

A STUDY ON “360 DEGREE PERFORMANCE APPRAISAL” AT HALCYON TECHNOLOGIES PRIVATE LIMITED

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Abstract

Appraisal. In today's changing and volatile world organizations are continually looking for ways to improve performance, and satisfy the demands of all stakeholders. Achieving this almost inevitably involves change, which then becomes the pivotal dynamic for success. For an organization to evolve the people working within it will have to adapt; and for this to be successful, they first of all need to know what it is about the way they are currently performing that needs to change. This is where 360 degree feedback is playing a growing role in organizations through its ability to provide structured, in depth information about current Performance and what will be required of an individual in the future to enable detailed and relevant development plans to be formulated. Professionally managed, 360 degree feedback increases individual self-awareness, and as part of a strategic organizational process it can promote.

1. INTRODUCTION

360 - Degree examination is an amazing multi-dimensional skill improvement device that draws upon the learning of a person inside his very own hover of impact: bosses, peers, and direct reports. The contention for multi-dimensional execution criticism is talked about in the territories of elements that have changed the job of skill as we have moved from the Industrial Age/Cold War to Globalization and the Information Age. A survey of fruitful associations uncovers that many are utilizing 360 - degree examination for present day skill improvement, strengthened by comparative frameworks for authoritative execution evaluation. Research on 360 - degree evaluation uncovers adequacy conditions, plan and execution contemplations, and a few classifications of potential advantages. The article closes with solid suggestions for the utilization of 360 - degree examination for both skill advancement and authoritative evaluation. In the present changing and unpredictable world associations are ceaselessly searching for approaches to improve execution, and fulfill the requests all things considered. Accomplishing this definitely includes change, which at that point turns into the vital dynamic for progress. For an association to advance the general population working inside it should adjust; and for this to be fruitful, they most importantly need to recognize what it is about the manner in which they are right now playing out that necessities to change. This is the place 360 degree criticism is assuming a developing job in associations through its capacity to give organized, inside and out data about current execution and what will be expected of a person later on to empower point by point and significant improvement intends to be detailed. Expertly oversaw, 360 degree criticism expands singular mindfulness, and as a component of a key authoritative procedure it can advance.

2. NEED OF THE STUDY

360-degree performance appraisal has been around since the 1950s and by the 1990s, companies around the world have adopted it. Today, over 90% of Fortune 1000 companies rely on 360-degree performance appraisal for employee performance review process and employee development plans. The purpose of 360-degree performance appraisal is to help each employee assess and understand their strengths and weaknesses for personal and organizational development. It aids in role clarity, potential appraisal, career planning, leadership, and team building. Each of these is vital for a well-functioning organization.

3. SCOPE OF THE STUDY

- In the present examination an endeavor has been made to know the real usage of execution evaluation systems.
- By improving occupation aptitudes, the representatives have parcel of degree for improvement and set themselves up for higher duties.
- It likewise helps the organization in knowing whether the execution examination methods are utilized to full degree or not.

4. OBJECTIVE OF THE STUDY

- To survey the dimension of learning on 360 degree exhibitions examination.
- To measure the dimension of information on 360 degree execution evaluation.
- To think about the fulfillment dimensions of representative on 360 degreeevaluation.

5. METHODOLOGY

The examination procedure is a deliberate method to take care of the issue and it is an imperative part of the investigation without which analyst will most likely be unable to get the statistical data points from the workers.

Wellspring of data:

The examination depends on essential and just as auxiliary information gathered from various sources:

A) PRIMARY DATA:

The essential information is gathered with assistance of polls, which comprises of twenty inquiries each. The polls are picked on account of its effortlessness and obligation. Analyst can anticipate that straight answers should the inquiries. The respondents are educated about the huge of the investigation and mentioned to give their reasonable suppositions.

B). Optional Data:

Optional information is gathered through the records given by the work force division of the archives incorporate staff manuals, books, reports, diary, and so on.

Testing PROCESS:

A). Test Unit:

The officials and utilized at Hyderabad establish 'universe' of the present examination. A piece of it is taken as test unit for the loathe think about. It incorporates JGMS, AGMS, chief and different representatives of HALCYON TECHNOLOGIES PRIVATE LIMITED.

B) Sample Size:

The example measure comprises of 100 respondents utilized in HALCYON TECHNOLOGIES PRIVATE LIMITED. Hyderabad. Of these 30 are officials, 20 are senior administrators and the rest of the 50 are representatives.

STATISTICAL TOOLS USED**Percentage method:**

Percentage method is used in making comparison between two or more series of data. This is used to describe relationship.

$$\text{Percentage of respondents} = \frac{\text{No of respondents}}{\text{Total respondents}} \times 100$$

- Chi-square

PERIOD OF THE STUDY:

Since so many years halcyon technologies private limited Hyderabad has been following the same procedure of appraisals for their executives and employees and for the study of my project last 45 days data has collected on performance appraisals

HYPOTHESIS

- **NULL HYPOTHESIS (H0):**

There is no significant impact of 360 degree performance appraisal on employee satisfaction.

- **ALTERNATIVE HYPOTHESIS(H1):**

There is significant impact of 360 degree performance appraisal on employee satisfaction.

6. LIMITATIONS OF THE STUDY

1. Due to time constraints the study was limited only for 45days.
2. Random sampling method has been adopted and all limitations applicable to that method are applicable here also.
3. The authenticity of information provided by the New Entrant Manager cannot be assured.
4. Analysis of the data has been done based on the assumptions that the information provided by the respondents is genuine.
5. The sample size is small when compared to total universe, Hence the capability of study to the whole universe is constraint.

