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A STUDY ON 360 DEGREE PERFORMANCE APPRAISAL

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ABSTRACT

By incorporating feedback from all three levels of an employee's immediate supervisor, peers, and direct reports, the 360-degree performance evaluation provides a robust multi-dimensional competency development tool. The use of 360-degree appraisals for modern competency development is common among successful organisations, and these practices are further supported by comparable methods for administrative performance evaluation. The criteria for effectiveness, design and implementation considerations, and possible benefits of 360-degree evaluation have been revealed through research. In this investigation, simple random sampling was utilised. Questionnaires served as the main data collection instrument, while percentage analysis was employed for statistical analysis. It makes note of the study's conclusions and suggestions. The results show that most workers see the current performance review in a good light.

KEYWORDS: 360-Degree Performance Appraisal, Performance Evaluation, Competency Development, Employee Feedback, Organizational Performance.

INTRODUCTION

Multi-source appraisal, multi-rate feedback, or 360-degree feedback are various names for the same thing. including views can also combine, if relevant, feedback from other parties who communicate with the employee, including as customers, suppliers, or other interested parties. It seeks input on an employee's performance from a variety of sources. Consequently, it might be distinguished from "descending comment" or "upward comment" conveyed to decision-making or the executive's employees by subordinates.

Traditionally, associations have distributed 360-degree feedback surveys to representatives to aid in the development of skills and procedures related to their work. However, organisations are starting to use 360-degree views for making business decisions and performance reviews (such as salary and promotions).

Only for evaluation or improvement purposes should 360-degree feedback be used. Primarily, this is anticipated to provide insight into the motivations and subjectivity of providers, the diversity of raters, and the ability of providers of advise to adequately evaluate the hierarchical destination. Because they can unfairly affect job decisions, legal risk, and managers' use of 360-degree feedback for explain extent points, these tools are becoming more visible in the advancement process.

The benefits of a 360-degree evaluation don't extend to all types of relationships or professions. In addition, there has been an uptick in the usage of 360-degree feedback devices for evaluation reasons; nevertheless, the legislative body may lack the expertise to adequately evaluate a social group's presentation, and feedback providers have power over these systems. Some companies, including GE and Amazon, have taken employee agency over feedback appraisals into consideration when using 360-degree feedback to evaluate performance.

Therefore, when evaluating overall performance, both traditional performance reviews and 360-degree feedback should be employed. Organisational growth is dependent on employee adaptation, which in turn depends on employees' ability to identify and address the specific aspects of their current performance that require improvement.

This is where 360-degree feedback is making a name for itself in the business world; it allows for detailed, organised information on an employee's present and future performance, which in turn allows for the development of targeted strategies for improvement. In most cases, employees

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would only hear criticism from their direct supervisor. Workers were equipped with the data needed to manage change and apply their singular abilities to fulfil hierarchical objectives through the use of 360-degree feedback ("360 feedback"), which was popularised in response to streamlined structures and the urgency of responding to customer requests. In order to ensure that the 360-degree feedback process is relevant to the company, many companies now tailor it entirely to the specific skills and attributes needed to achieve their goals.

Going a step further, some companies have integrated the process with performance review and advancement planning. There is no doubt that authoritative pioneers have a plethora of options when it comes to performance assessment and advancement tools. Recently, the 360-degree performance audit has grown in popularity and is becoming more commonplace in the corporate world of the United States.

LITERATURE REVIEW

Deepika Pandita (2025) "The Effectiveness of a 360-Degree Performance Appraisal in the Digital Era" was the title of the study that Deepika Pandita ran. How 360-degree appraisal methods boost productivity, morale, contentment on the job, education, and future leadership development were the foci of the study. Employees from several companies filled out questionnaires for the study. The results showed that with the use of digital technology, multi-source feedback greatly increases organisational effectiveness and staff productivity.

