

360-Degree Feedback as a Tool for Improving Employee Performance

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Abstract-Performance management and HRD both benefit greatly from the utilization of 360-degree feedback, often known as multisource feedback. It entails getting feedback on an employee's performance from a variety of people, including coworkers, superiors, subordinates, and the individual themselves. The fundamental goal of 360-degree feedback is to improve individual and organizational performance through a more holistic and well-rounded understanding of an employee's strengths and development opportunities. A research study titled "360-Degree Feedback as a Tool for Improving Employee Performance" is both pertinent and targeted. This enables an examination of the efficacy and ramifications of implementing 360-degree feedback within organizational contexts with the aim of improving employee performance. The main goal of the research is to study barriers and challenges in implementing 360-degree feedback & to examine 360-degree feedback as a tool for improving employee performance through research questions.

Keywords: 360-Degree, Feedback, Employee, performance, Organization

Introduction

360-degree feedback, alternatively referred to as multisource feedback, is a commonly employed instrument within the realm of performance management and human resource development. The process entails gathering feedback regarding an employee's performance from several individuals, including peers, subordinates, supervisors, and self-evaluation. The major aim of implementing 360-degree feedback is to augment both individual and organizational performance through the provision of a more comprehensive and equitable assessment of an employee's strengths and areas for development.

Long-Term Effects of 360-Degree Feedback on Employee Performance

The potential impact of 360-degree feedback on employee performance over an extended period can be influenced by various aspects, such as the manner in which the business implements it, the caliber of the feedback provided, and the extent to which the feedback is effectively integrated into performance management and development procedures.

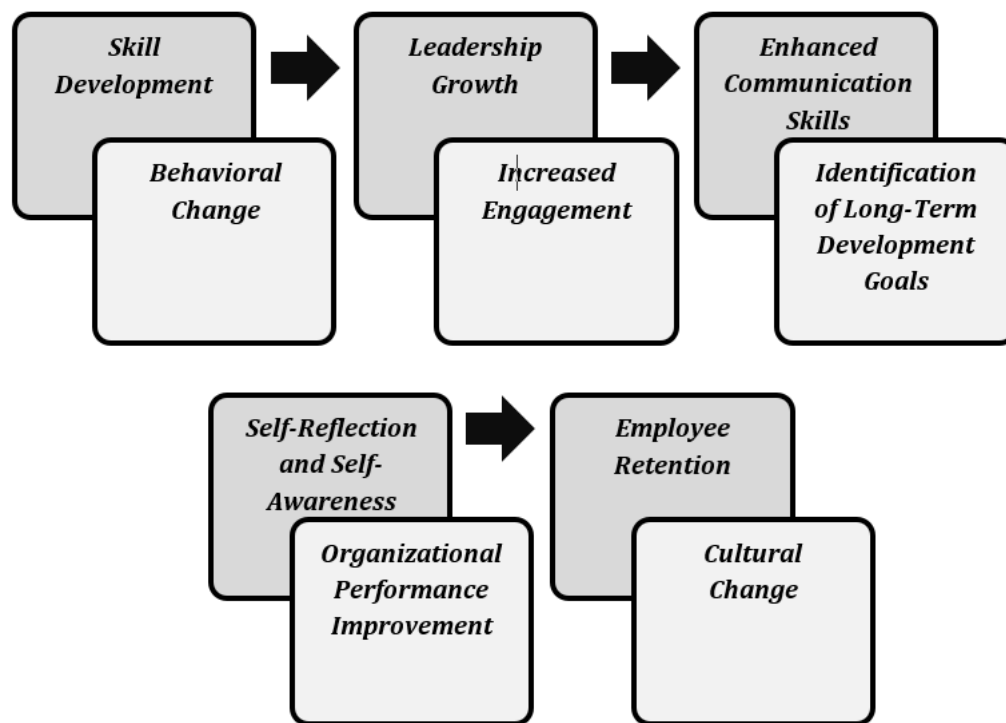


Figure 1:360-Degree Feedback on Employee Performance

The following are potential long-term ramifications of implementing 360-degree feedback systems on employee performance:

- Over an extended duration, the utilization of 360-degree feedback has the potential to facilitate the enhancement of distinct talents and competences. Employees who are provided with constructive feedback from several sources have the opportunity to utilize this knowledge in order to discover specific areas in need of improvement and subsequently make progress in those areas over a period of time (Wildan,2023).
- As employees persist in receiving criticism and actively participating in self-improvement endeavors, there is a likelihood that their behavior and work habits will undergo transformation. Individuals have the potential to enhance their self-awareness and modify their behaviors in order to conform to the expectations of the business and achieve personal growth objectives.
- 360-degree feedback has the potential to enhance leadership skills and behaviors among persons occupying leadership positions. Over the course of time, this phenomenon can lead to enhanced efficacy in leadership and management practices inside the organization.
- Employees who perceive that their feedback is highly regarded and effectively addressed are likely to exhibit increased levels of engagement with their work and the organization. This phenomenon has the potential to result in increased levels of job satisfaction and enhanced overall performance.
- The assessment method known as 360-degree feedback frequently places significant emphasis on the evaluation of communication and interpersonal skills. Over the course of their tenure, employees have the potential to enhance their communication skills, leading to favorable outcomes in terms of teamwork and collaboration within the organizational context.
- The utilization of 360-degree assessments enables individuals to discern enduring growth objectives and professional aspirations. This can facilitate their professional development and career path.
- Over the course of their employment tenure, individuals may gradually develop a heightened capacity for introspection and self-awareness, so facilitating their personal and professional growth. Individuals have the potential to develop a more profound comprehension of their personal strengths and flaws.

- The involvement of a substantial proportion of employees in 360-degree feedback procedures and their commitment to enhancing their performance can have a positive impact on the overall development of organizational performance. This holds special significance when input pertains to the culture and ideals of a business (Manisha, M., 2020).
- Organizations that adeptly utilize 360-degree feedback as a tool for professional growth and development may potentially observe a positive impact on staff retention rates. Employees are more inclined to remain with a company when they see that the corporation is committed to their professional development.
- Over the course of time, an organizational culture may emerge that prioritizes ongoing improvement and feedback, creating a conducive atmosphere for people to engage in learning and development, ultimately resulting in sustained enhancements in performance.

Common Barriers and Challenges in Implementing 360-Degree Feedback

The implementation of 360-degree feedback within businesses can serve as a vital instrument for enhancing performance and fostering development. However, this process is not without its share of prevalent obstacles and hurdles. It is imperative to tackle these obstacles in order to achieve a successful deployment.