7. REVIEW OF LITERATURE

Pastry specialist (2009); Found that the basic down to earth answer for specialists. Obscurity is a standout amongst the most vital factor in 360-degree examination which has been kept up .Many of the general population get the scored well with respect to Quality of the consideration broadened, duty also instructing.

CURTIS(2010); Defines that when the 360-degree has been presented each one may not be fulfilled and agreeable but rather it is a section during the time spent change .It helps in having Enhance the board style correspondence to improve cooperation, understanding the quality and shortcoming and knowing the estimation of good relationship aptitudes.

HUGGETT (2011); Defines that it has an extraordinary desires the data can be assembled by 360-drgree criticism. Instead of improvement we can found the way toward gathering data for very alerts in its usage of the mentality of the representative.

HALLAM (2012); Have discovered the progression of human resource the executives by utilizing 360 total announcing that An association is the key for the upper hand it has its "kin". So the market has creative and the client administration as its quality.

EDWARD (2013); Explained the improving the exhibitions has the representative have assortment of vocation improvement opportunities. it ought to have better exhibitions in light of the fact that 360-degree give a solid inspiration ,increment staff information ,bolsters constant learning ,upgrades data quality.

HEISLER (2014); Explained that making a coordinated 360 which underpins the association business goals and advance its skills. It is created by the procedure ought to give the help devices to understanding and formative activity arranging.

MOXLY (2015); Have discovered that creation chiefs increasingly powerful by utilizing 360-degree feedback. It is one piece of the administration procedure. Which likewise gives inside and out criticism which propelling the endeavours of the every person and empowering themselves all through their profession.

POLLITT (2016); Explained about the attests of 360 degree individual from multiple points of view, for example, organizing abilities and improving exhibitions .It additionally clarifies that it is adaptable and amicable and is progressively valued

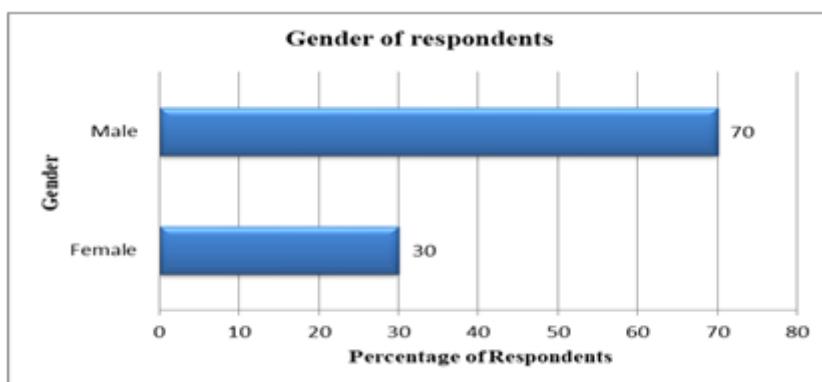
8.DATA ANALYSIS AND INTERPRETATION

1) Employee gender?

Table 1.1

S.NO	GENDER	RESPONDENTS	PERCENTAGE
A	Female	30	30
B	Male	70	70
	TOTAL	100	100

Chart 1.1



INTERPRETATION:

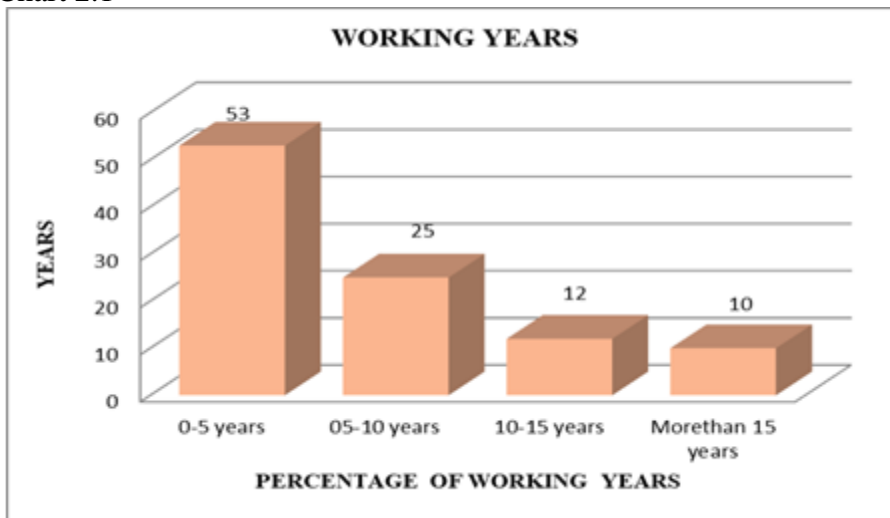
In the company or the organization we can find more employees .When compared to genders males are more than female .male (70) and female (30).From the above graphs we can know that.

2) From how many years you're working with this organization?

