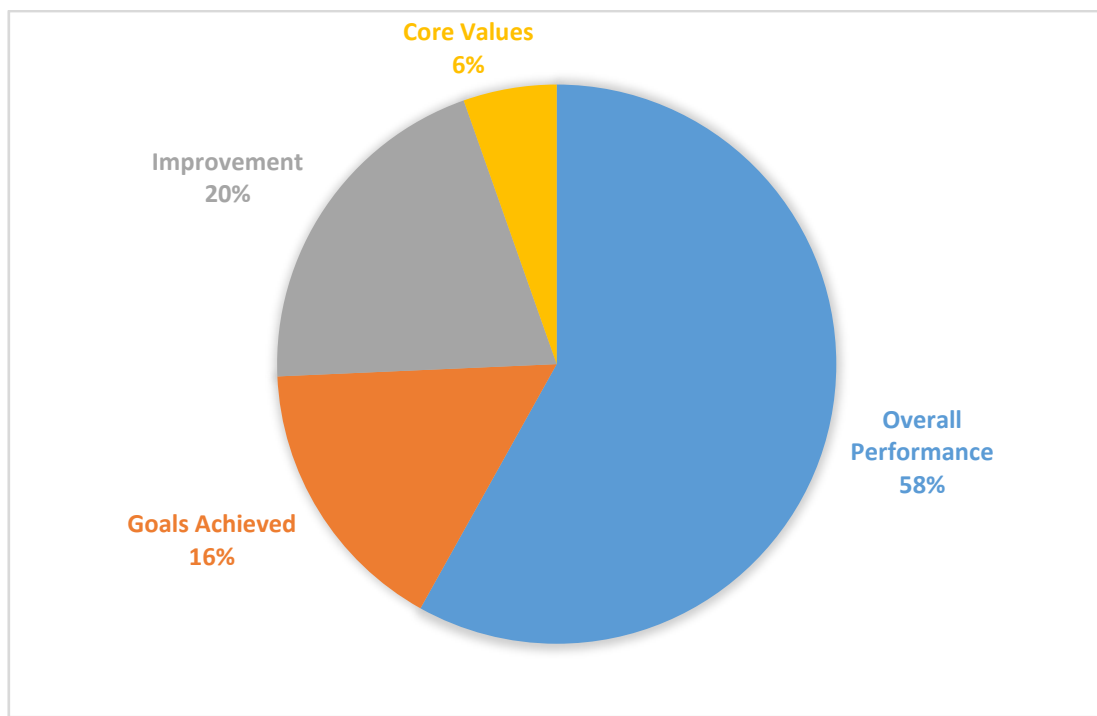
What is the time period of performance appraisal in your organization?