Emre Arslan, Ömer Yurdakul & Keriman Kirt Tez (2024) Educational institutions' use of 360-degree performance appraisal methods was examined by the writers. The approach enhances objectivity, self-awareness, communication, and teamwork, according to their study. Organisational success depends on open lines of communication and constructive criticism, according to the study's authors.

Ishmah Rafidatuddini & Umi Anugerah Izzati (2023) Using a systematic literature review approach, the study investigated the use of 360-degree feedback in educational organisations. Organisational performance and personnel development were both enhanced by feedback gathered from superiors, peers, students, and subordinates, according to the authors. A more open and accountable evaluation process is the result of using 360-degree feedback, according to the study's authors.

Adi Purnomo, Hadi Sunaryo & Agus Salim (2022) At PT Nusantara Sebelas Medika, this study examined the efficacy of a 360-degree feedback system for evaluating worker performance. The study used employee performance reviews that included comments from superiors, colleagues, customers, and subordinates. The system's results demonstrated a decrease in bias and an improvement in employee performance and fairness as a result of its thorough review procedure..

Mobarakeh Alipanah Dolatabad et al. (2021) The writers scoured the healthcare industry for information on how to evaluate staff performance. Because it incorporates a variety of viewpoints into a single evaluation of an employee, 360-degree feedback was named by the researchers as one of the most efficient contemporary appraisal tools. Hybrid performance appraisal approaches boost morale and dedication to the company, according to the research.

Financial Times Report (2020) The Financial Times ran an article detailing the difficulties investment banks face when implementing 360-degree performance reviews. According to the report, office politics and manipulation could undermine the system's efforts to deliver fair and impartial ratings. On the other hand, alternatives to the old-fashioned 360-degree evaluation included ongoing feedback and assessments done in teams.

G. Meenakshi (2019 – widely cited in later studies) Using fuzzy logic decision support systems, G. Meenakshi suggested a system for multi-source feedback appraisals. According to the research, a 360-degree feedback system can give a more complete picture of an employee's performance by combining ratings given by superiors, colleagues, customers, and subordinates. Employee development and training are both improved by using multi-source evaluation, according to the study's authors.

Reddit Leadership Community Discussion (2018) The shift from yearly reviews to 360-degree feedback systems was discussed in a leadership meeting regarding real-time feedback systems. Timely and practical feedback greatly enhanced organisational culture and staff

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engagement, according to participants. According to the group's consensus, yearly reviews are ineffective compared to continual input.

Reddit AskSingapore HR Discussion (2017) Employees think 360-degree feedback helps with leadership growth, but it can backfire if confidentiality and equity are compromised, according to an online debate about reverse appraisal systems. In order to effectively deploy evaluation systems, the study highlighted the significance of trust and openness.

Reddit Managers Forum Discussion (2016) Organisational performance evaluation methods that are well-structured were a topic of discussion among managers. Using 360-degree feedback in conjunction with competency-based appraisal methods increases objectivity and decreases favouritism, as was discussed earlier. Better employee performance management is achieved by organisations with properly established evaluation standards, according to respondents.

RESEARCH GAP

Although 360-Degree Performance Appraisal has been widely adopted by organizations to evaluate employee performance through feedback from supervisors, peers, subordinates, and customers, several research gaps still exist. Most previous studies have focused on the effectiveness and benefits of 360-degree feedback in improving employee performance and development, while limited attention has been given to its long-term impact on employee motivation, job satisfaction, and career growth. Furthermore, many studies have been conducted in large multinational corporations, leaving a gap in understanding its applicability and effectiveness in small and medium-sized enterprises (SMEs). There is also insufficient research on the challenges associated with feedback accuracy, bias, confidentiality, and employee acceptance of the system in diverse organizational and cultural settings. Therefore, further research is needed to examine how 360-Degree Performance Appraisal can be effectively implemented across different industries while addressing issues related to fairness, transparency, and employee engagement.