Table 2.1

S.NO	YEARS	RESPONDENTS	PERCENTAGE
A	0-5 years	53	53
B	05-10 years	25	25
C	10-15 years	12	12
D	More than 15 years	10	10
	Total	100	100

Chart 2.1



INTERPRETATION:

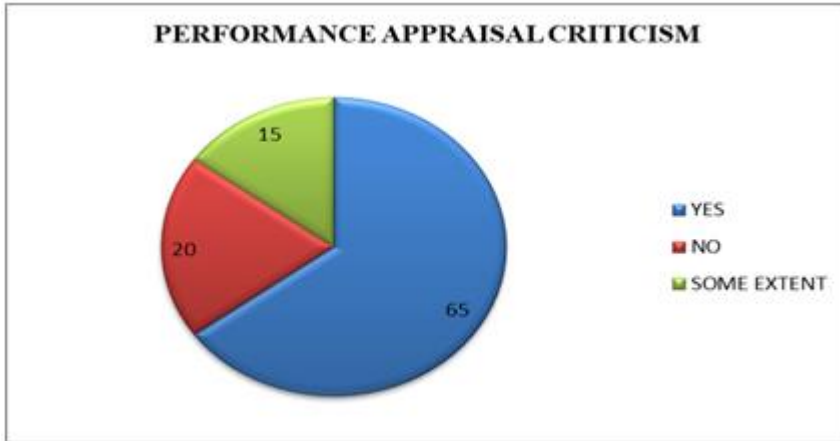
In the organization we have been shown that from how many years an employee has been working in this organization .They are been shown four different years in which the employee have been joined in the company or the organization.

3) Do you think 360-degree performance appraisal gives constructive criticism in a friendly and positive manner?

Table 3.1

S.NO	OPINION	RESPONDENTS	PERCENTAGE
A	YES	65	65
B	NO	20	20
C	SOME EXTENT	15	15
	TOTAL	100	100

Chart 3.1



INTERPRETATION:

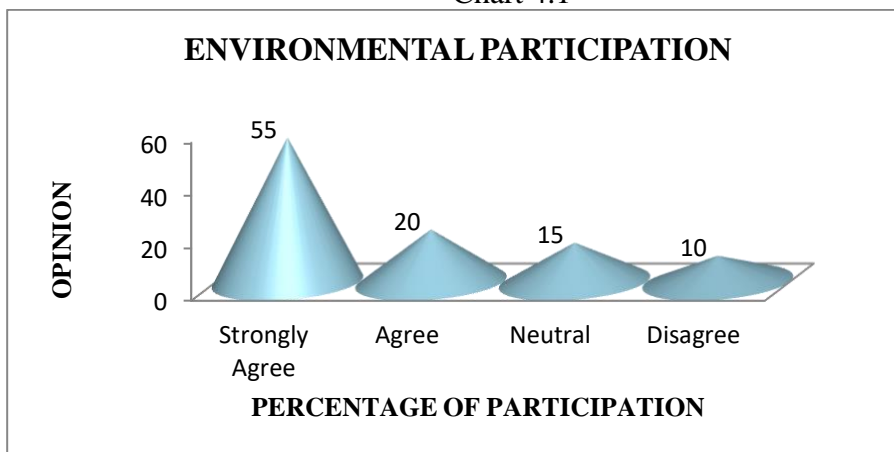
From the above pie chart we have been shown that 360-degree performance appraisal have given more number of good friendly response to the appraisal criticism. Maximum number of employee says yes of their opinion.

- 4) Does the 360-degrees appraisal process create a participate environment in the organization?

Table 4.1

S.NO	OPINION	RESPONDENTS	PERCENTAGE
A	Strongly Agree	55	55
B	Agree	20	20
C	Neutral	15	15
D	Disagree	10	10
	TOTAL	100	100

Chart 4.1



INTERPRETATION:

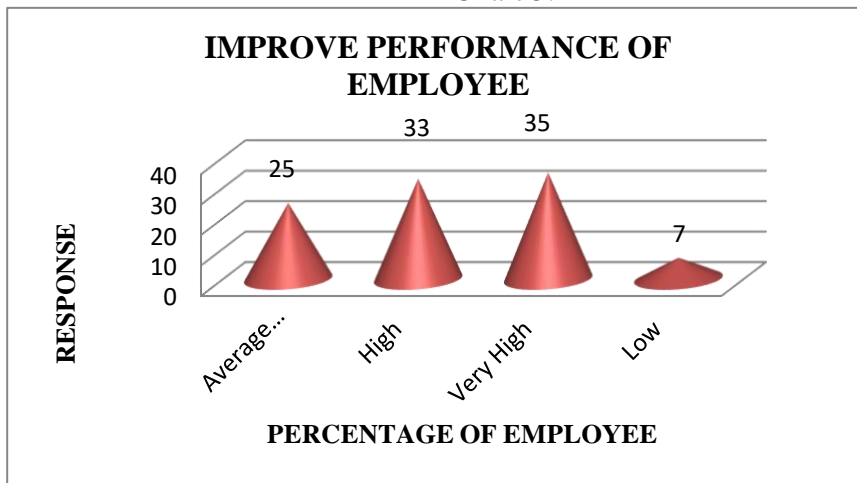
The above chart is about process which has been created by the environmental participation. Most of the employee says their opinion is strongly agree, then next few employee is Agree .Moreover there are few employee who are Neutral and Disagree also.

5) Does performance of employee improve due 360 performance appraisal?

Table 5.1

S.NO	RESPONSE	RESPONDENTS	PERCENTAGE
A	Average Performance	25	25
B	High	33	33
C	Very High	35	35
D	Low	7	7
	TOTAL	100	100

Chart 5.1



INTERPRETATION:

The above graphs represents that the performances of employee have been improved due performances appraisal. Even the employee have given their response has very high rating towards improve performance very few employee has given their rating has low.

