RESEARCH PAPER ON

"EVALUATING EMPLOYEE AWARENESS, PERCEPTION AND ALIGNMENT OF 360 DEGREE PERFORMANCE APPRAISAL SYSTEM"

By-

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Abstract:

In today's evolving business environment, organizations seek effective methods to enhance employee performance and engagement. One such method is the implementation of 360-degree performance appraisal techniques, which offer a comprehensive evaluation by incorporating feedback from multiple sources, including peers, subordinates, supervisors, and self-assessments. This study investigates the impact of implementing the 360-degree performance appraisal system within an organization, focusing on employee awareness, the alignment of feedback with personal expectations, and the perceived effectiveness of the appraisal process. Key objectives include assessing employees' understanding of the appraisal system, its frequency, the alignment of performance assessments with expectations, and the effectiveness of feedback in promoting development. The research also explores how 360-degree feedback contributes to employee growth, engagement, and organizational success by offering holistic insights into performance. By evaluating the factors influencing the success of this appraisal system, the study aims to provide organizations with a framework for improving employee performance management, fostering a feedback culture, and aligning individual contributions with organizational goals. Ultimately, the findings highlight the role of clear communication and continuous support in ensuring the effectiveness of 360-degree performance appraisal systems.

1.Introduction :

The 360-degree performance appraisal is a comprehensive and multi-source feedback system used by organizations to evaluate employee performance. Unlike traditional performance reviews, which typically rely solely on a supervisor's perspective, the 360-degree system gathers feedback from various sources, including supervisors, peers, subordinates, and sometimes clients, as well as a self-assessment from the employee. This approach provides a more holistic and balanced view of an employee's performance, uncovering strengths and areas for improvement that may not be visible from a single viewpoint.

The main advantage of the 360-degree appraisal system is its ability to offer a well-rounded evaluation, which helps organizations more accurately assess an employee's competencies, behavior, and impact. It encourages personal and professional development by highlighting specific areas for growth, enabling employees to take actionable steps to improve their performance. Furthermore, it enhances communication across organizational levels, fostering a more open and transparent work environment. Employees can better understand how their

contributions are perceived by colleagues and supervisors, which can lead to greater job satisfaction and motivation.

Despite its many benefits, the success of 360-degree appraisals depends on clear communication and understanding. Employees must be well-informed about the process, the objectives of the system, and how feedback will be used to drive their development. Additionally, the system's effectiveness relies on the fairness and accuracy of the feedback. Bias, personal relationships, and misalignment between self-assessments and formal evaluations can undermine the process. To mitigate these issues, organizations must ensure that training, consistent feedback, and a structured framework are in place to maintain fairness and clarity.

Overall, when implemented effectively, the 360-degree performance appraisal system can drive employee growth, enhance team collaboration, and align individual performance with the broader goals of the organization.

2.Review of Literature :

The 360-degree performance appraisal system, which collects feedback from multiple sources such as supervisors, peers, subordinates, and self-assessments provides a comprehensive and multi-dimensional view of employee performance. However, its effectiveness is heavily influenced by employee awareness, perception, and alignment with organizational goals. Research indicates that employee awareness is crucial for successful implementation; without clear communication about the purpose, process, and expectations of the system, employees may feel uncertain or disengaged (London & Smither, 1995). Awareness initiatives, such as training sessions and informational materials, are essential for helping employees understand how the system works and how feedback will be used for their personal and professional growth (Aguinis, 2009). Perception also plays a key role in determining the system's success, as employees who view the appraisal process as fair, transparent, and unbiased are more likely to embrace it positively. If feedback is perceived as subjective, influenced by personal relationships, or inconsistent, it can lead to distrust, disengagement, and reduced motivation (Cohen & Evered, 1991). Ensuring fairness through proper feedback training and clear guidelines helps mitigate these concerns. Furthermore, alignment with organizational goals is vital for the system's relevance and impact. When employees understand how their performance aligns with the organization's strategic objectives, they are more likely to see the feedback as meaningful and use it to improve their contributions. This alignment encourages employees to recognize their role in the organization's success, fostering greater motivation and engagement (Seifert, Yukl, & McDonald, 2003). Thus, the effectiveness of the 360-degree feedback system depends on a balanced approach that integrates clear communication, ensures fairness, and aligns individual performance with broader organizational goals, ultimately driving personal development, higher engagement, and improved overall performance.

3. Research Gap:

While researchers have examined the 360-degree appraisal system from various angles, there is a noticeable gap in studies focusing on employees' perspectives regarding the implementation of the 360-degree practice within organizations, as reflected in the literature reviewed for this study.

4. Objectives:

1.To Determine the level of initial information provided to employees about the 360-degree performance appraisal model during their induction.

2. Assess employees' knowledge of the objectives of the performance appraisal system within the organization.

3.Gauge employees' perception of the frequency of the performance appraisal model used in the organization.

4. understand employees' preferences regarding the frequency of performance reviews.

5. Evaluate employees' perception of how well the performance appraisal system assesses their contributions to the organization.

5.Statement of problem:

Performance appraisal systems are important for improving employee performance and helping organizations succeed. However, traditional methods often provide limited feedback and may not fully engage employees. The 360-degree performance appraisal model seeks to address these issues by gathering feedback from various sources, including colleagues, supervisors, and subordinates.

Despite its potential benefits, many employees may not fully understand how the 360-degree system works or its goals. It is also unclear how often these appraisals occur, what employees prefer in terms of feedback frequency, and how effective they feel the system is at recognizing their contributions.

Additionally, it is important to know whether employees feel their performance evaluations match their own expectations and how well they receive feedback from others. There is a need to explore how employees view their own performance compared to official evaluations and whether they are meeting the goals set for their roles.

This study aims to find out how aware employees are of the 360-degree performance appraisal system, how they perceive it, and how it impacts their work. This understanding can help improve the appraisal process and create a more supportive environment for employees.

Research Problem

The effectiveness of the 360-degree performance appraisal system in enhancing employee performance and engagement is not fully understood within the organization. While this model aims to provide comprehensive feedback from multiple sources, there are gaps in employee awareness, understanding of its objectives, and perceptions of its effectiveness. Many employees are unclear about how the system works, the frequency of appraisals, and whether these evaluations align with their expectations and contributions. Furthermore, it is essential to investigate how employees perceive their own performance in relation to formal evaluations and whether they feel supported by the feedback they receive. This study seeks to identify these gaps in understanding and perception to enhance the 360-degree appraisal process and foster a more supportive work environment.

Research Question

What are the gaps in employee awareness and understanding of the 360-degree performance appraisal system, and how do these gaps affect their perceptions of its effectiveness, alignment with personal performance expectations, and the overall support they receive from feedback

6.Research methods:

6.1 Design: Stratified random sampling will be employed to ensure a representative sample from different departments and hierarchical levels within the organization.

Content	Preference
Sample Univarse	200 Employee
Sample Area	Meddle level and bottom level management
Sample size	113 Employee
Sample size	Randam sampling Method

6.2 Sampling Technique: Stratified random sampling will be employed to ensure a representative sample from different departments and hierarchical levels within the organization.

6.3 Data Collection: Data will be collected through a structured questionnaire with both closed and open-ended questions to assess employee awareness, perceptions, and alignment with the 360-degree system.

