720-Degree Performance Appraisal - The Most Recently Introduced Concept &An Integrated Method in Performance Management System

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Abstract:

"Evaluate what you want - because what gets measured gets produced" ~ James A. Belasco

Performance Appraisal is a concept, started in the early 20th Century. It is the process of obtaining, analyzing and recording information about an employee to evaluate and improve their performance. It is evaluated in terms of Quality, Quantity, Time and Cost and also analyses the value that the employee adds to the goals of the organization. This appraisal system has started from 90-degree to 720-degree till date. Before introduction of 720-degree appraisal system, the companies were using 360-degree system.

720-degree Performance Appraisal is one of the most recently introduced concepts. As the name suggests, 720-degree performance appraisal is an Integrated Method, where the employee's performance is evaluated from 360-degree (Management, Colleagues, Self and Customers) and timely feedback is given.

In this paper, we are going to evaluate the awareness of the 720-Degree Performance Appraisal in the Organizations, analyze the feedback of Employees and the Management about the feasibility of the 720-degree Performance Appraisal.

Keywords - **Performance Management, Performance Appraisal, 720-Degree Performance Appraisal.**

I.   INTRODUCTION

"Continuous Improvement Requires Constant Measurement" -It is rightly said that, "Encouraged people achieve *the best*; dominated people achieve *second best*; neglected people achieve *the least*."

Several methods are used for evaluating this performance in different organizations and 720-degree feedback performance appraisal is one of them which is considered an "all- round" appraisal. It is the evaluation of the performance of an employee from all the aspects and the success of an organization depends on the performance of the employees. It is essential for improving the overall performance of employees.

It is introduced when employees' performance is measured, analyzed and targets are set after the first appraisal, then it is repeated again after a period of time to get a proper feedback and ensures that employees of the organizations have achieved the target.

II. THE EVOLUTION OF 720 DEGREE PERFORMANCE APPRAISAL

The evolution of 720 degree performances started from 90-degree appraisal involves manager evaluating the employee which offers little opportunity for appraisal discussion. 180-degree appraisal includes self-appraisal followed by superior and subordinate assessment.Later in 270-degree, peer group is added and the average bias factor is calculated and multiplied to the ratings allotted. 360 degree known as "multi rater" designed to include additional input from customers, suppliers or vendors and other interested stakeholders.720 involves ongoing „feed forward" on the employee's performance.

Nevertheless, 720-degree is costly and time consuming however it is suitable for new economy businesses that gives constant feedback to ensure employees reach their goals before the next appraisal (Anupama et al., 2011). The goal of 720- degree is to create transparency and reduce biasness, prejudice and discrimination in the work place environment (Anupama et al., 2011). Besides, 720 is also intended to support with rationalization process of employees behaviour in not committing unethical or fraudulent act (Anand et al., 2004). This system is premeditated to identify and prevent the "like-dislike" rating, unrealistic goals and clash of interest.

III.LITERATURE REVIEW

Kazi (2020) revealed that, the performance appraisal is a periodic event to reflect and evaluate past performance with the intent to identify strengths and weaknesses of an employee's performance and to identify the developmental goals. 720 Degree Performance Appraisal, is considered as an "all-round" appraisal and is one of the most recently introduced concepts.

Raj and Manjula (2019) revealed that Performance Appraisal plays a vital role in any organization human resource framework. 720 Degree Performance Appraisal, considered an "all-round" appraisal and one of the most recently introduced concepts. Performance Appraisal being a vital part of any organization, has undergone a lot of refinement,with the changing needs and habits of both employer and employee.Different work places provide different challenges and opportunities to the employees and employers and accordingly the performance appraisal system also varies in different workplaces (Naik, 2019).