6) Do you think 360-degree performance appraisal helps to change behavior of employees?

Table 6.1

S.NO	OPINION	RESPONDENTS	PERCENTAGE
A	YES	53	53
B	NO	26	26
C	Some extent	21	21
	TOTAL	100	100

Chart 6.1

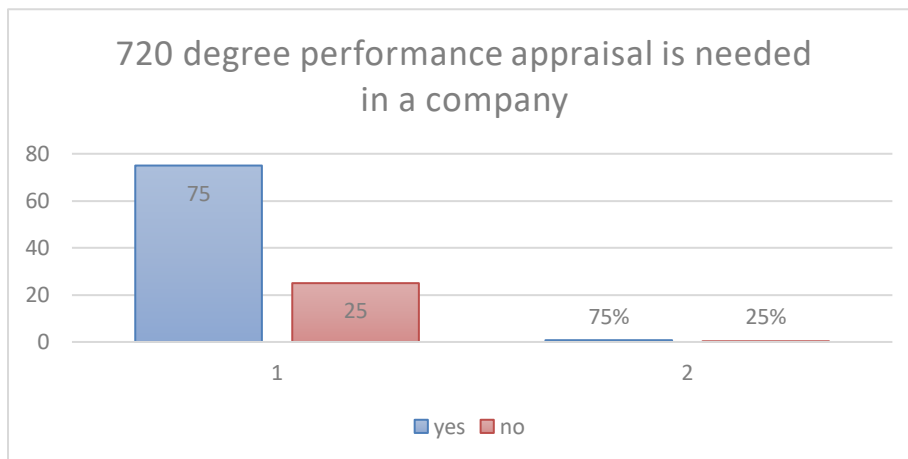


INTERPRETATION:

In the bar graph it is represented has the behavior of employee .In which employee has given their own opinion whether its Yes or No .But in the performance appraisal most of the employee have been given yes from the employee responses is good.

7. 720degree performance appraisal needed in a company

Needed in a company	no. of respondents	Percentage
Yes	75	75%
No	25	25%
Total	100	100%

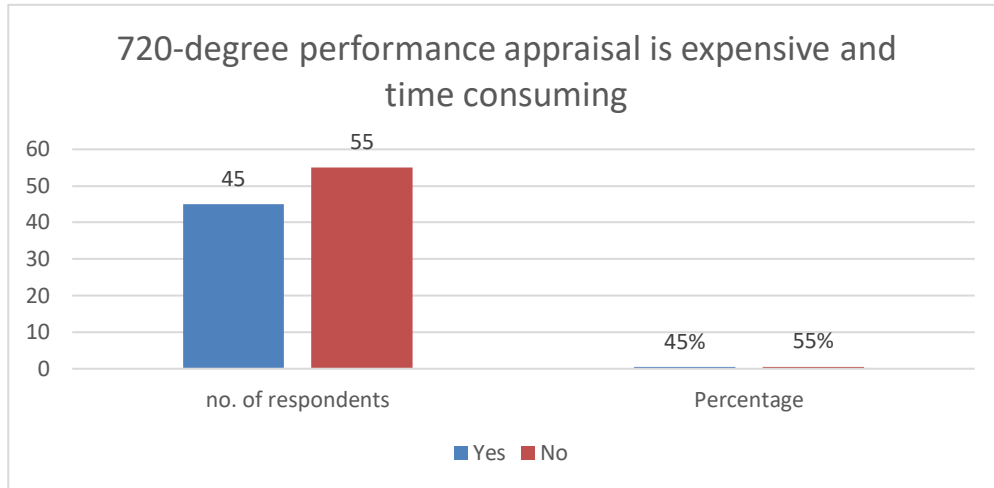


Interpretation

From the above table it is clear that the 75% of the respondents are yes and 25% of respondents are no

8. 720degree performance appraisal is expensive and time consuming

expensive and time consuming	no. of respondents	Percentage
Yes	45	45%
No	55	55%
Total	100	100%

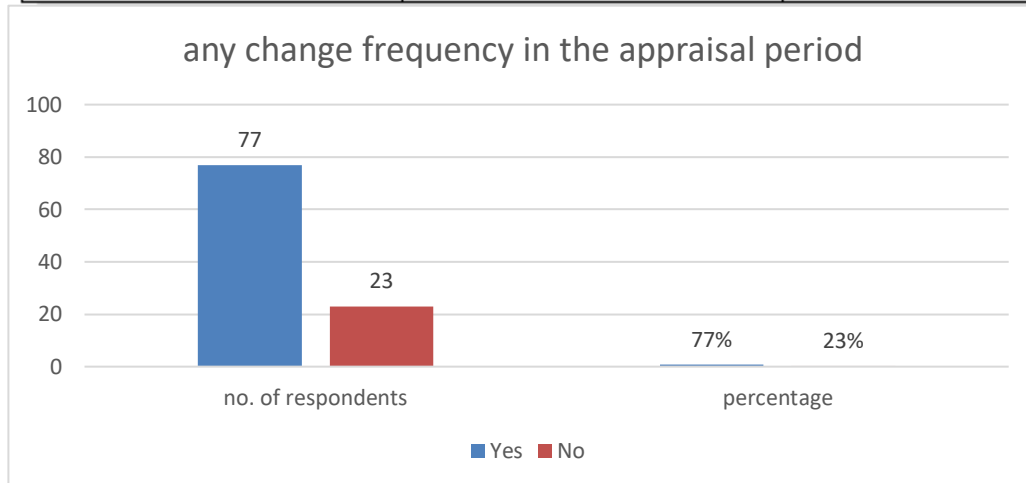


Interpretation

From the above table it is clear that 55% of the respondents are no and the 45% of the respondents are yes

