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A study on 360 degree performance appraisals with special reference NDVOR it solutions, Bangalore

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ABSTRACT

Performance appraisals are systematic ways of measuring, reviewing and analyzing employee performance over a given period of time and using the information gathered to plan for the employee's future with the organization. This periodical, impartial feedback is used to judge employee effectiveness as well as provide necessary development and training to improve the employee's contributions to the organization's goals. This powerful managerial tool should directly reflect the overall organization's goals and objectives; the employee assessment should provide useful feedback about the employee's contributions or lack of contributions toward these goals.

INTRODUCTION

Performance Appraisal is defined as the process of assessing the performance and progress of an employee or a group of employees on a given job and his / their potential for future development. It consists of all formal procedures used in working organizations and potential of employees. [1, 2]

STATEMENT OF THE PROBLEM

Performance appraisal is a process of assessing, summarizing and developing the work performance of an employee. In order to be effective and constructive, the performance manager should make every effort to obtain as much objective information about the employee's performance as possible. Low performance can push the organization back in today's tough competition scenario. The project is aimed at analyzing the performance appraisal in companies. [3-7]

OBJECTIVE OF THE STUDY

- To identify the demographic profile of the respondents
- To identify the satisfaction level of Employee with respect to 360 degree performance appraisal

SCOPE OF THE STUDY

To provide employees with a better understanding of their role and responsibilities; increase confidence through recognizing strengths while identifying training needs to improve weaknesses; improve working relationships and communication between supervisors and subordinates; increase commitment to organizational goals; develop employees into future supervisors; assist in personnel decisions such as promotions or allocating rewards; and allow time for self-reflection, self-appraisal and personal goal setting.

LIMITATIONS OF THE STUDY

- Negative approach by Top level management
- Many Respondents neglected to respond to the Survey in their Busy Schedule
- Employees worked in rotational shift can't cover some of the project.

LITERATURE REVIEW

- Bryman, A. & Bell, E., 2007, Business research methods, Oxford Press, Oxford.
- Business Victoria, 2016, Increase profitability and staff retention with an innovative culture, State Government of Victoria, Melbourne.
- Fleenor, J.W. & Prince, J.M., 2016, 'Using 360-degree feedback in organisations', International Journal of Research in Management and Technology 6(1), 45–51.
- Fourie, D., 2008, 'An examination of an incentive system to maximize performance in an automobile manufacturing environment', thesis, unpublished, Rhodes University, Grahamstown.

RESEARCH METHODOLOGY

Research design

A Master plan that specifies the method and procedures for collecting and analysing needed information.

Sample design

Sampling is the process of selecting a sufficient number of elements from the population. A Sample Design is a definite plan for obtaining a sample from the sampling frame. It refers to the technique or the procedure the researcher would adopt in selecting some sampling units from which inferences about the population is drawn.

Non-probability sampling

Non-Probability sampling is a sampling technique where the samples are gathered in a process that does not give all the individuals in the population equal chances of being selected.

Convenience sampling

Convenience sampling (also known as Availability Sampling) is a specific type of non-

probability sampling method that relies on data collection from population members who are conveniently available to participate in study.

Size of the sample

The Sample size is **100**.

DATA COLLECTION METHOD

Primary data

These are data which are collected for the first time directly by the Researcher for the Specific study undertaken by him. In this research primary data are collected directly from the Respondent by using Questionnaire cum Enumeration Method.

Secondary data

These are data which are already collected and used by someone preciously. The data's are collected from journals, magazines and websites.

STATISTICAL TOOLS USED

To analyse and interpret collected data the following simple percentage and ranking were used.

Simple percentage analysis

To analyse and interpret collected data the following simple percentage and ranking were used.

Formula

$$\text{Percentage} = \frac{\text{Number of respondents}}{\text{Total number of respondents}} \times 100$$

Henry garrett ranking

Garrett's ranking technique to find out the most significant factor which influences the respondents; Garrett's ranking technique was used. As per this method, respondents have been asked to assign the rank for all factors and the outcomes of such ranking have been converted into score value with the help of the following formula: Percent Position = $100 (R_{ij} - 0.5) / N_j$ Where R_{ij} = Rank given for the i th variable by j th respondents N_j = Number of variable ranked by j th respondents.