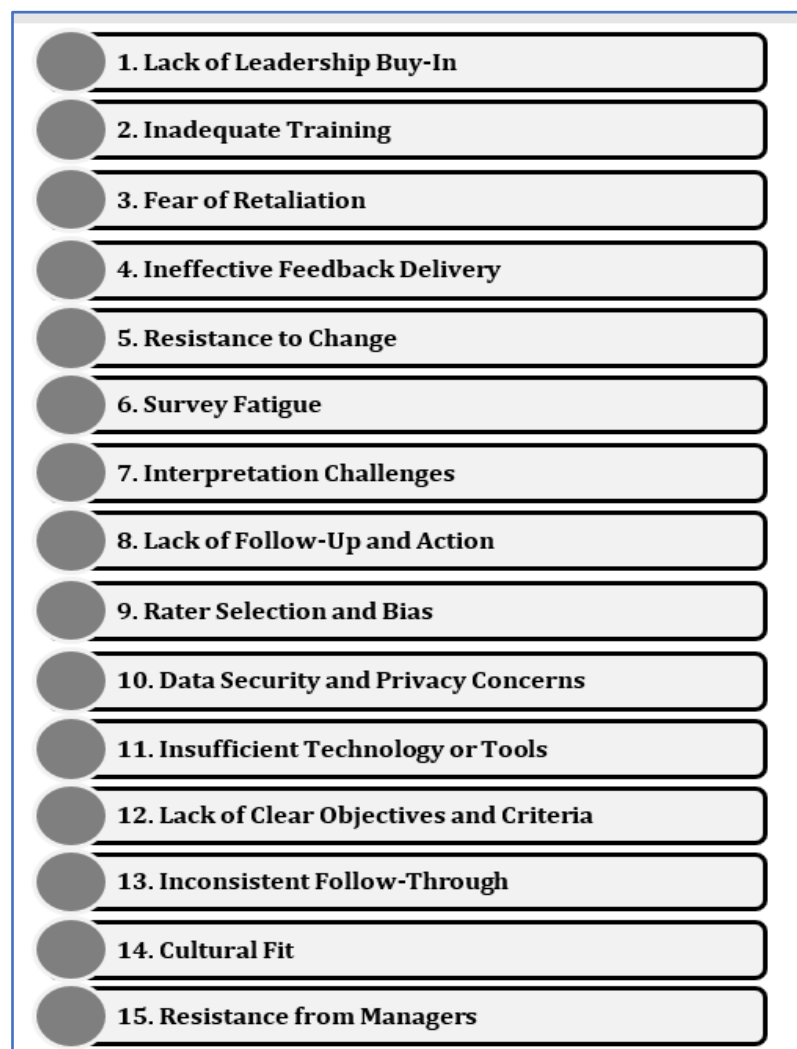


Figure 2: Barriers and Challenges in Implementing 360-Degree Feedback

The following are few prevalent obstacles and corresponding approaches to mitigate their impact:

1. Obtain the dedication and support of senior executives. The purpose of this communication is to provide leaders with an educational overview of the advantages associated with the implementation of 360-degree feedback. This discourse will emphasize the potential of 360-degree feedback to facilitate organizational improvement and foster individual development.
2. Offer a complete training program to all participants, encompassing both feedback providers and recipients. The training program need to encompass an exploration of the underlying rationale behind the utilization of 360-degree feedback, an examination of the techniques involved in delivering constructive feedback, and an elucidation of the process of establishing and pursuing developmental objectives.
3. Developing an effective and secure mechanism for soliciting and managing comments while maintaining confidentiality. Participants should be assured that their responses will remain anonymous, and it is important to underline that the purpose of the feedback is for personal growth and improvement, rather than for disciplinary measures (Patni., et.al., 2017)
4. The training of feedback providers should focus on equipping them with the skills to deliver precise, constructive, and actionable criticism. It is advisable to direct their attention on behaviors rather than individual traits. Please furnish guidelines or templates for providing feedback.
5. This communication aims to elucidate the rationales behind the use of 360-degree feedback and the advantages it brings forth. Engage employees in the procedural framework by actively soliciting their perspectives and attentively resolving any apprehensions they may have.
6. To mitigate participant hardship, it is advisable to minimize the frequency of surveys and assessments. It is imperative to optimize the efficiency of the feedback process while avoiding excessive time consumption.
7. Provide assistance in the interpretation of feedback. The program encompasses many components, such as coaching sessions, training sessions aimed at enhancing the ability to comprehend and interpret feedback reports, and provision of resources to facilitate the establishment of development objectives.
8. It is imperative to have a well-defined procedure inside the business for the establishment and monitoring of developmental objectives, which are derived from feedback. Promote frequent communication sessions between employees and their supervisors to facilitate discussions regarding their respective advancements.
9. It is imperative to exercise caution in the selection process of individuals who are entrusted with the task of providing feedback, as it is crucial that they possess a comprehensive understanding of the individual's body of work. This paper aims to present a set of principles for raters in order to mitigate biases during the rating process. Additionally, the potential benefits of using a third-party administrator for the collection of feedback will be discussed.
10. In order to safeguard the anonymity and confidentiality of feedback comments, it is imperative to establish and enforce rigorous data security procedures. In order to foster trust among participants, it is imperative to effectively convey these measures (Sathi, 2022).
11. It is advisable to allocate resources towards the acquisition of software or solutions that prioritize user-friendliness, as they have the potential to streamline the entire workflow, encompassing data collecting and report preparation. It is vital to guarantee that the technology is readily available and user-friendly.
12. Establish unambiguous goals and standards for the feedback procedure. It is imperative to ensure that participants possess a comprehensive understanding of the assessment's aim and the anticipated outcomes.
13. In order to facilitate the translation of feedback into tangible outcomes and personal growth, it is imperative to establish a system of accountability for both managers and employees. It is recommended to establish a connection between feedback outcomes and performance assessments or promotions.
14. It is imperative to ensure that the 360-degree feedback process is congruent with the culture, beliefs, and goals of the firm. Adapt the approach to align with the cultural norms prevalent in the workplace.
15. This proposal suggests the implementation of a training program aimed at equipping managers with the necessary skills to proficiently utilize 360-degree feedback as a means to facilitate and enhance employee growth. Highlight the significance of managers in providing coaching and guidance to their team members.