9. Any change in frequency between the appraisal period

change frequency	no. of respondents	Percentage
Yes	77	77%
No	23	23%
Total	100	100%



Interpretation

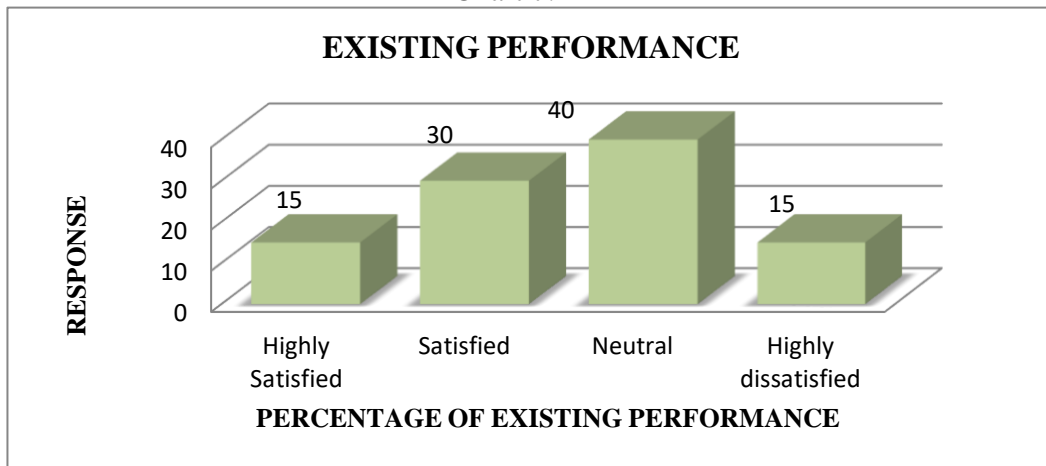
From the above table it is clear that 77% of the respondents are yes and 23% respondents are no

10.Are you satisfied with the existing performance appraisal system that is 360-degree performance appraisal?

Table 7.1

S.NO	RESPONSE	RESPONDENTS	PERCENTAGE
A	Highly Satisfied	15	15
B	Satisfied	30	30
C	Neutral	40	40
D	Highly dissatisfied	15	15
	TOTAL	100	100

Chart 7.1



INTERPRETATION:

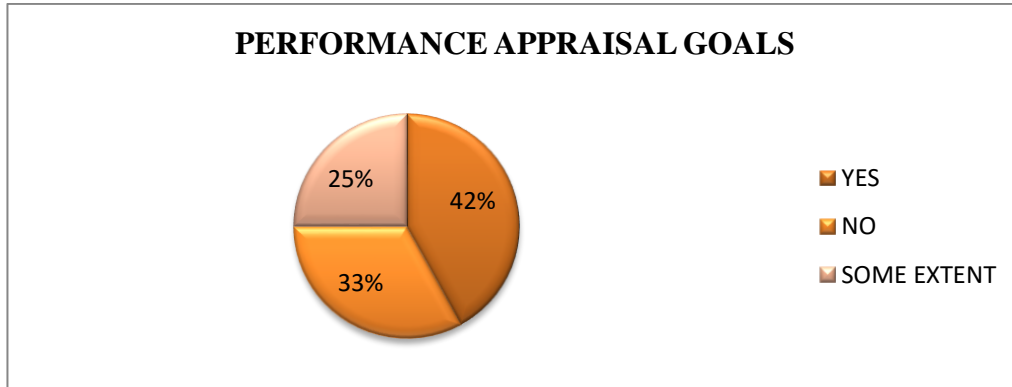
From this above chart we will be knowing about the existing performances of 360-degree .Most of the employee is Neutral .where has compared to other options like highly satisfied, satisfied, and highly dissatisfied.

11.Do you think 360-degree appraisal helps people set and achieve meaningful goals?

Table 8.1

S.NO	OPINION	RESPONDENTS	PERCENTAGE
A	YES	42	42
B	NO	33	33
C	SOME EXTENT	25	25
	TOTAL	100	100

Chart 8.1



INTERPRETATION:

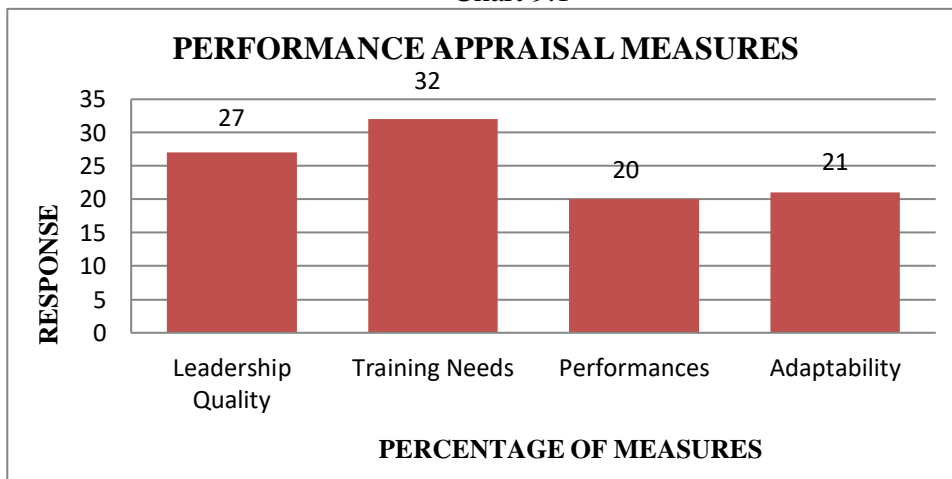
In this pie chart represents that whether the 360-degree appraisal set to achieve meaningful goals. Few of the employees also say that it is some extend but more rating has been given to yes opinion.