6.4 Data Analysis: Data analysis will involve descriptive and inferential statistics for quantitative data, and thematic analysis for qualitative data, to identify patterns and relationships in employee responses.
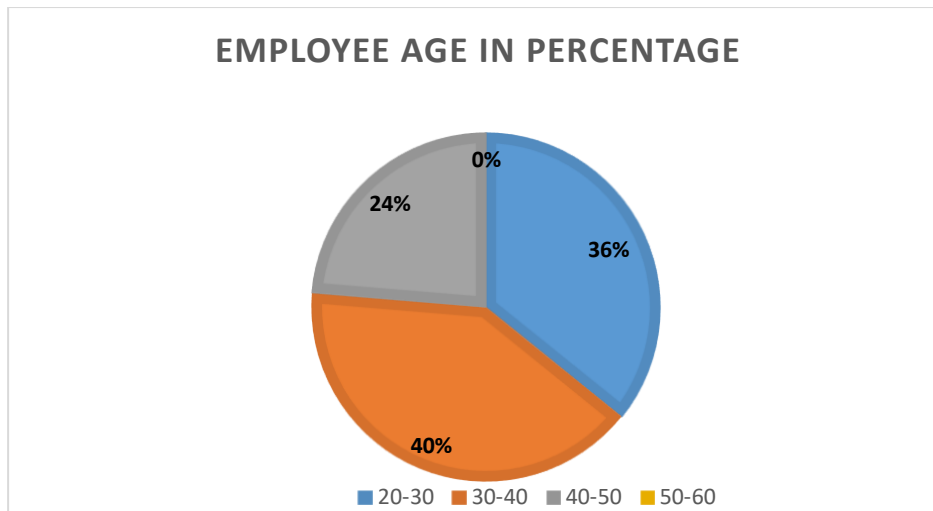
7. Analysis:

Demographic profile of respondents:

Table 7.1.1 Age:

Sr.No	Average age	No of Employee	Employee Age in Percentage
1	20-30	68	35.79%
2	30-40	77	40.53%
3	40-50	45	23.68%
4	50-60	0	0%
5	Total	190	100%

Fig 7.1.1   Source : Questionnaire

EMPLOYEE AGE IN PERCENTAGE
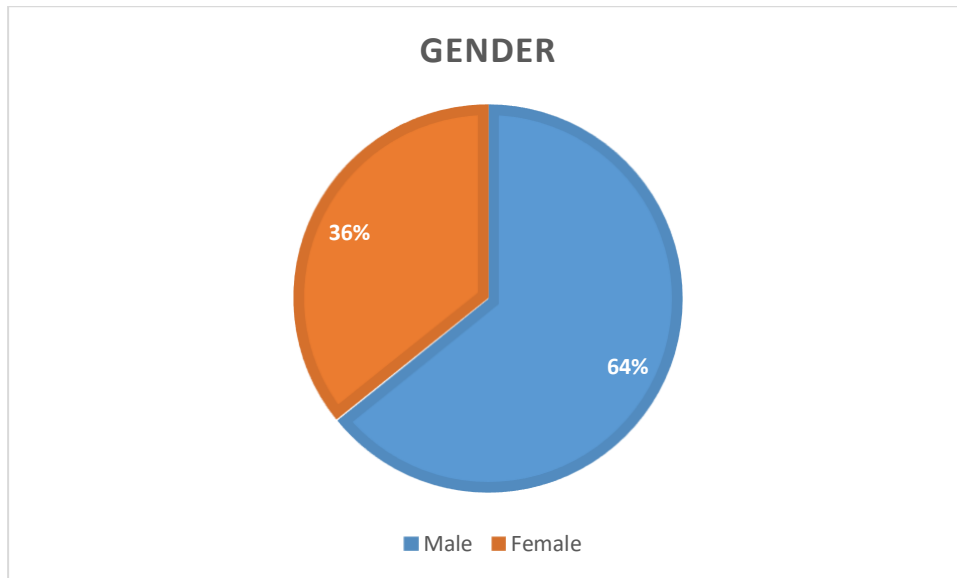

Interpretation:

As shown in the above graph, the employee age distribution reveals a predominantly young workforce, with 35.79% aged 20-30 and 40.53% aged 30-40, totaling 76.32%. The 40-50 age group accounts for 23.68%, providing some experienced staff, while 0% of employees are in the 50-60 range, raising concerns about retention and succession planning. With 190 employees, the organization benefits from the adaptability of its younger workforce, but the lack of older employees may affect institutional knowledge and long-term stability. A strategic focus on retention, development opportunities, and mentorship programs could help address these challenges.

Table 7.1.2 Gender:

Sr.No	Gender	No of employee	Responses in Percentage
1	Male	122	64.21%
2	Female	68	35.79%
3	Total	190	100%

Fig 7.1.2   Source: Questionnaire

Interpretation

As shown in the above graph the gender distribution within the organization indicates that males comprise 64.21% of the workforce, with 122 employees, while females represent 35.79%, totaling 68 employees. This disparity suggests a predominantly male workforce, which may reflect broader industry trends or hiring practices. With a total of 190 employees, the organization might consider evaluating its gender diversity initiatives to promote a more balanced representation, as increased diversity can enhance creativity, collaboration, and overall organizational performance.
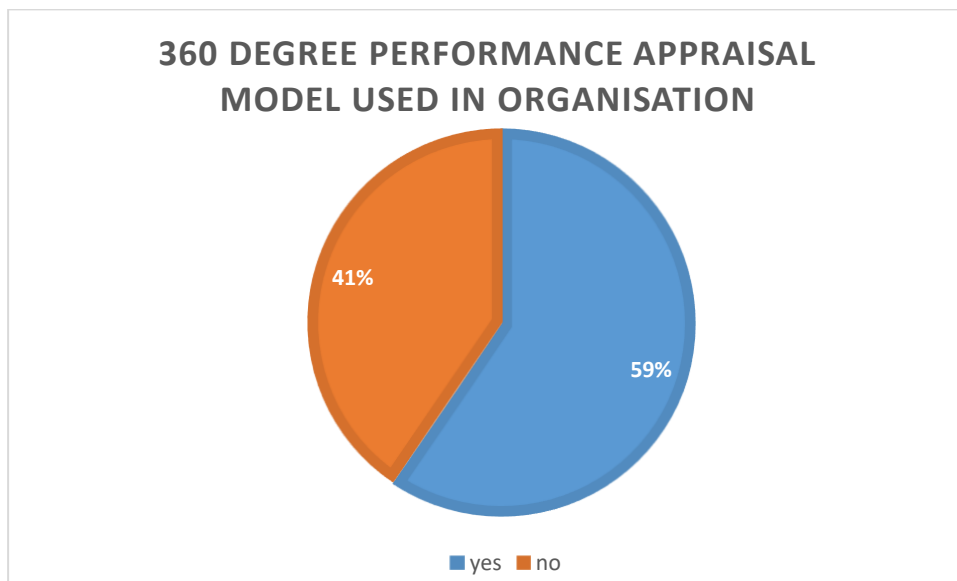
1. Were you informed about 360 degree Performance appraisal model used in organization during your inductions.