Sekhar (2019) discovered that asystematic evaluationoftheperformance ofemployeesisveryessential for anorganization toidentify theirpotential.Performance appraisalhelpsanorganization,understandingtheexpectationsofemployeesfromtheorganization and at the same timeitis also the responsibility ofthe Managementtotake rationaldecisionsregardingsalary hike, promotion,jobsatisfaction,increasingmoraleofemployeeswhich inturnimprovetheir performance. Elhalem and Dawood (2019) mentioned that it is a recent tool that improves and evaluates the performance of employees from more than one side: manager, colleagues, subordinates, customers and himself. It is introduced when performance of employees is measured, analyzed and targets are set after the first appraisal, it is repeated again after a certain period of time to get proper feedback.Their research focuses that the possibility of applying 720-degree feedback as a new technique indicates evaluating performance of employees.

Chrisos (2019) mentioned in the HR Tech Publication of TechFunnel that, Performance Management is an important part of the responsibilities of any successful business. According to the *International Journal of Multidisciplinary Research*, a 720-degree Performance Appraisal is when an employee is appraised and the appraisal meeting is conducted twice to ensure the efficient performance of the employee. Employees sometimes feel psychologically not empowered as most of the management practices focus on mere "Empowerment of employees" than psychological empowerment. To be empowered individual must "feel" empowered and hence there is a need for better appraisal system to make employees "feel" empowered (Sreenivas and Koneru, 2019)

Manimozhi and Pougajendy (2019) mentioned that, Performance Appraisals facilitate to develop people, improve structure performance and feed into business designing. The 720-degree appraisal system evaluates the performance of employees based on 360 degrees. It is the latest appraisal technique which associate degreed activity to find the performance of a worker, which is the most troublesome part of the Performance Appraisal Method. This appraisal system has started from 90-degree to the 720-degree till date. Before this, the companies were using 360-degree system. As the name suggests, the 720-degree performance appraisal is one of the recently introduced concept and an integrated method where the employee's performance is evaluated from 360-degree and timely feedback is given (Patil and Dalvi, 2019).

Lavanya and Kavitha (2018) mentioned that a 720-degree Performance Appraisal is basically a 360-degree appraisal twice and an evaluation of an employee from all the aspects, giving timely feedback to ensure that the employee is able to achieve the set goals before next appraisal. This is a vital tool as it is used to appraise the performance of an employee from different dimensions and help to overcome the barriers of bias, prejudice and discrimination. Sundaravadivel and Silambarasi (2018) revealed that, Performance Appraisal plays a vital role in any organization human resource framework. 720 Degree Performance Appraisal, considered an "all-round" appraisal and is one of the most recently introduced concepts. As the name suggest, 720 Degree is 360 Degree twice.

Since 720-degree performance appraisal has been developed, the performance of the employees has based on targets and can be measured in the first appraisal then measured again after a given time to ensure that they have worked efficiently and achieved the given targets (Raghav, 2017). Gulati and Gowtham (2017) clarified that performance appraisal is important to determine whether the employees are performing effectively or not. The informal appraisals are evaluating the employee from one side only just from the manager's scope, while formal appraisals are systematic evaluations and organizations put to assess performance of employees.

Hardeep (2017) also appended that it is a tool to plan for the training and developing the employees, and identifying their strengths and weaknesses. Sujith (2017) revealed that 720-degree performance appraisal is an integrated method of performance appraisal where, the performance of an employee is evaluated from 360-degree (Management, Colleagues, Self and also Customers) and timely feedback is given and again performance is evaluated based on the targets that are set. Hence, 720-degree performance appraisal can be stated as twice 360-degree performance appraisal: once when the appraisal is done and the targets are set and the second where the feedback is given and the boss gives tips to achieve the goals (Suman, 2017).

Rajeswari (2017) mentioned that, Men are the most vibrant M in the 5(Five) Ms of Production and Operations compared to Money, Machine, Materials and Methods. The performance of all other Ms are depended on the Men's Performance. In this scenario, the concept called performance appraisal.As revealed by Gulati and Garlapati (2017), Performance Appraisal plays a vital role in any organization and the benefits cover a wide range from managing individual performances and group performances for achieving organizational goals and objectives. 720 - Degree feedback is the most comprehensive appraisal,which tries to help individuals to understand how others perceive them, increase communication, form better team environment & support teamwork, conduct relevant training, improve customer service and better career development for employees (Chowhan, 2017)

Jency (2016) mentioned that, Performance Appraisal plays a vital role in any organization. and an important tool in the hands of Personnel Management. 720 Degree Performance Appraisal, considered an "all-round" appraisal and one of the most recently introduced concepts. As discovered by Raghav and Srivastava (2016), "The 720-degree approach gives people a very different view as leaders and individuals." This allows leaders to not only gain a variety of views of their work roles but also of their lives outside work.