12.What does 360-degree performance appraisal actually measures?

Table 9.1

S.NO	RESPONSE	RESPONDENTS	PERCENTAGE
A	Leadership Quality	27	27
B	Training Needs	32	32
C	Performances	20	20
D	Adaptability	21	21
	TOTAL	100	100

Chart 9.1



INTERPRETATION:

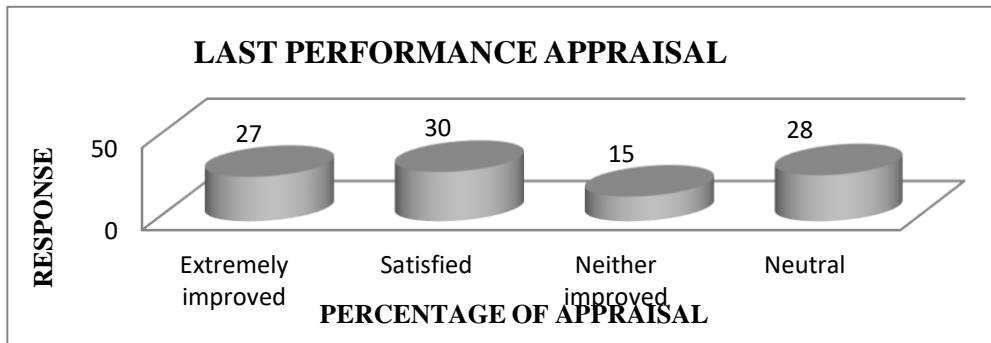
The above chart measures the performances appraisal of the employee .Most of the employee says their opinion that Training is better when compared to others like Leadership, performances, and adaptability. Much of them preference second opinion is leadership quality.

13.Do you think you have improved your performance appraisal at work since your last appraisal?

Table 10.1

S.NO	RESPONSE	RESPONDENTS	PERCENTAGE
A	Extremely improved	27	27
B	Satisfied	30	30
C	Neither improved	15	15
D	Neutral	28	28
	TOTAL	100	100

Chart 10.1



INTERPRETATION:

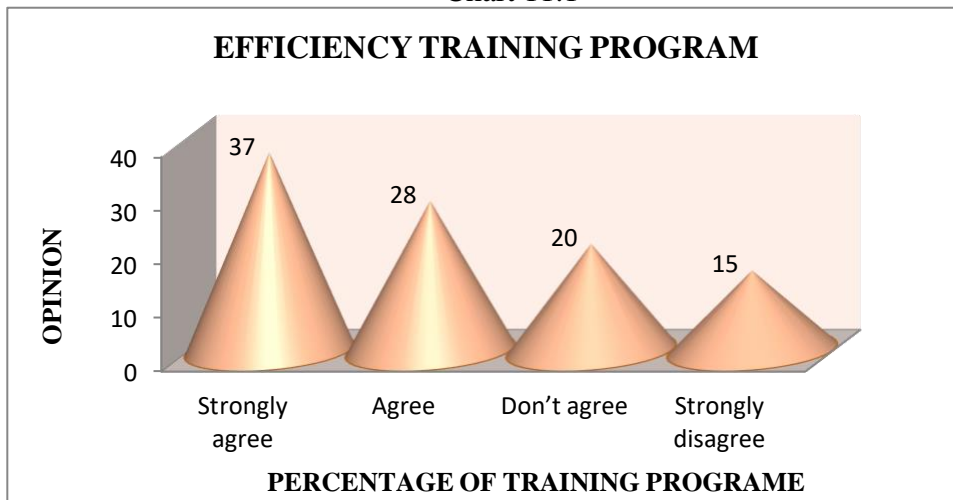
From the above chart. It has been shown that the performances is been improved since from the last performances appraisal or not if increased then how much has been improved .Many of the employee are satisfied and next opinion is neutral.

14.Do you think that undergoing a training programme will help you to improve your work efficiency?