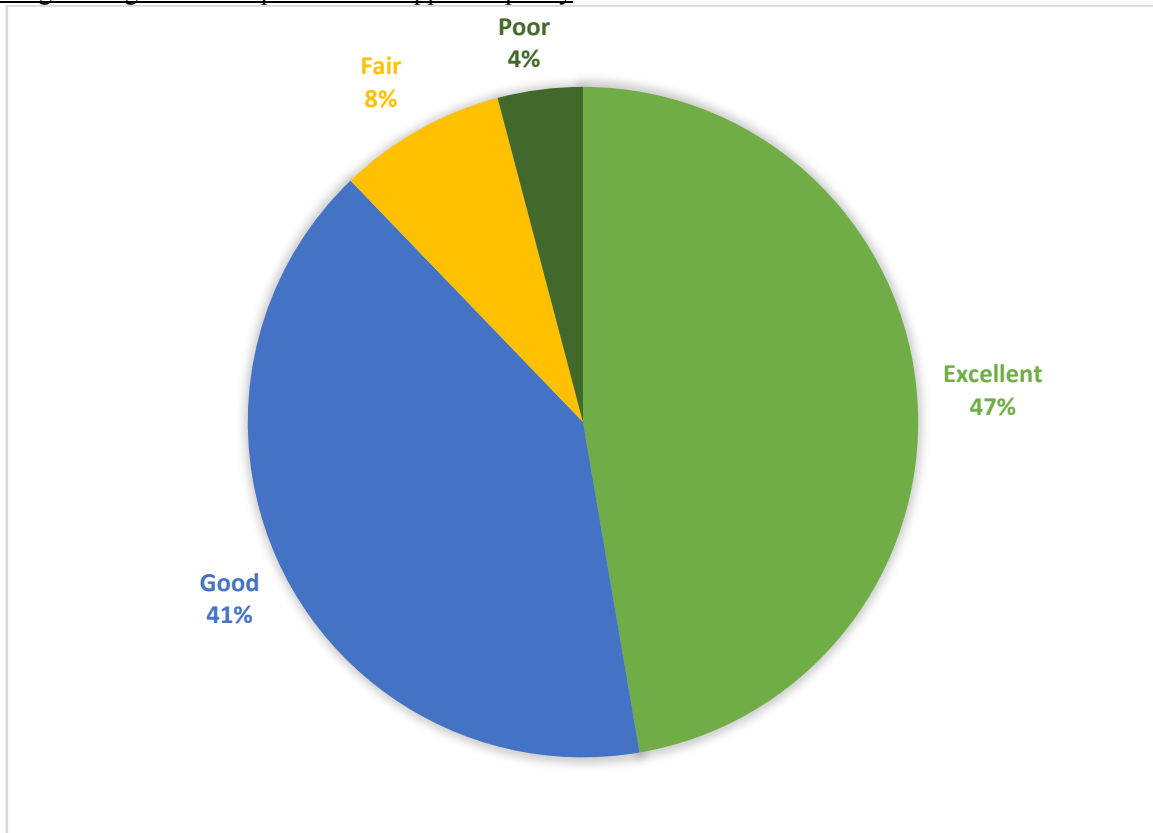
Who provide the feedback for your appraisal?



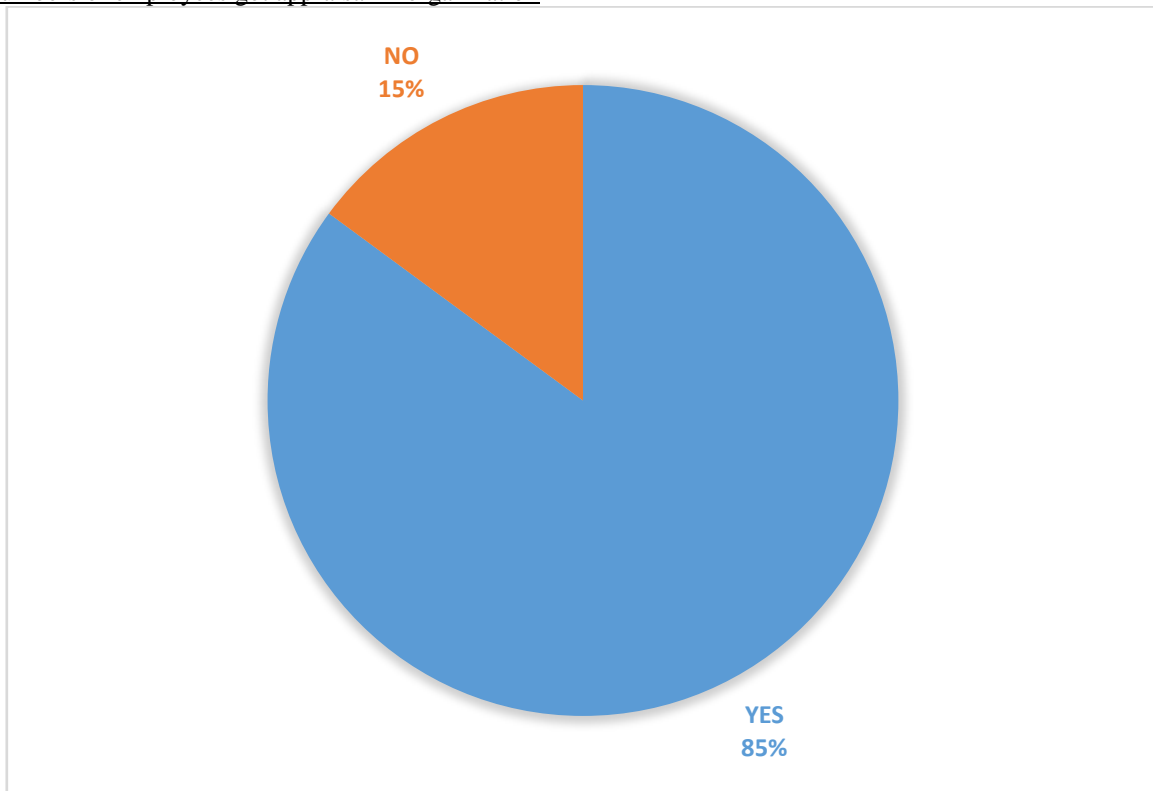
What measures are covered during performance appraisal In the organization