Table 7.2

Sr .No	Options	No of employee	Responses in percentage
1	Yes	113	59.49%
2	No	77	40.53%
3	Total	190	100%

Fig 7.2   Source : Questionnaire

360 DEGREE PERFORMANCE APPRAISAL MODEL USED IN ORGANISATION

Interpretation

 As shown in the above graph that 59.49% of employees (113 individuals) were informed about the 360-degree performance appraisal model during their induction, while 40.53% (77 employees) were not. This indicates that a majority have some awareness of the appraisal system, which is crucial for fostering transparency and engagement. However, the notable percentage of employees who were not informed highlights a communication gap in the onboarding process. Addressing this issue could enhance understanding of performance expectations and improve the appraisal system's effectiveness, ultimately benefiting both employee development and organizational performance.
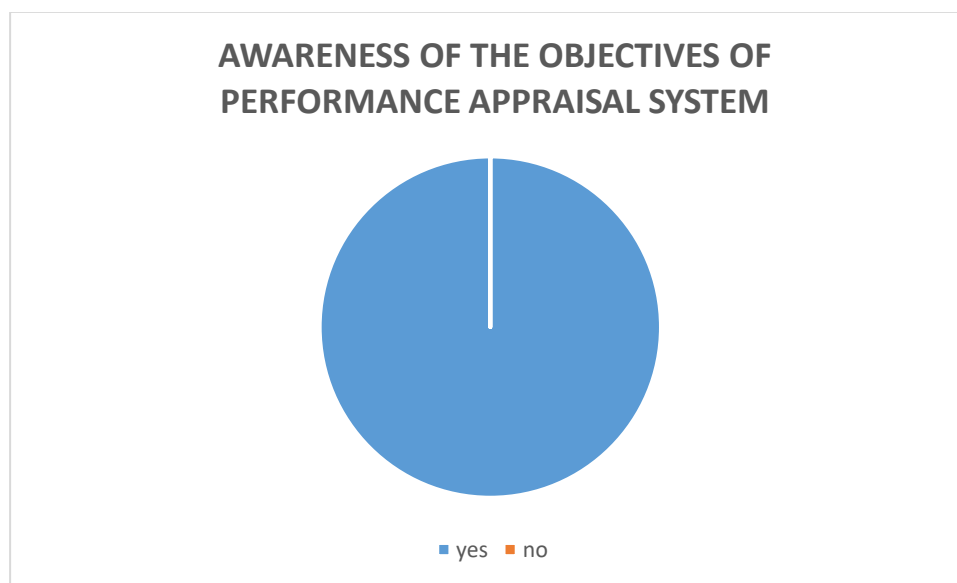
2. Understand the objectives of the performance appraisal system in my organization

Table 7.3

Sr.No	Options	No of employee	Responses in percentage
1	Yes	113	100%
2	No	0	0%
3	Total	113	100%

Fig 7.3   Source : Questionnaire

AWARENESS OF THE OBJECTIVES OF PERFORMANCE APPRAISAL SYSTEM

■ yes ■ no

Interpretation:

 As shown in the above graph, all 113 responding employees are aware of the objectives of the performance appraisal system in the organization, resulting in a 100% affirmative response rate. This complete awareness indicates effective communication regarding the purpose and goals of the appraisal system, which is crucial for ensuring that employees understand how their performance is evaluated and aligned with organizational objectives. Such clarity can lead to greater employee engagement and motivation, as individuals are more likely to feel invested in their development when they understand the rationale behind performance evaluations. This strong level of awareness reflects positively on the organization's commitment to fostering an informed and engaged workforce.
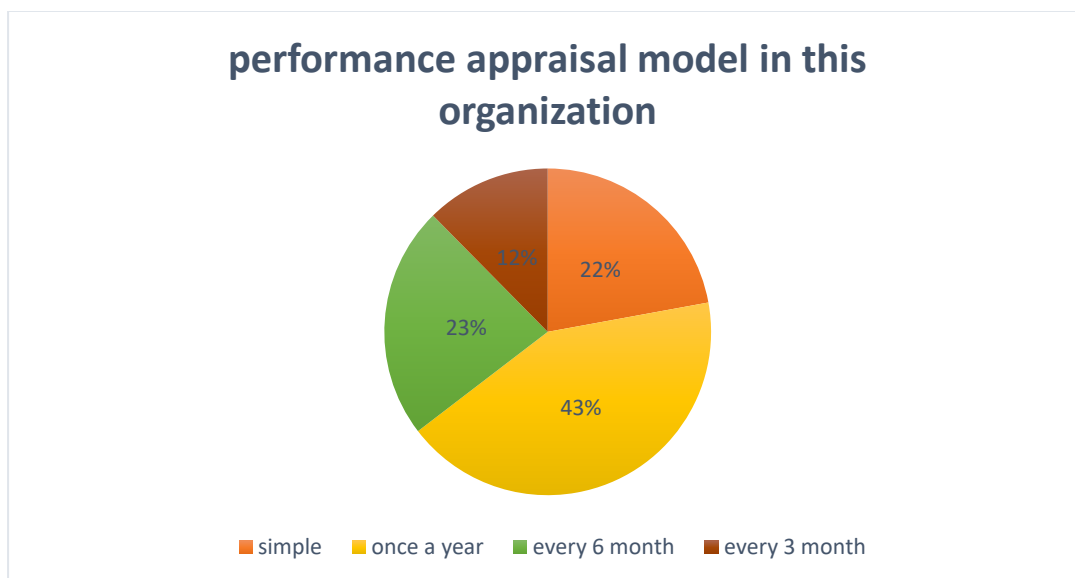
3. The performance appraisal model in this organization to be effective.

Table 7.4

Sr.No	Options	No of Responses	Responses in percentage
1	simple	25	22.10%
2	once a year	48	42.50%
3	every 6 month	26	23%
4	every 3 month	14	12.40%
5	Total	113	100%

Fig 7.4   Source : Questionnaire

Interpretation

As shown in the above graph, the most common response for the frequency of the performance appraisal model is "once a year," with 42.5% of participants selecting this option. Following that, 22.1% prefer a "simple" approach, while 23% engage in appraisals every six months. Only 12.4% of respondents participate every three months. This indicates a strong preference for less frequent engagement, with a significant majority (approximately 65.1%) favoring annual or bi-annual participation.
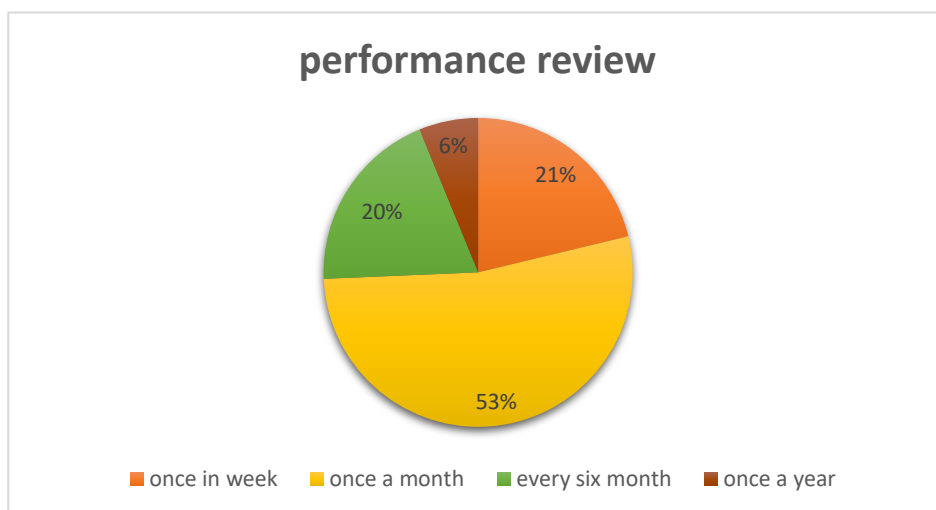
4. According to you, how often should the performance review take place

Table 7.5

Sr.no	Options	No of Responses	Responses in percentage
1	once in week	24	21.24%
2	once a month	60	53.10%
3	every six month	22	19.47%
4	once a year	7	6.19%
5	Total	113	100%

Fig:7.5   Source : Questionnaire

Interpretation:

As shown in the above graph, a majority of respondents (53.10%) prefer performance reviews to take place once a month, indicating a strong inclination towards more frequent feedback that can aid in ongoing development and adjustments. Only 21.24% support weekly reviews, suggesting that while some desire regular check-ins, many may find weekly evaluations too frequent. The options for less frequent reviews are less popular, with 19.47% favoring reviews every six months and 6.19% preferring annual assessments. Overall, the data indicates that a monthly review schedule aligns best with employee preferences for performance discussions.
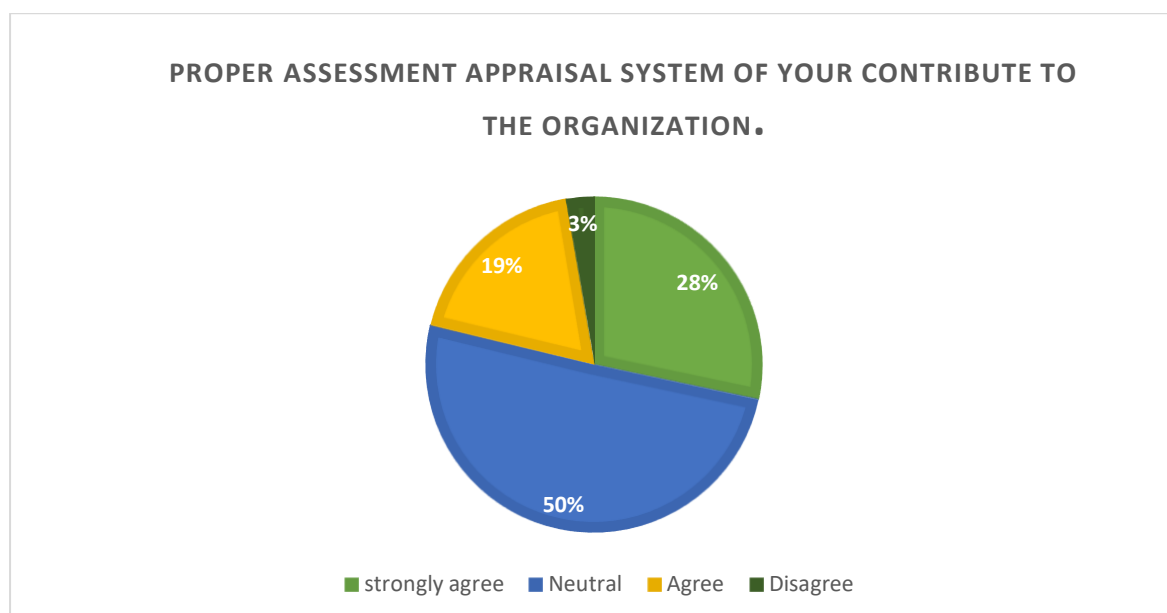
5. The performance appraisal system provides a proper assessment of my contributions to the organization."

Table 7.6

Sr.no	Options	No of Responses	Responses in percentage
1	strongly agree	32	28.32%
2	Neutral	57	50.44%
3	Agree	21	18.58%
4	Disagree	3	2.65%
5	Total	113	100%

Fig 7.6   Source : Questionnaire

PROPER ASSESSMENT APPRAISAL SYSTEM OF YOUR CONTRIBUTE TO THE ORGANIZATION.

Interpretation

As shown in the above graph, the performance appraisal system is perceived with mixed feelings among respondents. A significant portion, 50.44%, remains neutral, indicating uncertainty or indifference regarding the system's effectiveness in assessing contributions to the organization. Meanwhile, 28.32% strongly agree that the system provides a proper assessment, suggesting some level of satisfaction. Conversely, 18.58% agree with the statement, while only 2.65% disagree, indicating that a small minority finds the system inadequate. Overall, the data reveals that 50.44% of respondents are either unconvinced or neutral about the system's effectiveness, highlighting a potential area for improvement in performance assessment processes.
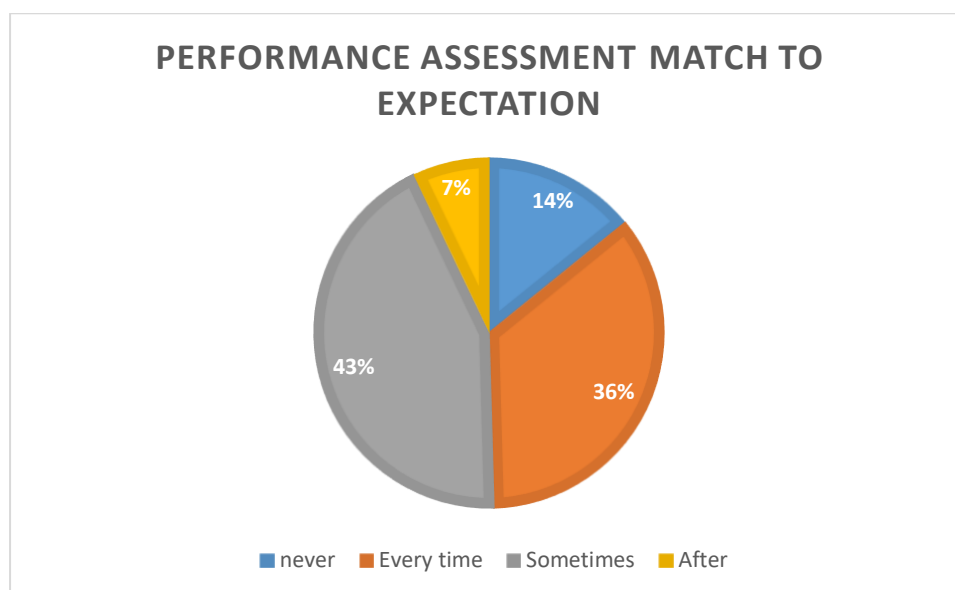
6. performance assessment reflects my expectations

Table 7.7

Sr.no	Options	No of Responses	Responses in percentage
1	never	16	14.16%
2	Every time	40	35.40%
3	Sometimes	49	43.36%
4	After	8	7.08%
5	Total	113	100%

Fig 7.7   Source : Questionnaire

Interpretation

As shown in the above graph The performance assessment results indicate that a majority of respondents (78.76%) either sometimes or always find their assessments align with their expectations. Specifically, 35.4% report that their assessments match their expectations every time, while 43.36% feel this is true sometimes. However, a notable 14.16% feel their assessments never match their expectations, and 7.08% indicated this occurs after some time. Overall, while most people have a positive view of the alignment between their performance assessments and expectations, there is still a significant portion that feels a disconnect.
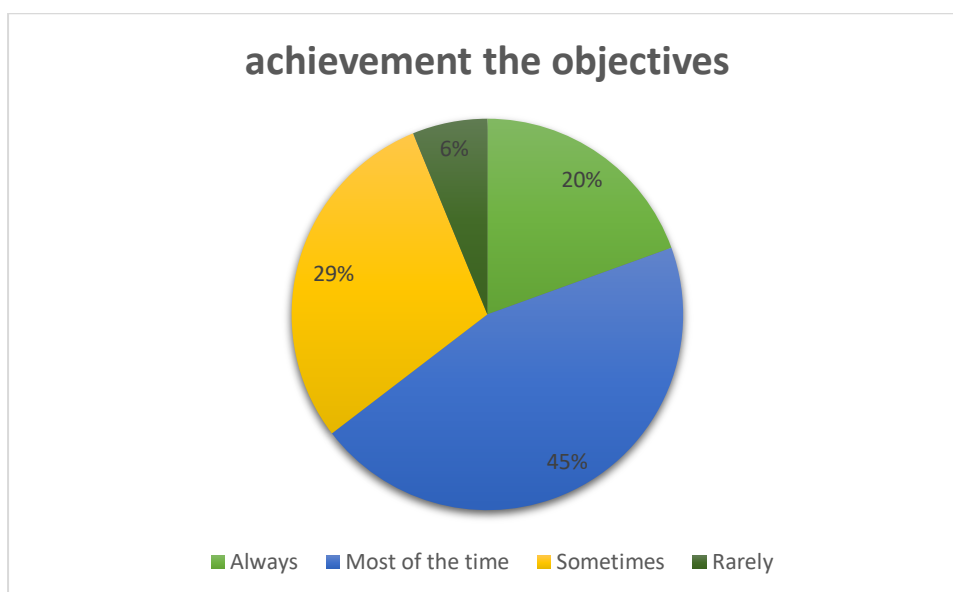
7. Achieve the objectives set for your tasks