Table 11.1

S.NO	OPINION	RESPONDENTS	PERCENTAGE
A	Strongly agree	37	37
B	Agree	28	28
C	Don't agree	20	20
D	Strongly disagree	15	15
	TOTAL	100	100

Chart 11.1



INTERPRETATION:

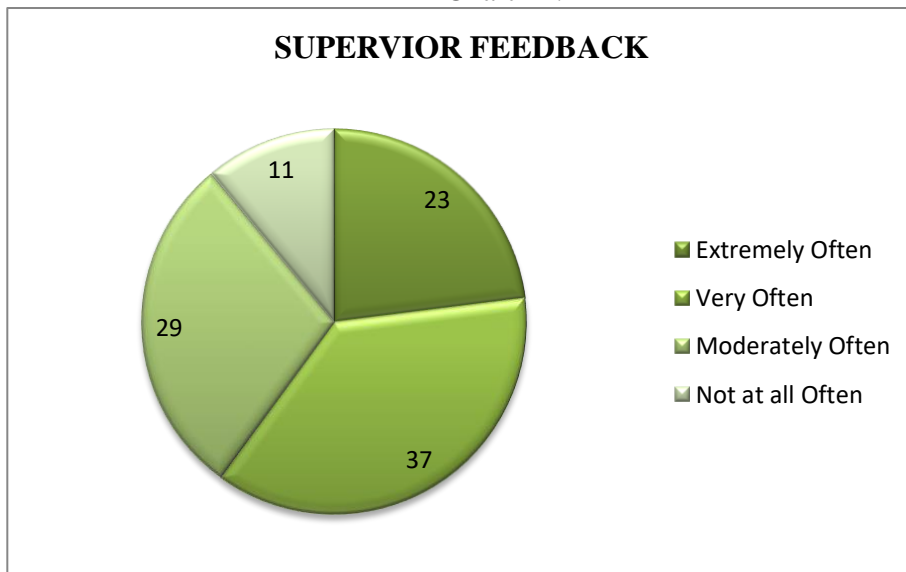
From the above chart explain about the training program will help the work more efficiency .Most of the employees in the organization are strongly agree for the training program.

15.How often does your supervisor give you feed back about your work?

Table 12.1

S.NO	RESPONSE	RESPONDENTS	PERCENTAGE
A	Extremely Often	23	23
B	Very Often	37	37
C	Moderately Often	29	29
D	Not at all Often	11	11
	TOTAL	100	100

Chart 12.1



INTERPRETATION:

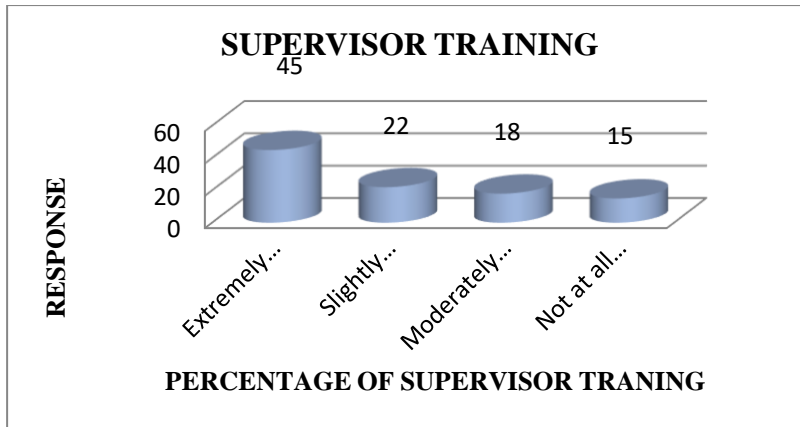
From the above pie graph explains the supervisor response towards the feedback of the employee in the company or the organization of the work which they have been allocated. Employees are very often given their response.

16.How effective is the training you receive from your supervisor?

Table 13.1

S.NO	RESPONSE	RESPONDENTS	PERCENTAGE
A	Extremely Effective	45	45
B	Slightly Effective	22	22
C	Moderately Effective	18	18
D	Not at all Effective	15	15
	TOTAL	100	100

Chart 13.1



INTERPRETATION:

From the above chart explains how effective the training you receive from the supervisor in the organization. Most of the employees are extremely effective which has been shown in the graph.

EMPLOYEE AND GENDER (USING CHI-SQUARE)

Null Hypothesis Ho:

There is no significant difference between gender and the employee's perception about being valued as an employee.

**TABLE 5.2.1
OBSERVED COUNT
ANALYSIS OF EMPLOYEES PERCEPTION ABOUT BEING VALUED
AS AN EMPLOYEE AND GENDER**

**EXPECTED COUNT
TABLE**

S.no	Valued as an employee gender	Yes	No	Total
1	Male	16	8	25
2	Female	15	11	25
Total		31	19	50

5.2.2

S.no	valued as an employee gender	Yes	No	Total
1	Yes	15.5	9.5	25.0
2	No	13.5	9.5	25.0
Total		31.0	19.0	50.0

TABLE 5.2.3

COMPUTATION OF CHI-SQUARE (χ^2)

O	E	[O-E] ²	[O-E] ² /E
25	28	9	.321
25	22	9	.409
31	28	9	.321
19	22	9	.409

Calculated value $\Sigma [O-E]^2/E = .807$

The tabulated value for 1 degree of freedom at 5% level of significance is 3.84

The calculated value is lesser than tabulated value.

Therefore null hypothesis is accepted.

Inference:

Chi-Square test showed that there was no significant difference regarding gender and how employees feel valued in the organization. Thus gender did not influence the perception of being valued as an employee.

**ANALYSIS OF RESPONSIBILITY TAKEN BY INDIVIDUALS
AND GROUP OPERATING EFFECTIVELY
(USING CORRELATION)**

TABLE 5.3.1

**RESPONSIBILITY TAKEN BY INDIVIDUALS
AND GROUP OPERATING EFFECTIVELY.**

X	Y	X ²	Y ²	XY
4	3	16	9	12
5	2	25	4	10
7	7	49	49	49
18	12	324	144	216
16	26	265	676	416

$$\begin{aligned} \text{Cov } [x, y] &= 1/N [\Sigma XY - xy] \\ &= 102.664 \end{aligned}$$

$$\begin{aligned} \sigma_x &= \sqrt{1/N [\Sigma X^2 - x^2]} \\ &= 10.81 \end{aligned}$$

$$\begin{aligned} \sigma_y &= \sqrt{1/N [\Sigma Y^2 - y^2]} \\ &= 12.15 \end{aligned}$$

R= .903

Inference:

From the above table it is seen that responsibility taken by individuals and group operating effectively variables are positively correlated.