CONCEPTUAL FRAMEWORKS

There are a variety of appraisal methods and procedures that can be used to measure an employee's performance. It's clear that these methods and scales differ. They differ, first, in where the attributes or characteristics that are to be evaluated come from. First, the attributes may vary depending on the type of person being evaluated (e.g., factory workers, executives, salespeople), which in turn may vary depending on the job needs and management's opinion. The third possible explanation for the differences is the level of accuracy sought during evolution. And lastly, the ways in which various attributes are weighted may cause them to diverge. The optimal way to assess the performance of salaried managers or professionals is widely accepted. Various writers have proposed alternative methods.

As an illustration, the approaches have been divided into two main groups by Rock and Lewis.The limited view, the expansive view, and the three groups that Robbins identifiesOne trait for one subject, one trait for several subjects, and multiple traits for one subject combined.

OBJECTIVES OF THE STUDY

- To inspire workers to raise their output by soliciting their opinions and offering words of encouragement.
- In order to enhance an employee's competence, it is necessary to acknowledge and incentivise his efforts.
- Using a variety of evaluation techniques to boost staff productivity.
- To evaluate future goals by looking at previous achievements.

ANALYSIS AND DISCUSSION

1. Gender

Gender	Respondents	Percentage
Male	50	50

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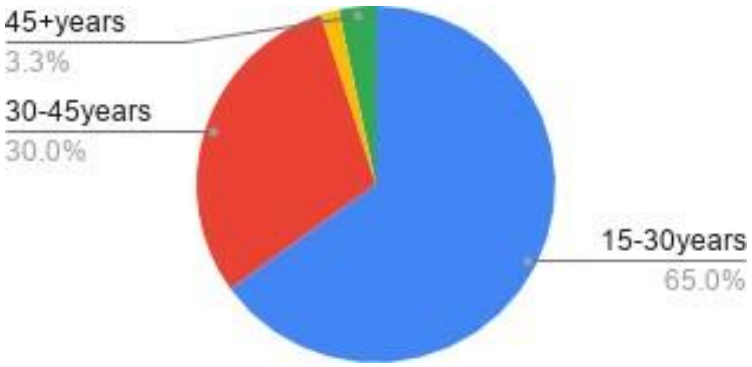
Female	50	50



Interpretation: Above, we can see the pie chart that the Infosys corporation sent to its respondents. Half of the people who filled out the survey were male, and half were female.

What is your age?

Age	respondents	percentage
15-30	65	65%
30-45	30	30%
45+	4	3%



Interpretation: The age range of the workforce is 15–30 years, according to the table above.

What is your length of service to the company?

Years	respondents	% respondents
1-3	43	43%
3-5	31	31%
5-7	16	16%
7-9	8	8%

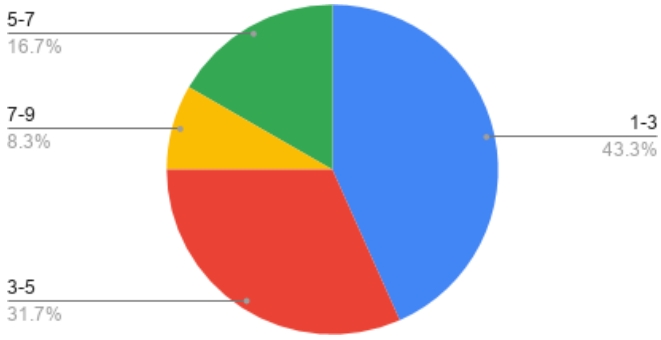
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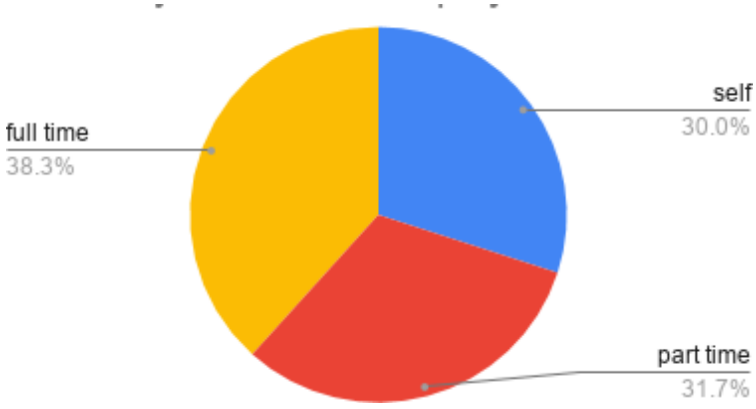
Vol. 01, Issue 2, June2026, pp :853-859



Interpretation: From the above pie chart we conclude that maximum of employees are experienced in the organisation are 1-3 year.