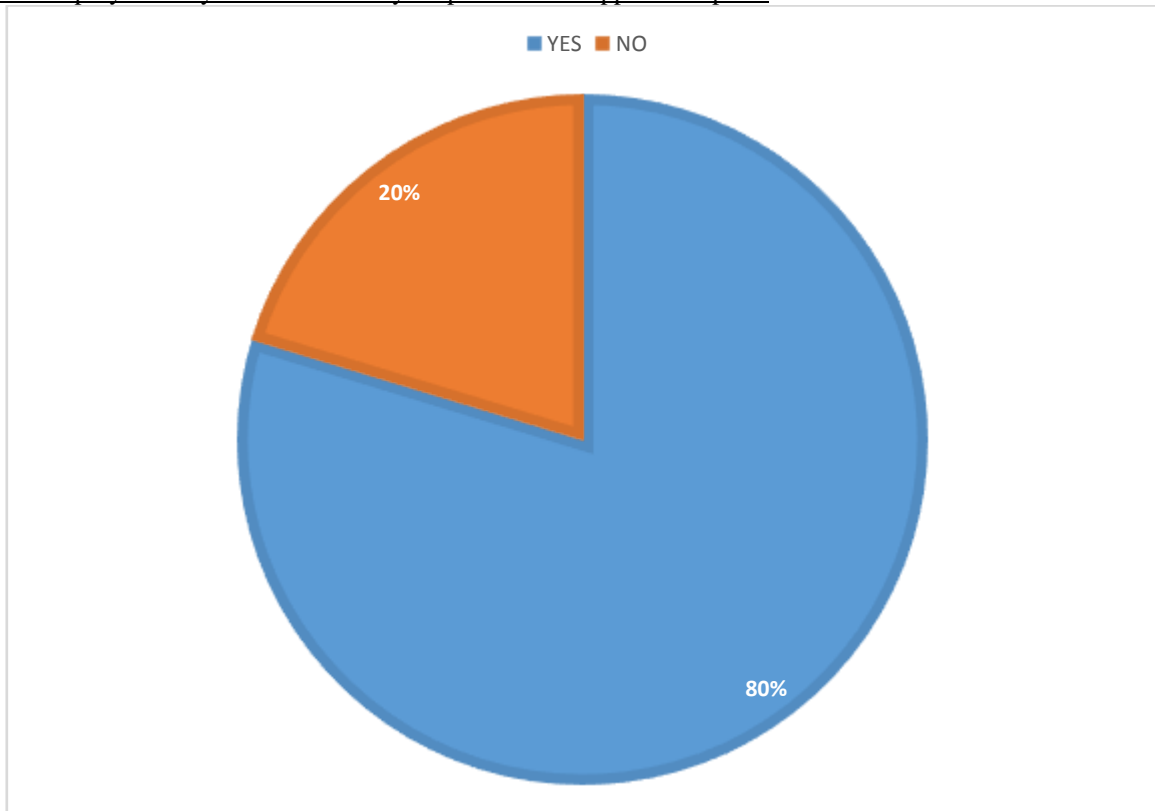
Rating for Organization's performance appraisal policy