**ANALYSIS OFJOB SATISFACTION AND CHALLENGING NATURE OF THE JOB
(USING CORRELATION)**

TABLE 5.3.2

JOB SATISFACTION AND CHALLENGING NATURE OF THE JOB

X	X²	Y	Y²	XY
3	9	2	4	6
1	1	5	25	5
11	121	8	64	88
8	64	13	169	104
27	729	22	484	594

$$\text{Cov [x, y]} = 1/N [\Sigma XY - xy]$$

$$= 139.4$$

$$\sigma_x = \sqrt{1/N [\Sigma X^2 - x^2]}$$

$$= 12.83$$

$$\sigma_y = \sqrt{1/N [\Sigma Y^2 - y^2]}$$

$$= 11.36$$

R=.95

Inference:

From the above table it is seen that satisfaction from work and challenging nature of the job operating effectively variables are highly positively correlated.

**ANALYSIS OFMANAGEMENT TREATMENTAND JOB SECURITY
(USING CORRELATION)**

TABLE 5.3.3

X	X²	Y	Y²	XY
5	25	6	36	30
7	49	3	9	21
14	196	11	121	154
6	36	15	225	90
18	324	15	225	270

Cov [x, y] =

$$\begin{aligned}1/N [\Sigma XY - xy] \\ &= 93 \\ \sigma_x &= \sqrt{1/N [\Sigma X^2 - x^2]} \\ &= 10.24 \\ \sigma_y &= \sqrt{1/N [\Sigma Y^2 - y^2]} \\ &= 10.15\end{aligned}$$

R=.88

Inference:

From the above table it is seen that management treatment and job security variables are positively correlated.

Let **X** be employees job security

Let **Y** be management treatment of employees

8. FINDINGS:

1. It is uncovered that the official are getting input on their execution however which they can audit their execution. Sort on the issues that can defeat the troubles.
2. The administration has a reasonable comprehension about the issue that the laborers are the best with also, they are anxious to take care of the issues of the specialists as and when they emerge.
3. The administration was giving imperative preparing to laborers in the zones where they are feeble.
4. Workers mindfulness about the way that the examination is one of the variables for advancement was penny percent.
5. Performance examination framework is considered as an implies that go for distinguishing the regions of progress, recognizing zones of preparing and advancement setting execution focus for future.
6. The administration want having warm relations with the work to have shared talks.
7. The execution evaluation framework it exists as it exists currently is legitimately worked out and suitably developed. This uncovered from the conclusion given by most of the workers.

9. SUGGESTIONS

1. It is suggested that representatives ought to be promptly imparted.
2. The consequence of the exhibitions evaluation especially when they are negative.
3. It is prescribed that the director should endeavor to dissect the qualities and shortcomings of a worker and exhort him on redressing the shortcoming.
4. It is lauded to advise the representatives suitably in regards to their quality and shortcomings and help with creating them to understand their maximum capacity in accordance with the organization's objectives.
5. The top administration is particularly dedicated in actualizing the execution evaluation framework for what it's worth. The execution examination framework is consider as a basic device for spanning hole between the top administration and the administrators it along these lines encourages them to create warm relations and common comprehension.

6. It is prescribed that the representatives ought to be imparted data about his execution, again his acknowledgment of it and draw up an arrangement for future improvement, if important.
7. It is suggested that the rater must be altogether knowledgeable in the theory and of the rating framework. Factor deals ought to be altogether characterized, examined and talked about.
8. To close, it is basic to vaccinate of the issues or impediments to reinforce the framework.

10. CONCLUSION

1. Subsequent to composing this point and experiencing the accessible research and Literature can reason that the 360 Degree input can be utilized as an extra to the ordinary arrangement of evaluation.
2. It isn't attainable to utilize it as an independent arrangement of examination as a result of its deficiency.
3. It isn't entire advancement process however it is only a piece of the improvement procedure.
4. It was additionally discovered that the framework isn't being utilized appropriately as its isn't obviously comprehended by the organization, however in the event that it gets into the psyche of individuals legitimately and on the off chance that it is taken care of appropriately, at that point it can really prompt the improvement of association just as people exhibitions and it can reshape the inward and outside correspondence.
5. Active interest of all sources can have a great deal of effect. Some other advancement 360-degree input is likewise on a par with the general population who are working it Success of any new things rely upon the acknowledgments by the general population who are going to utilize it.
6. Thus, the achievement of 360-degree input relies upon the representatives and the board and on how they see it and it very well may be fruitful just on the off chance that it is trailed by an alluring activity of giving advancement preparing.
7. The framework ought to likewise quantify the administration competency of the supervisors at exactly that point it will be helpful in giving the administrators the valuable criticism.
8. in the event that the criteria for estimating exhibitions are not set as per the association's main goal then it will end up being a sheer wastage of time .

11. BIBLIOGRAPHY

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4.	C.B.MAMORIA	Human Resource Management.

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