Review Literature

The utilization of 360-degree feedback is widely acknowledged for its capacity to augment self-awareness among personnel. Research has indicated that the receipt of feedback from multiple sources can significantly contribute to individuals' comprehension of their personal strengths and flaws, hence playing a crucial role in facilitating self-improvement (Atwater & Yammarino, 1997). According to existing research, it has been shown that the utilization of 360-degree feedback offers a more comprehensive and equitable assessment of an individual's job performance. The utilization of this approach helps to reduce the inherent bias and subjectivity that is frequently observed in conventional top-down evaluations (Fletcher, 2001). Multiple research studies have demonstrated that the successful utilization of 360-degree feedback has the potential to induce favorable alterations in both employee behavior and performance. According to London and Beatty (1993), individuals who see feedback as positive are more inclined to take action on their areas of development. The utilization of 360-degree feedback is a prevalent practice in the realm of leadership development. According to Lepsinger and Lucia (1997), this technique is beneficial in identifying leadership competencies and areas for improvement, hence aiding in the development of future leaders. According to Church (2000), there is evidence to show that the utilization of 360-degree feedback within companies can lead to enhancements in the overall performance of the organization. This is attributed to the fact that individual development plays a significant role in fostering the collective advancement of the organization. The scholarly literature also recognizes potential obstacles linked to 360-degree feedback, including concerns pertaining to the preservation of anonymity, biases exhibited by raters, and the possibility of feedback being employed in a punitive manner (Bracken et al., 2001). The efficacy of 360-degree feedback is contingent upon the specific environment in which it is implemented. Scholarly research highlights the significance of tailoring the feedback procedure to correspond with the culture, objectives, and specific competencies valued by the organization (Nathan & Alexander, 2014).

Research Methodology

The study is based on primary survey where all the data has been taken with the help of structured questionnaire where apart from demographics, four research questions were there. Total 70 complete responses has been taken for analysis & the for data collection , 02 private companies identified whose employee strength was minimum three hundred . The percentage analysis opted for results. The secondary data has been taken from various online sources.

Objective of the study

- To study barriers and challenges in implementing 360-degree feedback
- To examine 360-degree feedback as a tool for improving employee performance through research questions

Results & Analysis

Table 1: Demographic Genderwise

Gender (N=70)	Male	Female
Frequency	48	22
Percentage	68.57%	31.42%

Table 2: Demographic Agewise

Age (N=70)	<25 yrs	25-35 yrs	35-45 Yrs	>45 Yrs
Frequency	15	24	19	12
Percentage	21.42%	34.28%	27.14%	17.14%

Table 3: Demographic Qualificationwise

Qualification (N=70)	Graduation	Post_Graduation	Professional Degree/Diploma	Others
Frequency	27	17	21	05
Percentage	38.57%	24.28%	30%	7.14%

Table 4: Demographic Experiencewise

Experience (N=70)	<5 yrs	5-10 yrs	10-15 Yrs	>15 Yrs
Frequency	28	18	13	11
Percentage	40%	25.71%	18.57%	15.71%

#Research Question 1

Table 5: Is there any differences in the effectiveness of 360-degree feedback in various industries or types of organizations?