Table 7.8

Sr.no	Options	No of Responses	Responses in percentage
1	Always	22	19.47%
2	Most of the time	51	45.13%
3	Sometimes	33	29.20%
4	Rarely	7	6.19%
5	Total	113	100%

Fig 7.8   Source : Questionnaire

Interpretation

As shown in the above graph, the responses indicate that a majority of participants (64.60%) achieve their objectives, with 19.47% reporting that they do so "Always" and 45.13% stating "Most of the time." However, a significant portion (35.39%) report achieving their objectives "Sometimes" (29.20%) or "Rarely" (6.19%). This suggests that while 64.60% of participants are generally successful in meeting their objectives, 35.39% still struggle to do so consistently.
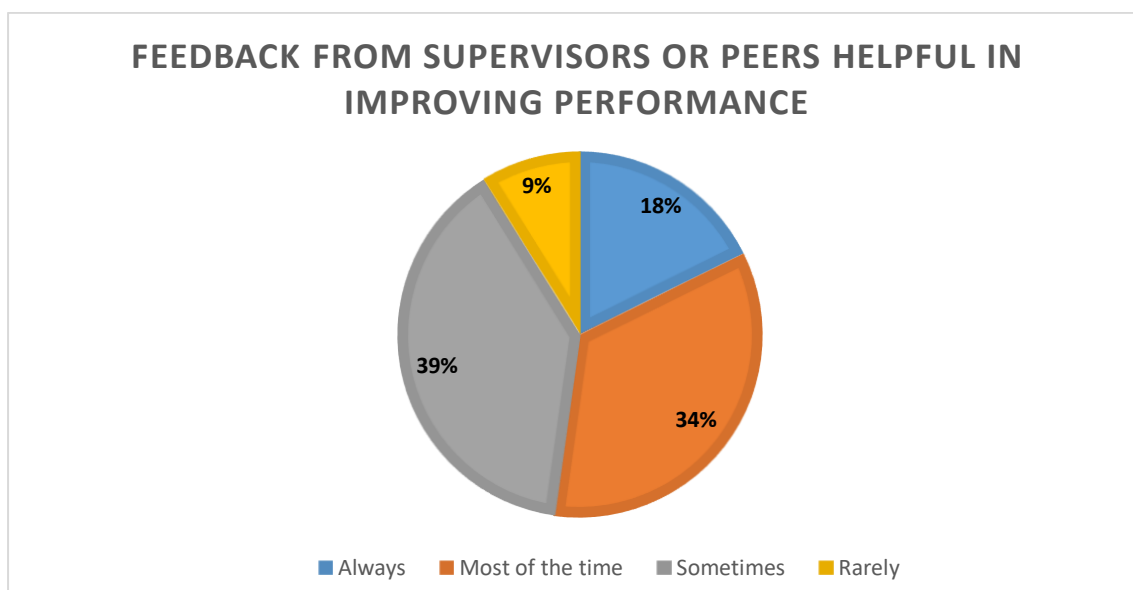
8. Find feedback from supervisors or peers helpful in improving performance.

Table 7.9

Sr.no	Options	No of Responses	Responses in percentage
1	Always	20	17.70%
2	Most of the time	39	34.51%
3	Sometimes	44	38.94%
4	Rarely	10	8.85%
5	Total	113	100%

Fig 7.9   Source : Questionnaire

FEEDBACK FROM SUPERVISORS OR PEERS HELPFUL IN IMPROVING PERFORMANCE

Interpretation

As shown in the above graph, feedback from supervisors and peers is generally perceived as beneficial for performance improvement. A majority of respondents (52.21%) indicated that they find feedback helpful either "Most of the time" or "Always." Specifically, 34.74% reported finding feedback "Always" helpful, while 17.47% said "Most of the time." However, a significant portion (38.94%) reported that feedback is only helpful "Sometimes," suggesting that its effectiveness may vary based on context or delivery. Only a small percentage (8.85%) find feedback "Rarely" helpful, indicating that while most respondents value feedback, there is room for improvement in its consistency and effectiveness.
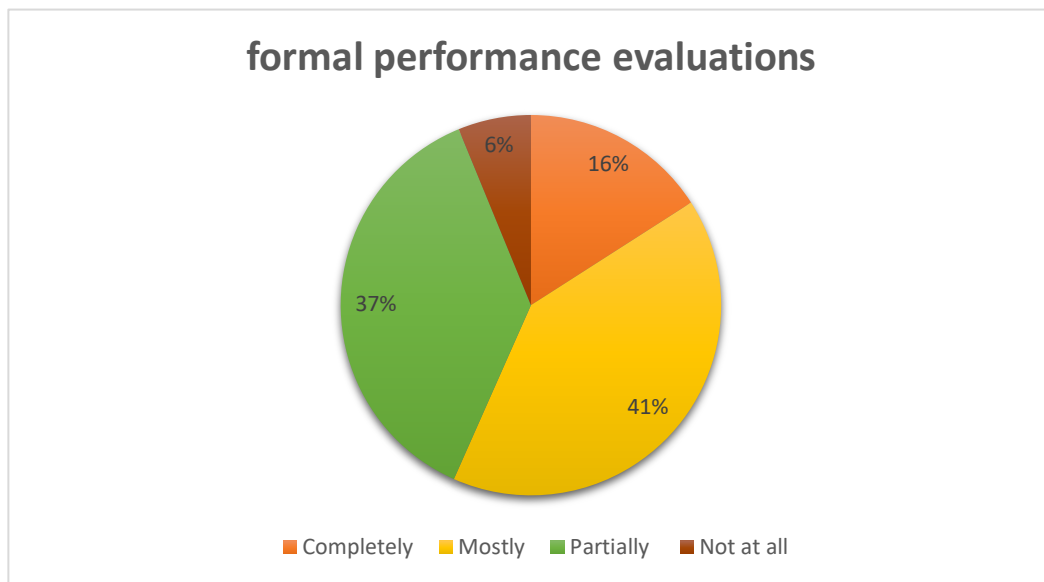
9. Self-assessment reflects the feedback and ratings given in formal performance evaluations

Table 7.10

Sr.no	Options	No of Responses	Responses in percentage
1	Completely	18	15.93%
2	Mostly	46	40.71%
3	Partially	42	37.17%
4	Not at all	7	6.19%
5	Total	113	100%