Majid (2016) added that Performance Appraisalis one of the most important Human Resources Development (HRD) practices,which is considered as a strategic competitive advantage to consolidate the individual's satisfaction level and to raise employees' productivity. Gupta and Gupta (2016) clarified that there are many associations who have tried formal appraisals to conduct performance reviews. The essential reason for that is to document employees' performance, clarify and plan targets, get a correlation with human resources decisions, improve employees' performance and finally develop a platform for communication and feedback.They also stated that though there are many techniques to evaluate employees' performance, associations must try to pursue 720-degree performance appraisal one.

Jency (2016) stated that 720 degree comes from 360 degree - done twice. Thus, the performance appraisal is done to evaluate the employees from all aspects and gives feedback in correct time to sure that employees have achieved the goals and targets before next appraisal. Karkoulian, *et al.,* (2016) mentioned that nowadays, as a result of developing market conditions, organizations get its effective productivity from well- planned human resources management.

George (2016) stated that employees nowadays require continuous and regular evaluation, training, motivation and feedback; this is because they have been exposed to several internal and external factors that affect their development and growth. There are always some differences in abilities and perceptions of employees, as the quantity and quality of the same job can be done differently by two persons. Thus, an excellent way of organization performance is necessary to be obtained and 720-degree performance appraisal can do so.

Chetan and Pattnaik (2015) have defined 720-degree performance appraisal as a new global trend of evaluating employees,which gives employees the ability to recognize how themselves and others view their effectiveness at work.According to Russell (2015) and Hemati (2011) 720-degree performance appraisal is comprehensive and reliable. Shaout and Yousif (2014) stated that Performance Evaluation (PE) is a key factor in improving the quality of work input and inspires staffs to be more engaged. Performance Appraisal System,an important technique varies according to the nature of work and designation within an organizationand considered as a continuous process to conserve necessary information and correct decisions on employees (Rani *et al.,* 2014).

Shayo(2013) reported that in order to evaluate employees' performance andencourage themto take correct decisions, organizations compete in the market through its employees and this cannot happen except effective performance appraisals. As revealed by Toppo and Prusty (2012),the Performance Appraisal and Performance Management were one of the emerging issues since last decade. Many organizations have shifted from employee's Performance Appraisal System to employee's Performance Management System. Anupama, Mary and Dulababu (2011) publicized that Performance Appraisal is the process of obtaining, analyzing and recording information about an employee to evaluate and improve their performance. Hemati (2011) and Shutters (2013) added that one side assessment is not enough to evaluate the performance and will lack reliability and accuracy.Oz and Seren (2012) and Karkoulian, *et al.,* (2016) concluded that traditional ways of appraisal became not sufficient, not fair enough, and create great tensions between employers and employees.

IV. PERFORMANCE APPRAISAL METHODS: TRADITIONAL AND MODERN METHODS

Performance appraisal methods are categories into two types, Traditional and Modern methods. However,each category has its own strengths and weaknesses. But there is no single appraisal method that is universally used in the performance appraisal process.Since one method may be suitable for one organization and non-suitable for others.

Traditional Methods emphasizes the rating of the individual's personality traits, such as initiative, dependability, drive, creativity, integrity, intelligence, leadership potential, etc. On the other hand, ModernMethods are more inclined towards job achievement and evaluation of work results. Modern methods bestsuit the organizations faced with pacing and rely on performance, results, and employee productivity.

V. THE TOP SEVENMOST EFFECTIVE MODERN PERFORMANCE APPRAISAL METHODS:

With the correct method of performance evaluation, companies can improve productivity of their workforce and also make the whole review experience rewarding and effective. HR leaders usually implement one of the seven modern methods of performance appraisal that are listed below:

1. Management by Objectives (MBO):

The term Management by Objectives was first termed by management guru Peter Drucker in his 1954 book,The Practice of Management.