	Somewhat Agree	Strongly agree	Disagree	Ignore
Frequency	23	39	05	03
Percentage	32.85%	55.71%	7.14%	4.28%

#Research Question 2

Table 6: Can organizations ensure the continued success of their 360-degree feedback programs

	Somewhat Agree	Strongly agree	Disagree	Ignore
Frequency	29	24	12	05
Percentage	41.42%	34.28%	17.14%	7.14%

#Research Question 3

Table 7: Can it lead to more effective leadership and management practices within an organization

	Somewhat Agree	Strongly agree	Disagree	Ignore
Frequency	11	16	32	11
Percentage	15.71%	22.85%	45.71%	15.71%

#Research Question 4

Table 8: Is there any accurate and reliable feedback provided through the 360-degree feedback process

	Somewhat Agree	Strongly agree	Disagree	Ignore
Frequency	28	16	19	07
Percentage	40%	22.85%	27.14%	10%

Findings of the study

- The study indicated that the success of 360-degree feedback initiatives differed significantly amongst sectors. The execution of this feedback mechanism could be more difficult in some sectors than others. The organizational culture and the specifics of the task in each sector may play a role in this disparity.
- The research uncovered crucial elements that ensure the success of 360-degree feedback programs in businesses. Considerable backing from upper management, detailed explanations of the program's goals, sufficient preparation for participants, and an openness to input all fit into this category.
- Improvements in leadership and management have been shown to occur in businesses that employ 360-degree feedback programs. Those in leadership positions who are regularly subjected to constructive criticism from a wide range of sources may be better able to improve their own shortcomings, build upon their own strengths, and adjust their own leadership styles to achieve optimal results.
- The results indicated that when 360-degree feedback is well organized and administered, it can yield useful information on an individual's actions and behaviors. Potential problems, such as biases or concerns with the quality of feedback, may be revealed, however, and organizations will need to address these in order to preserve the validity of the process.
- The study highlighted the need for continuous assessment and modification of 360-degree feedback initiatives. Businesses have a better chance of maintaining the success of their programs if they evaluate them on a regular basis and make adjustments in light of feedback and best practices.
- The research identified typical problems and dangers connected to 360-degree feedback, including employee reluctance, worries about privacy, and trouble turning comments into improvements. If businesses are aware of the problems they face, they will be better prepared to solve them.
- The findings showed that 360-degree feedback is more effective when firms tailor the procedure to their unique environments rather than using a cookie-cutter approach. If the program is modified to fit the organization's culture and needs, it may be more successful.
- The impact of employees' perspectives and openness to 360-degree feedback could be demonstrated via research. Whether or whether this approach is successful will depend on the attitudes and views of the employees involved.
- The research showed that it's crucial to view 360-degree feedback not just as an evaluation tool, but also as a means of personal growth. Organizations that put greater emphasis on development may have better results.
- The benefits of 360-degree feedback on leadership and management practices are cumulative over time, according to the research, and this trend will persist so long as leaders continue to actively incorporate feedback into their own growth.
- These results illuminated the subtleties and best practices for enhancing the impact of 360-degree feedback programs in various organizational contexts, providing significant insights into their efficacy and sustainability.

Conclusion

It is imperative to acknowledge that the enduring consequences of 360-degree feedback are reliant upon the caliber of feedback provided, the dedication of the firm to fostering growth, and the inclination of employees to

utilize the input in a constructive manner. Moreover, the impacts of the phenomenon may exhibit variability among different individuals. Certain personnel may see substantial enhancements, although others may observe more moderate alterations in their performance. To effectively tackle these problems, it is imperative to have a comprehensive and strategic strategy that encompasses several aspects such as effective communication, comprehensive training, and continuous support for all those involved in the 360-degree feedback process. Adapting the process to the unique requirements and cultural context of the organization is equally vital in order to achieve success. The research conducted on the utilization of 360-degree feedback as a mechanism for raising employee performance highlights its inherent advantages in fostering self-awareness, providing equitable evaluations, and facilitating constructive modifications in behavior. Nevertheless, it acknowledges the inherent difficulties and the imperative of tailoring to ensure efficacy across diverse organizational environments.

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