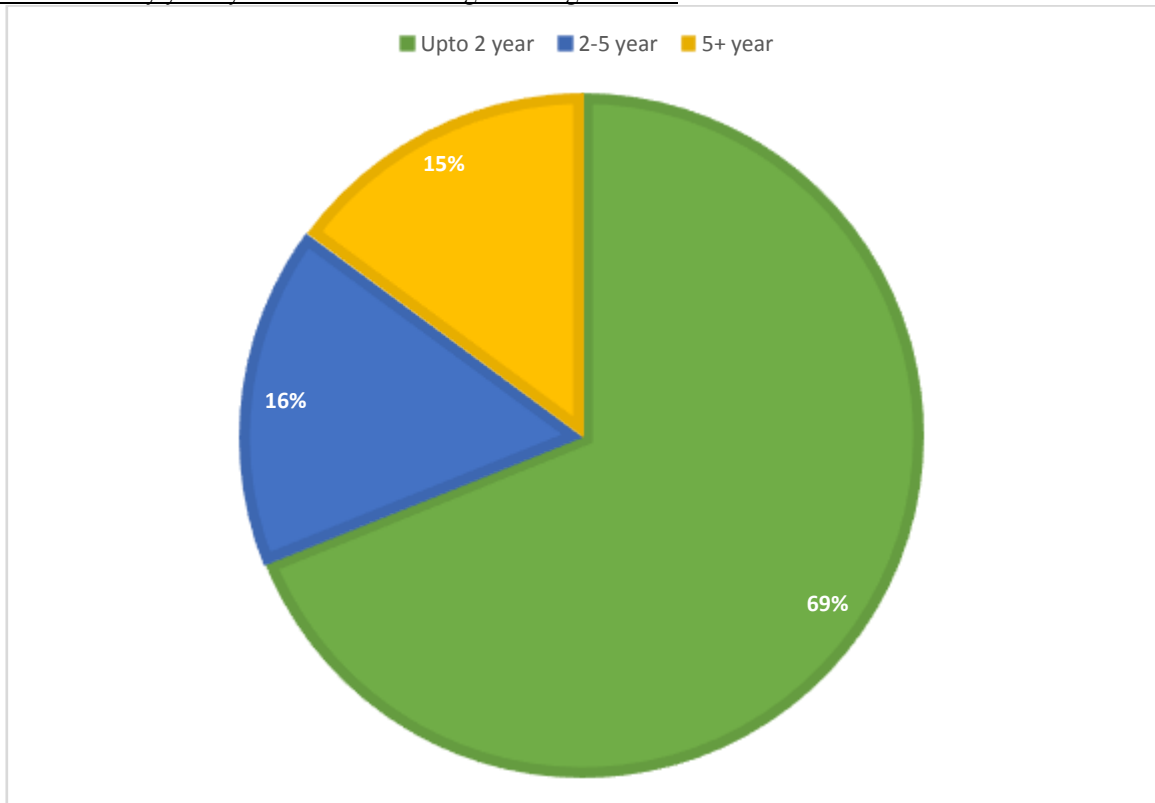
Numbers of employees got appraisal in organization