This method focuses on improving the organization's performances by defining clear objectives both agreed by the employees and the managers. The objectives set should be challenging yet achievable. Both managers and employees should review past performance and pinpoint the problems. The information acquired then should be used to address organizational goals and needs. The practitioners of MBO believes that it helps in employee motivation and commitment. It also builds healthy communication between the management and employees.

2. Psychological Appraisals

Psychological appraisal is one of the most exciting and intuitive appraisal methods. This method assesses the employees' potential for future performance rather than their past one. It focuses on employees' emotional, intellectual, and other personal characteristics affecting their performance.

This method suits the best for the workforce today. Employees now are quite vulnerable and often fall into the pit

while balancing their work and personal life. This method understands that aspect and allows employees to shine in the future.

3. Assessment Centre Method

In this method, employees are assessed to participate in activities like in-basket exercises, role-playing, discussions, computer simulations, etc. They are evaluated in terms of their persuasive ability, communication skills, confidence, sensitivity to others' feelings, mental alertness, administrative ability, etc.

This entire exercise is done under the trainer, who observes the employee behavior and then discusses it with therater, which evaluates the employee's performance.

4. Behaviorally Anchored Rating Scale (BARS)

Behaviourally Anchored Rating Scales are designed to bring the benefits of both qualitative and quantitativedata to the employee appraisal process. BARS compare an individual's performance against specificexamples of behaviour anchored to numerical ratings.

It compares an individual's performance against specific examples of behaviour that are tied to numerical ratings of 5 to 9. Behaviourally Anchored Rating Scale is usually represented as a vertical rating graph. These behavioural anchor points are collected using Critical Incident Techniques (CIT), which are procedures used for documenting human behaviour that is of significance in a particular arena.

5. Cost Accounting Method

Some may find this method a little harsh, and it may be a convenient appraisal method for others.This method evaluates the employees' performance from the monetary output an organization yields fromtheir input. This is ascertained by analysing the cost involved in retaining the employees with the benefits anorganization yields from their inputs.

6. 360 Degree Feedback

360-degree feedback is a systematic collection and feedback of performance data for employees collected from all his/her peers, supervisors and even customers.

This is one of the most widely used appraisal methods. Since, the participation of the managers, peers,customers are involved, this method gives an overview of the performance reviews collectively. This helps inthe performance appraisal process to have a diverse outlook.

7. 720 Degree Method

In this method, the assessment is done not only by the stakeholders within the company but also from thegroups outside the organization. These external groups who assess the employee's performance arecustomers, investors, suppliers, and other financial institutions.

It is one of the most crucial modern methods of performance appraisal because this is the only group thatdetermines the organization's success as a whole.

Nowadays, companies use the modern methods of performance appraisal, which have a broader scopethan the traditional methods and provides a more accurate and comprehensive evaluation of an individual.

VI. NEED OF MODERN PERFORMANCE APPRAISAL METHODS

Due to advanced technologies, workspaces have changed drasticallyand hence, offices need a better and a transparent appraisal method.Generally, traditional appraisal methods focus more on rating ofindividual's personality traits, whereas the latest performance appraisalmethod emphasize more on an employee's accomplishments.

The modern method is developed to overcome the flaws in oldperformance management techniques. With changing times, traditionalperformance appraisal methods prove no longer effective in yieldingrequired results.Instead of focusing more on future work, these old methods are basedmore on an employee's past. Many employers view the whole procedureas futile! So, the majority of companies also start switching to modernmethods for accurate results that companies need to excel in their fields.

On the other hand, modern methods leave a positive impact onemployees about the appraisal system and now they can face theappraisal meeting with more confidence and without taking burden of it.These new processes can easily accommodate the modern demand ofemployers and employees. Today, companies use the latest method tomake the evaluation process unbiased.