Fig 7.10   Source : Questionnaire

formal performance evaluations

Interpretation

As shown in the above graph, the self-assessment results indicate that a majority of respondents feel their self-evaluations align with formal performance evaluations. Specifically, 56.64% believe there is a strong connection between their self-assessment and formal evaluations, with 18% stating they reflect "Completely" and 46.64% stating they reflect "Mostly." Meanwhile, 37.17% feel there is only a partial alignment, and a smaller portion, 6.19%, believe their self-assessment does not reflect the feedback received at all. This suggests that most individuals have a favorable view of their self-assessment accuracy compared to formal evaluations.
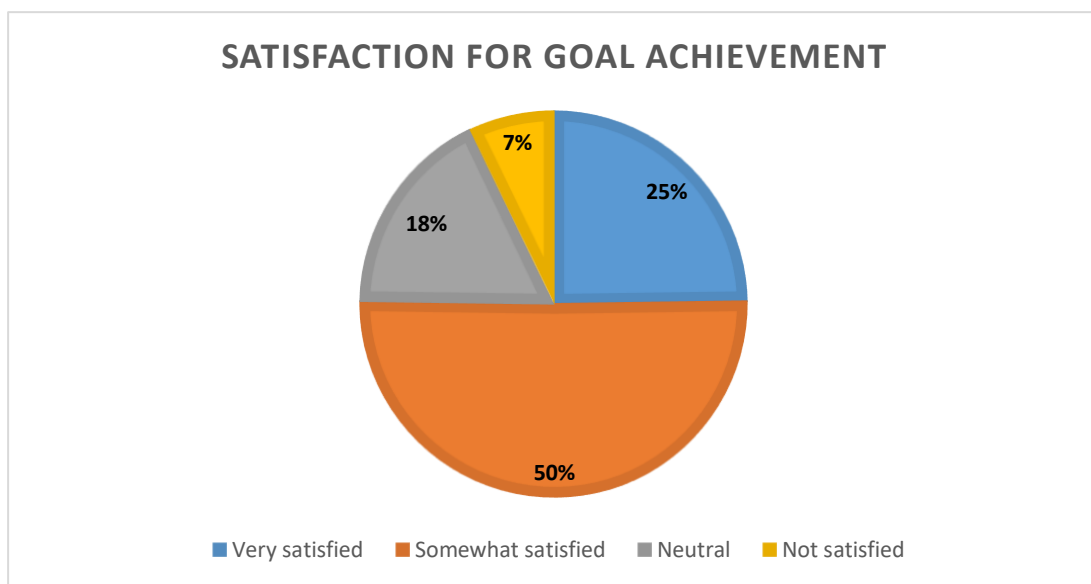
10. Satisfied with your ability to achieve the goals set for your role

Table 7.11

Sr no	Options	No of Responses	Responses in percentage
1	Very satisfied	28	24.78
2	Somewhat satisfied	57	50.44
3	Neutral	20	17.70
4	Not satisfied	8	7.08
5	Total	113	100%

Fig 7.11   Source : Questionnaire

Interpretation

As shown in the above graph that a majority of respondents (75.22%) are satisfied with their ability to achieve their goals, with 24.78% feeling very satisfied and 50.44% somewhat satisfied. However, there is a notable portion (24.78%) who are neutral or not satisfied, suggesting room for improvement in goal achievement support and resources. Overall, while satisfaction is relatively high, addressing the concerns of the less satisfied respondents could enhance overall performance
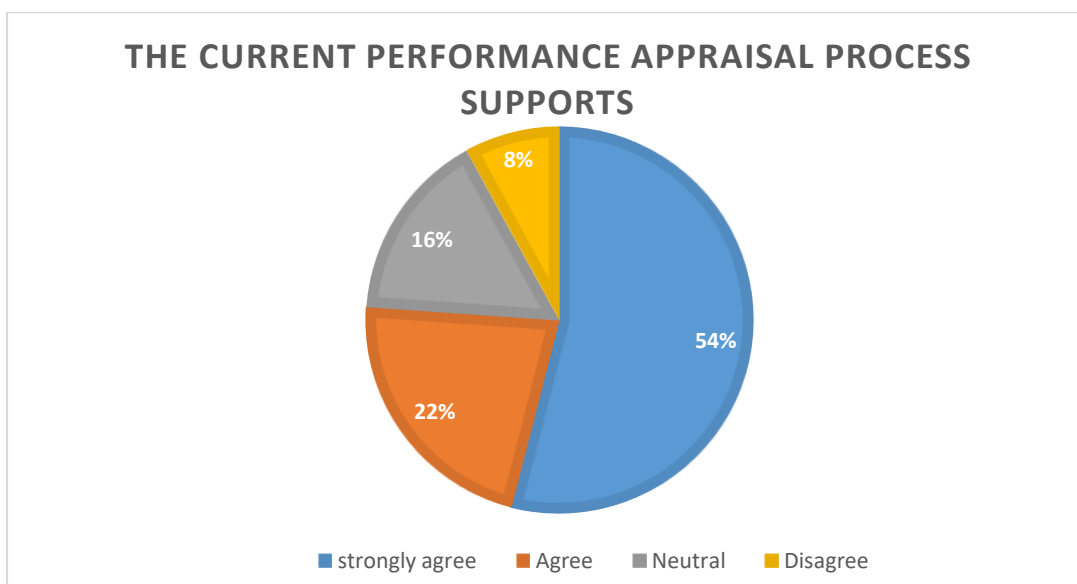
11. The current performance appraisal process supports my professional development.

Table 7.12

Sr. No	Options	No of Responses	Responses in percentage
1	strongly agree	61	53.98
2	Agree	25	22.12
3	Neutral	18	15.93
4	Disagree	9	7.96
5	Total	113	100%

Fig 5.12   Source : Questionnaire

THE CURRENT PERFORMANCE APPRAISAL PROCESS SUPPORTS

Interpretation:

As shown in the above graph, 53.98% of respondents strongly agree that the current performance appraisal process supports their professional development, while 22.12% agree, resulting in a combined positive response of approximately 76.1%. Meanwhile, 15.93% of respondents remain neutral, and 7.96% disagree, indicating that a small minority feel unsupported in their growth. Overall, the data reflects a strong perception of the appraisal system's effectiveness in fostering professional development, although the presence of neutral and negative responses suggests areas for potential improvement.
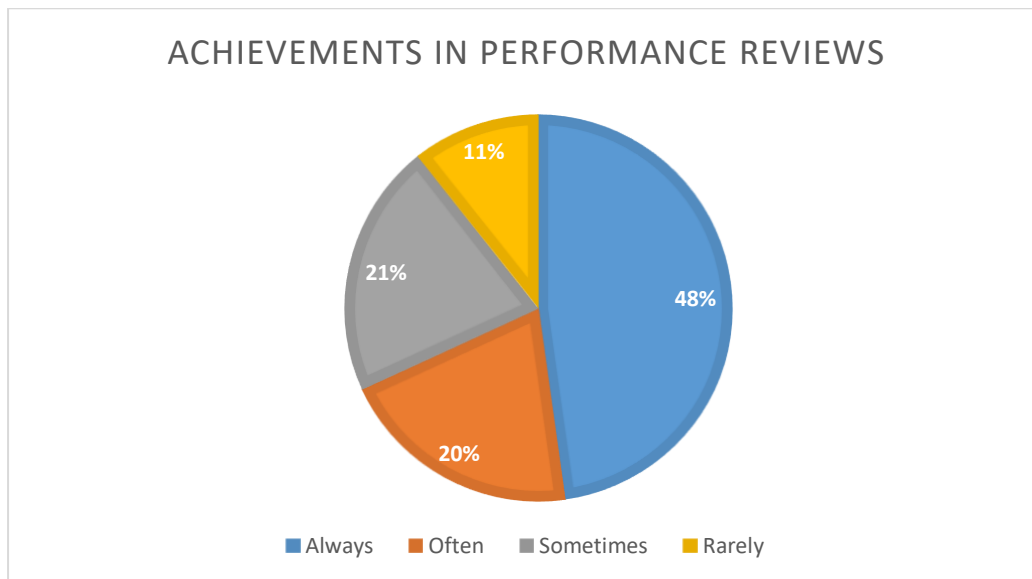
12. Recognized for achievements in performance reviews

Table 7.13

Sr. No	Options	No of Responses	Responses in percentage
1	Always	54	47.79
2	Often	23	20.35
3	Sometimes	24	21.24
4	Rarely	12	10.62
5	Total	113	100%

Fig 7.13   Source : Questionnaire

Interpretation:

As shown in the above graph, 47.79% of respondents feel recognized for their achievements in performance reviews "always," while 20.35% feel recognized "often." Additionally, 21.24% report being recognized "sometimes," and 10.62% feel recognized "rarely." Overall, nearly 68% of respondents experience regular recognition for their achievements, indicating a generally positive perception of acknowledgment within the performance review process. However, the 10.62% who feel rarely recognized suggest that there is still room for improvement in ensuring consistent acknowledgment for all employees.
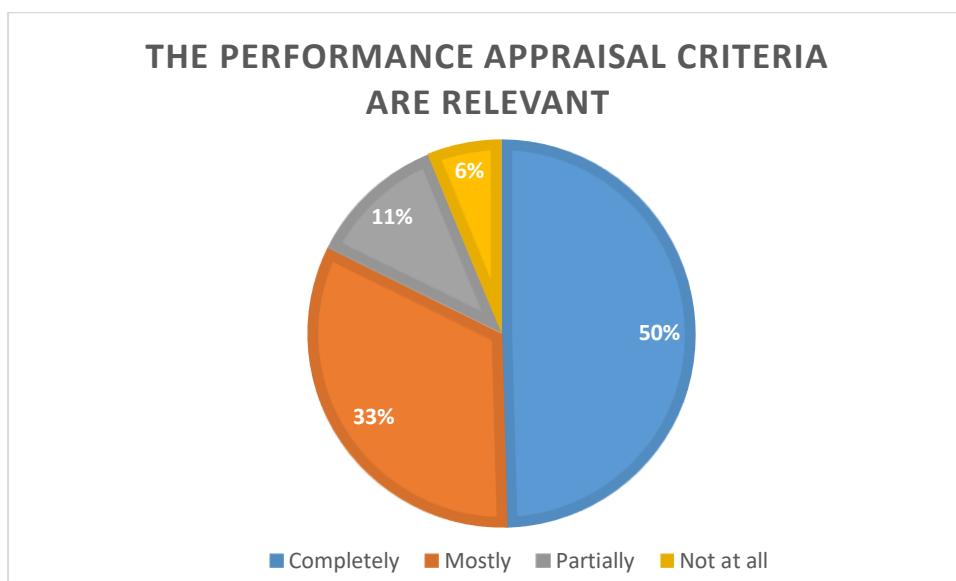
13. The performance appraisal criteria are relevant to your job

Table 7.14

Sr. No	Options	No of Responses	Responses in percentage
1	Completely	56	49.56
2	Mostly	37	32.74
3	Partially	13	11.50
4	Not at all	7	6.19
5	Total	113	100%

Fig 7.14   Source : Questionnaire

THE PERFORMANCE APPRAISAL CRITERIA ARE RELEVANT

Interpretation:

As shown in the above graph, 49.56% of respondents believe that the performance appraisal criteria are relevant to their job "completely," while 32.74% feel they are "mostly" relevant. In contrast, 11.50% perceive the criteria as "partially" relevant, and 6.19% feel they are "not at all" relevant. Overall, nearly 82% of respondents view the appraisal criteria as relevant to their roles, indicating a strong alignment between the performance appraisal process and job responsibilities. However, the 17.69% who perceive limited or no relevance highlight areas for potential enhancement in the appraisal criteria to better reflect employee roles.
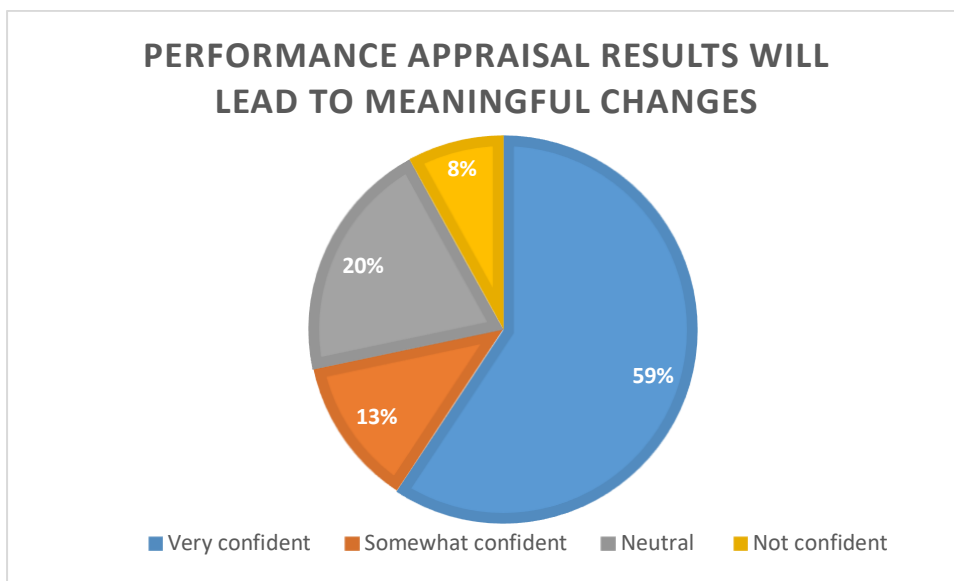
14. Confident that your performance appraisal results will lead to meaningful changes.

Table 7.15

Sr. No	Options	No of Responses	Responses in percentage
1	Very confident	67	59.29
2	Somewhat confident	14	12.39
3	Neutral	23	20.35
4	Not confident	9	7.96
5	Total	113	100%

Fig 5.15   Source : Questionnaire

PERFORMANCE APPRAISAL RESULTS WILL LEAD TO MEANINGFUL CHANGES

Interpretation:

As shown in the above graph, 59.29% of respondents are "very confident" that their performance appraisal results will lead to meaningful changes, while 12.39% are "somewhat confident." Additionally, 20.35% of respondents remain neutral on this issue, and 7.96% are "not confident." Overall, a significant majority of nearly 72% express confidence in the potential impact of their appraisal results, indicating a generally positive perception of the performance appraisal process. However, the 7.96% who are not confident suggest that there may be areas for improvement to ensure that all employees feel their appraisals can lead to meaningful outcomes.
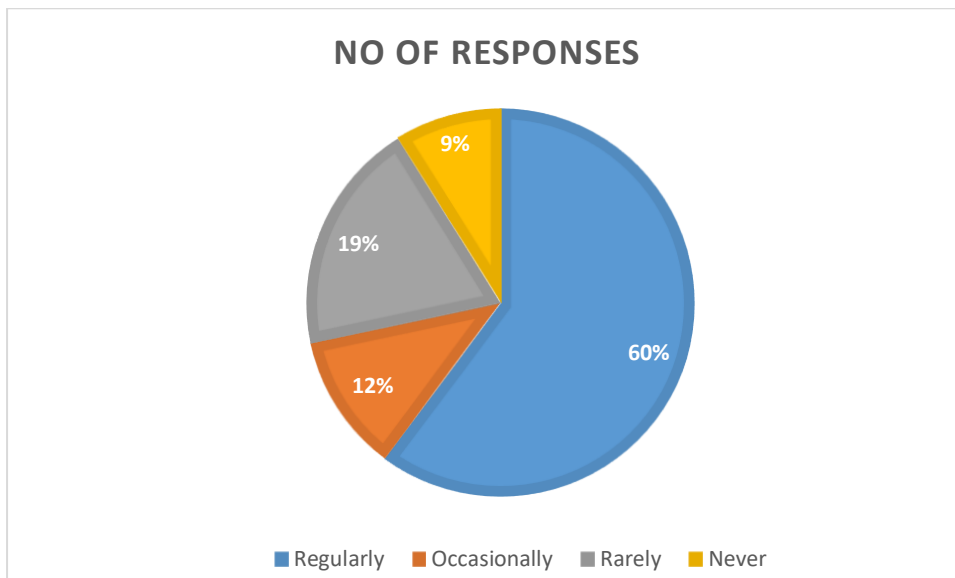
15. Regularly discuss my performance goals with my supervisor

Table 7.16

Sr.No	Options	No of Responses	Responses in percentage
1	Regularly	68	60.18
2	Occasionally	13	11.50
3	Rarely	22	19.47
4	Never	10	8.85
5	Total	113	100%

Fig 5.16   Source : Questionnaire

Interpretation:

As shown in the above graph, 60.18% of respondents regularly discuss their performance goals with their supervisor, while 11.50% do so occasionally. In contrast, 19.47% report that they rarely engage in these discussions, and 8.85% never discuss their performance goals at all. Overall, a significant majority of approximately 60% actively communicate their goals, indicating a positive level of engagement between employees and supervisors. However, the combined 28.32% who rarely or never discuss their goals suggests there may be opportunities to enhance communication and alignment regarding performance expectations within the organization.