What role do you now hold in your company?

Part time	31	31%
Self	30	30%
Full time	38	38%



Interpretation: According to the data presented in the pie chart, the majority of the workers work full-time for the company.

What is your education qualification?

Qualification	Respondents	Percentage
SSC	2	2
Intermediate	10	10
Undergraduate	48	48
Postgraduate	40	40

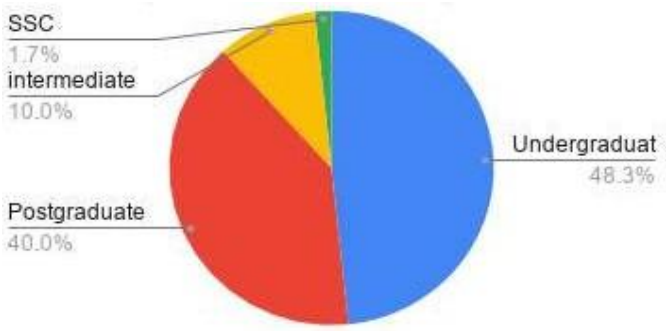
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Interpretation: We may deduce that 48.3% of the workforce has at least an undergraduate degree from the data shown in the pie chart.

FINDINGS

1. Seventy percent of workers were in agreement that they are using social media for recruitment, while three percent were in strong disagreement.
1. 2.45% of workers are utilising the Naukri website for job searches, while 5% are utilising the LinkedIn website.
2. Nearly half of the employees (47%) think that online job applications are the quickest way to get a job, while just one percent (1% of the total) strongly disagree.
3. 4.Compared to the previous traditional approach of obtaining resumes, 50% of employees strongly believe that E-Recruitment is an effective way to gather quality resumes. Only 3% of employees disagree.
4. Sixty percent of workers were in agreement that online recruitment helps improve a company's pool of qualified applicants, while one percent were in disagreement.

SUGGESTIONS

1. The Internet has now completely altered the conventional way of recruiting. As a result, the Internet has revolutionised HR recruitment and the way organisations approach recruiting in the past ten years.
2. Online recruitment and hiring will continue to grow and explode in the future years. Currently, e-recruitment is being used by a considerable number of organisations, both big and small. In fact, the majority of organisations are currently utilising it to advertise job openings, collect resumes online, and communicate with applicants via e-mail.
3. Organisations reap the rewards. This essay will provide an overview of electronic recruitment and how it came to be. Additionally, we will go into the pros and cons of online recruiting, drawing from a variety of sources..

CONCLUSION

The application process for jobs has been revolutionised by electronic recruitment, which has become so user-friendly that anyone can do it. The coders, applications, hardware, and the web are all to thank. Thanks to the Internet, everything is easier to apply, and the world has shrunk in size. Consequently, e-recruitment and the Internet are headed in a promising direction.

The millennial and Gen Z generations that grew up with computers will likely rely solely on online recruitment platforms rather than the more conventional ways of finding new employees. Online recruiting will be the primary method of hiring in the future, giving companies a stranglehold on the labour market. Also, in the competitive job market, it will definitely offer them a leg up.

In the future, e-recruitment will be known for its simplicity, stability, and speed. The efficacy of e-recruitment in businesses has been investigated in this research. According to research, e-recruitment helps businesses save money, shortens the hiring process, and improves their competitiveness, market image, and ability to attract qualified individuals. When it comes to

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managing the recruiting process, online recruitment is also beneficial. It has also determined that online hiring is going to increase in the next years.

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