VII.DECISION FOR SELECTION OF MODERNPERFORMANCE APPRAISAL METHODS

When you know how these modern processes can beneficial for yourbusiness, then it becomes easy for you to decide which one to select. So,lets now understand how it supports your organization;

- Clearly define the company's goals

- Improve productivity and performance of employees
- Offer effective and real-time feedback to employees
- Identify training and development requirements
- Provide insights about ineffective activities
- Align employee's performance with the company's vision
- Enhance employee retention and employee engagement rate

VIII. CONCEPT OF 720 DEGREE PERFORMANCE APPRAISAL SYSTEM

Manawat (2017) has defined it as the most recent form of assessment which has been presented nowadays in the new economy associations. Jency (2016), Sing and Vadivelu (2018) clarified that it is a kind of double check of 360-degree performance appraisal. Thus, it is pre and post round feedback. According to Seniwoliba (2014) and Singh (2015), performance appraisal is defined as a system that measures, develops, identifies and assesses the employees' performance and ensuresthe achievements of their goals and objectives effectively.

IX. TECHNIQUES OF 720 DEGREE PERFORMANCE APPRAISAL SYSTEM

Performance appraisals are classified into two categories which are the traditional methods and the modern ones.

1. Traditional Methods:

Gayathri (2013) stated that thesemethods are old ways in evaluating employees and are based on studying personal qualities such as: leadership, loyalty, knowledge and judgment.

- *Checklist Method:*A Simple Form is prepared that describes several objectives of the organization, then evaluators will check whether the employee has possessed each item or not, then tick beside it (Chugulu, 2014).
- *Ranking Method:* Gayathri (2013) clarified this method, by ranking all employees and gradually putting them from the best to the worst.
- *Narrative Essays:*Gayathri (2013) added that this way depends on mentioning the strengths & weak points, previous performance & suggestions for employees' improvement and this is done by an evaluator.
- *Performance Tests and Observations:*Singh (2015) explained that this method is based on employees' skills or knowledge and can be done in a skills' presentation or a written format.
- *Force Distribution Method:* Sing and Vadivenlu (2016) stated that this method is an old one which was widely used by huge organizations and based on ranking the employees into three categories which are excellent, good and poor. It lacks transparency as the employee does not know or

understand the process of his/ her evaluation. Employees with top rank will be put in the leadership development programs of the organization.

2. Modern Methods:

Shaout and Yousif (2014) mentioned that the modern methods were developed to consolidate the traditional ones.

- *Management by Objectives (MBO):*According to Singh (2015), this method is to set several listed objectives by managers & employees and then assess employees' performance regularly, and at last reward them for achieving targets.
- *360 Degree Feedback:*Alexandru and Diana (2015) and Horng and Lin (2013) stated that data collected about an employee came from multiple sources of evaluations, which can be obtained from supervisors, work colleagues, sub-ordinates and clients. Potocnik and Anderson (2012) clarified that 360-degree feedback is very important to employees to know how they were perceived by others at their working environment andthis feedback is used to develop employees personally and professionally.
- *Psychological Appraisals:*It takes several shapes to evaluate employees' potential for future performance such as:in-depth interviews, supervisors' discussion, and psychological tests, which are more focused on personal characteristics of employees such as: emotional, motivational, and intellectual ones and theseaffect performance of employees (Khanna and Sharma, 2014).

X. DIMENSIONS OF 720 DEGREE PERFORMANCE APPRAISAL SYSTEM

The 720-degree performance appraisal has two rounds feedback (pre and post) with 7 basic dimensions:

- *Pre-Appraisal Feedback:*Manawat (2017) mentioned that this step is done immediately after the appraisal is collected from different people whom the employee would interact. Thus, employee's performance is evaluated and Then goals & targets are set. Accordingly, organizations can apply suitable training for helping employees to achieve the goals.
- *Self- Appraisal:* This step allows to judge the performance of employee as he/she is given a questionnaire to answer to have the ability to evaluate himself/herself. This step gives employees the opportunity to express their strengths and weaknesses. (Manawat, 2017).
- *Peers/Colleagues Appraisal:*This is essential for employees to show their ability to work in a team and to achieve the goals of the organization (Ali, 2016).
- *Customer Appraisal:*Ali, (2016) added that this appraisal is done by customers who were satisfied or not. It can be done in written letters or online. It is very important to review employees' performance.