DATA ANALYSIS

The Respondents participated in the research are from diversified background with gender, age group, marital status and educational qualification.

Table no 1: Demographic profile of the parent respondents
Table 1: Profile of the respondents

DETAILS OF RESPONDENTS	NO.OF RESPONDENT	PERCENTAGE
Gender	Male	56 56
	Female	44 44
	Total	100 100
Age	Less than 25 years	18 18
	26-35	54 54
	36-45	20 20
	Above 45 years	08 08
Academic Qualification	Total	100 100
	Diploma	26 26
	UG	55 55
	PG	19 19
	Total	100 100
Experience	Less than 5 years	28 28
	6-10 years	45 45
	11-20 years	22 22
	Above 20 years	5 5
	Total	20 100
Monthly Income	10000-20000	19 19
	20000-30000	27 27
	30000-40000	45 45
	Above 40000	09 09
Total	100 100	

Interpretation

From the above table maximum percentage was in the age of 26-35years with 54% and in gender Male respondents was 56% also 55% employees

under graduation in educational Qualification and 45% of employees experienced 6-10 years At the same time 45% maximum salary was below 30000-40000.

Table no.2- Factors that causing problem in 360 degree performance appraisal

S.no	Problems faced	Mean Score	Total Score	Rank
1	Poorly Trained Managers	370	1480	4
2	Lack of Outcome-Based Measures	552	552	7
3	Inconsistent Ratings	510	1020	6
4	No second review	412	1236	5
5	Forced ranking issues	340	1700	3
6	Corporate culture issues	278	1946	2
7	Emotional consequences	327	1962	1

Interpretation

From the above table it is evident that “**Emotional consequences**” ranked as no.1 with a total score of 1962, “**Corporate culture issues**” is ranked as no.2 with a total score of 1946, “**Forced ranking issues**” is ranked as no.3 with a total score of 1700, “**poorly trained**” is **Poorly Trained**

Managers ranked as no.4 with a total score of 1480. Also “**No second review**” is ranked as no.5 with a total score of 1236, then the “**Inconsistent Ratings**” is ranked as no.6 with a total score of 1020, “**Lack of Outcome-Based Measures**” is ranked as no.7 with a total score of 552.

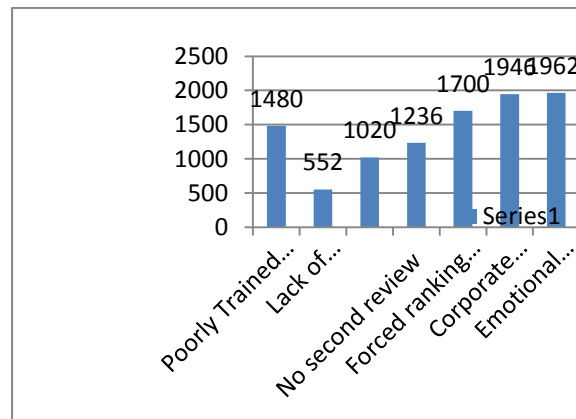


Figure 1. Bar chart

FINDINGS

- “**Emotional consequences**” is ranked as No:-1 problem in a total score of 1962.
- “**Corporate culture issues**” is ranked as No:-2 problem in a total score of 1946.
- “**Forced ranking issues**” is ranked as No:-3 problem in a total score of 1700.

SUGGESTIONS

- By having genuine evaluation it will be reduced and reviews should be reevaluated by another one network
- By additionally evaluation done by external (client or customer)
- Requesting them to improve their life into positive mode.

CONCLUSION

The 360-degree performance appraisal creates a working environment that encourages worker participation. It is an appropriate system for succession planning, training and professional development (Riboldi&Maylette 2007). Hence, there was no relation between the 360-degree performance appraisal and labour productivity. The system is not a solution to inherent labour

productivity problems. It is an approach that takes advantage of a focused organizational strategy to combine employee appraisal and participation. The system can be used for developing employee capital in the organizations. Thus, the employees will have the capabilities to solve organizational problems (Brewster et al. 2003). Consequently, the 360-degree approach was able to reduce the spoilage rate in the organization.

REFERENCE

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