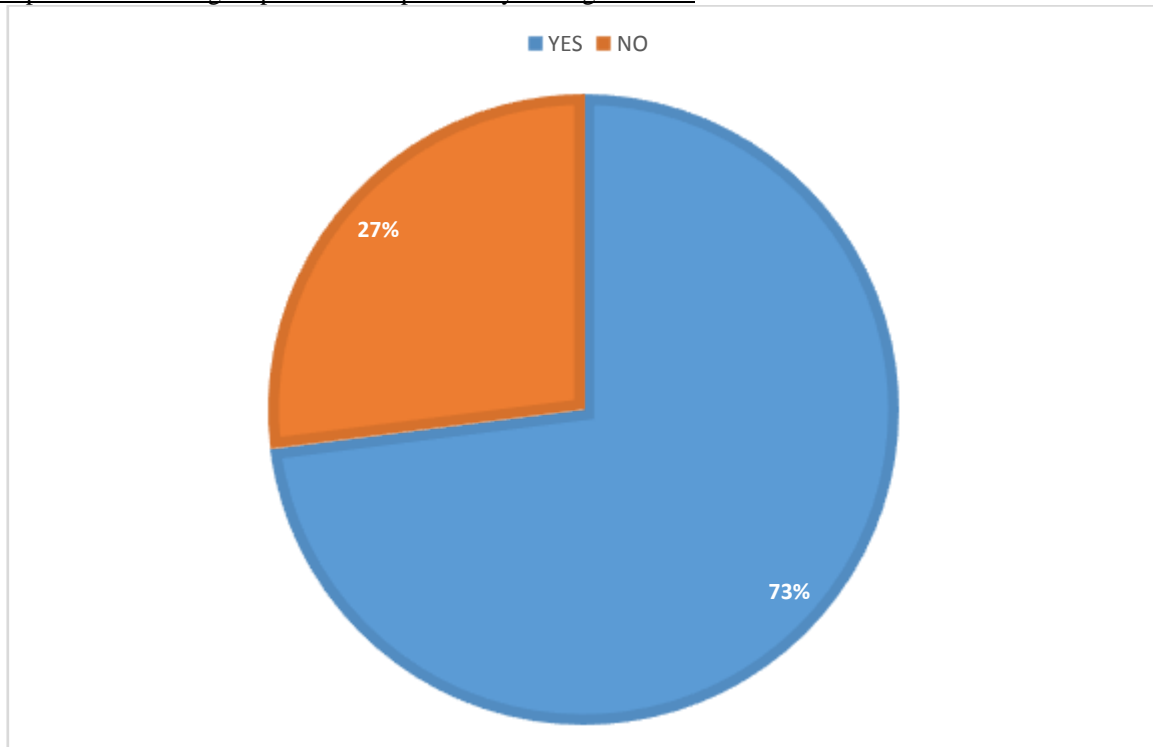
Does employer take your feedback on your performance appraisal report?



Since how many years you have been working in an organization



Adaptation of 360 degree performance process by the organization



VIII. OBSERVATION:

- In the above pie chart, we have observed that the employee working with organization since 2 years are more than 65%.
- From the above pie chart, we have shown that 360 degree performance reviews yield more friendly responses to appraisals. There are maximum numbers of YES by employees.
- As shown above chart, maximum number of employees are up to 25 years which is 69%.
- There are more than 5 departments in the organization, in which HR department has 28% of employees, finance and accounting department has 15% and 12%, so on...
- In the above pie chart, we have observed that performance appraisal are done on yearly basis (30%)
- As stated in above chart, Mostly the feedback for appraisal are provided by the managers.
- In the above pie chart, measures are covered during performance appraisal in the organization are overall performance with 58%, improvement with 20%, core values with 6% and goals achieved with 16%
- Within the organization, we have notified that more than 70% of employees are aware about 360 degree performance appraisal.

IX. CONCLUSION

The performance appraisal system is considered as means of identifying areas of improvements, identifying areas of training and development by setting performance goals for the future. Everyone is willing to have friendly relationship within the organization. A friendly environment is been made by each and every employees' effort. This was the clear comment from the employees. We estimate that of the organization that use 360 degree performance appraisal are successful. It maximize the productivity and development of organization as well as staff members.

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