- *Sub-Ordinates Appraisal:* Si (2017) clarified that this is important for an organization to understand employees' abilities such as: communication skills, leadership, motivating abilities, and how they handle responsibilities.
- *Managers and Supervisors Appraisal:*Si (2017) added that there is another evaluation which comes from their supervisors at work.
- *Post Appraisal Feedback:*According to Si (2017), this step makes 720-degree performance better than 360-degree, as the performance assessed is based on the goals and targets in the pre appraisal step, which helps employees to improve their performance.
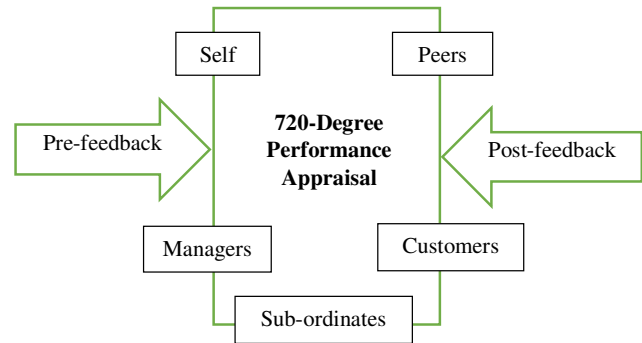

Figure1:Dimensions of 720-degree Performance Appraisal
Source: (Manawat, 2017)

XI. IMPORTANCE OF 720 DEGREE PERFORMANCE APPRAISAL SYSTEM

Sujith (2017) summarized the importance of this appraisal because of being pre and post feedback, so there is a given time to let organizations set realistic targets and ensure that employees have achieved targets before the second appraisal, discovering the work potential and also giving the chance to guide the organization about the training required to achieve the best performance.

Jency (2016) added that this appraisal enhances transparency and fairness, reduces barriers like prejudice, discrimination and bias, also let the organization understands its employees' expectations. Ali (2016) mentioned that it assists in taking decisions related to salary fixation, marketing, demotion and transfer. Moreover, it helps in providing information to determine employees' deficiency in skills and knowledge. George (2016) stated that the high turnover of employees nowadays is mainly because of the unhealthy relationship between managers and employees.

Kaur (2013) and Al- Jammal (2015) clarified that this appraisal can give better analysis and can improve feedback of employees from different aspects and dimensions. According to Al-Jammal (2015), Aggarwal and Thakur (2013) and

Punnavanam (2017), this appraisal obtains better service for the customers and helps in developing better and co-operative team work.

XII. DEVELOPMENT OF 720 DEGREE APPRAISAL

Employee performance appraisals are nowuniversally conducted, considering the mostimportant channel, to provide feedback toemployees on their past performance. Precisely, theappraisals are the significant opportunities formanagers when they can discuss the strengths andweaknesses of their team members and guide themto develop extraordinary skills to excelprofessionally.Since ages, we have seen traditionalperformance reviews taking place in organizationswhere the manager and the HR take control overthe entire appraisal process. However, with thechanging time and technology, the approach toconduct annual performance evaluations have altered dramatically, giving a wider scope toinclude other participants in the process.

XIII. CONCLUSION

Many Management Experts feel that doing a comprehensive 360 Degree Appraisal is not complete in itself. They feel that an effective procedure to measure improvements and receive feedback is essential for success of any appraisal. The 720 Degree evaluation is emerging as a possible alternative appraisal technique. Organizations are slowly but steadily realizing the need for this new system, which is better than the existing 360 Degree evaluation, especially in terms of focus of the evaluation and involvement of evaluators in the process.

720 Degree Appraisal System is a powerful developmental tool.Many organizations are beginning to realize that the skill base of their executives and managers does not match the requirements of a rapidly changing environment. Without these critical competencies, executives and managers are less likely to be able to lead these organizations towards successful implementation of strategic changes.

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