8.Findings

Objectives	Findings

1.To Determine the level of initial information provided to employees about the 360-degree performance appraisal model during their induction	While 59.49% of employees were informed about the 360-degree performance appraisal model during induction, a notable 40.53% were not, indicating a communication gap. Addressing this gap is crucial for enhancing employee understanding and improving organizational performance.
	The findings indicate that 50.44% of respondents are neutral about the effectiveness of the performance appraisal system, suggesting uncertainty. In contrast, 28.32% strongly agree that the system provides a proper assessment, highlighting an area for improvement in the performance assessment processes.
	The findings indicate that 49.56% of respondents believe the performance appraisal criteria are "completely" relevant to their jobs, and 32.74% consider them "mostly" relevant, resulting in nearly 82% viewing the criteria as pertinent to their roles. However, 17.69% of respondents perceive the criteria as "partially" or "not at all" relevant, suggesting areas for improvement to better align the appraisal criteria with employee responsibilities.
2 Assess employees' knowledge of the objectives of the performance appraisal system within the organization.	The findings show that 100% of the 113 responding employees are aware of the objectives of the performance appraisal system, indicating effective communication within the organization. This complete awareness enhances employee engagement and reflects the organization's commitment to fostering an informed workforce.
	The findings show that 64.60% of participants achieve their objectives, with 19.47% doing so "Always" and 45.13% "Most of the time." In contrast, 35.39% report achieving their objectives "Sometimes" (29.20%) or "Rarely" (6.19%), highlighting that while a majority are successful, a significant number face challenges in consistently meeting their goals
	The findings reveal that 60.18% of respondents regularly discuss their performance goals with their supervisor, indicating strong engagement. However, the 28.32% who rarely or never engage in these discussions suggest opportunities for enhancing communication around performance expectations
3. Gauge employees' perception of the frequency of the performance appraisal model used in the organization.	The findings indicate that 42.5% of participants perceive the frequency of the performance appraisal model as "once a year," while 23% prefer appraisals every six months. Additionally, 22.1% opt for a "simple" approach, and only 12.4% participate every three months. Overall, approximately 65.1% of respondents favor annual or bi-annual appraisals, demonstrating a strong preference for less frequent engagement with the performance appraisal process.

	The findings reveal that 56.64% of respondents perceive a strong connection between their self-assessments and formal performance evaluations, with 18% stating they reflect "Completely" and 46.64% "Mostly." In contrast, 37.17% feel there is only partial alignment, while 6.19% believe their self-assessments do not reflect the feedback received at all. This indicates that a majority of employees view their self-assessment accuracy favorably in relation to formal evaluations.
	The findings show that 59.29% of respondents are "very confident" in the meaningful impact of their performance appraisal results, with nearly 72% expressing overall confidence in the process. However, the 7.96% who are not confident indicate potential areas for improvement to enhance the effectiveness of appraisals.
4. Evaluate employees' perception of how well the performance appraisal system assesses their contributions to the organization	The findings indicate that 53.10% of respondents prefer monthly performance reviews, showing a strong inclination for frequent feedback to aid development. In contrast, less frequent review options are less popular, suggesting that a monthly schedule best aligns with employee preferences for assessing contributions to the organization.
	The findings indicate that 75.22% of respondents are satisfied with their ability to achieve their goals, though 24.78% remain neutral or dissatisfied. This suggests an opportunity to improve support and resources for goal achievement to enhance overall performance.
	The findings show that 76.1% of respondents believe the performance appraisal process supports their professional development, with 53.98% strongly agreeing. However, the 15.93% who are neutral and 7.96% who disagree suggest there are opportunities for improvement in how the system assesses employee contributions.
5) understand employees' preferences regarding the frequency of performance reviews.	The findings reveal that 50.44% of respondents are neutral about the effectiveness of the performance appraisal system, indicating uncertainty. While 28.32% strongly agree it provides proper assessments, the mixed feelings suggest a need to better understand employees' preferences for the frequency of performance reviews to enhance the appraisal process.
	The findings show that 52.21% of respondents find feedback from supervisors and peers helpful "Most of the time" or "Always," but 38.94% rate it as helpful only "Sometimes." This suggests that while most value feedback, there is room for improvement in its consistency and effectiveness, potentially impacting preferences for the frequency of performance reviews.
	The findings reveal that 47.79% of respondents feel recognized for their achievements "always," and 20.35% "often," resulting in nearly 68% experiencing regular recognition. However, the 10.62% who feel recognized "rarely" indicate that there is still room for improvement in consistent acknowledgment, which may influence preferences for the frequency of performance reviews.

8. Suggestions:

1	To improve the 360-degree performance appraisal system, the organization should enhance communication during onboarding, ensuring all employees are well-informed about the process. It's important to regularly review and align appraisal criteria with specific job roles, offer ongoing feedback, and involve employees in developing the criteria. Providing training for both managers and staff, emphasizing the confidentiality and constructiveness of feedback, and sharing success stories can help build trust, increase engagement, and make the system more relevant and effective for employee development.
2	While 100% of employees are aware of the performance appraisal system's objectives, the organization should build on this strong awareness by reinforcing how individual goals align with broader company objectives. To support the 35.39% of employees who struggle to consistently achieve their goals, targeted interventions such as training, resources, and mentorship should be offered. Additionally, since 28.32% of employees rarely discuss their performance goals with supervisors, enhancing regular one-on-one meetings and fostering a culture of continuous feedback would help improve communication, clarify expectations, and boost overall performance.
3	To improve the performance appraisal system, the organization should balance appraisal frequency by offering annual or bi-annual appraisals with additional semi-annual or quarterly check-ins for ongoing feedback. Clearer guidance and structured templates for self-assessments can enhance alignment with formal evaluations, addressing the concerns of the 37.17% who feel there's partial alignment. Finally, increasing transparency, providing actionable feedback, and ensuring fairness will help build trust and boost confidence, especially among the 7.96% of employees who are not confident in the process.
4	To improve the assessment of employee contributions, the organization should consider monthly performance reviews to align with employee preferences for frequent feedback. Enhancing support for goal achievement, especially for those dissatisfied or neutral, through better resources and guidance, would help boost performance. Additionally, refining the appraisal process to focus more on professional development with actionable feedback and career growth plans would address those who feel the system doesn't fully support their development.
5	To better align performance reviews with employee preferences, the organization should clarify the goals of the appraisal system to address uncertainty, improve the consistency and quality of feedback to ensure it's more helpful, and explore increasing review frequency for those who desire more regular check-ins. Additionally, enhancing consistent recognition for achievements would increase employee satisfaction and engagement with the appraisal process, making them more open to regular feedback and performance discussions.

Conclusion:

The analysis of the performance appraisal system highlights several strengths and areas for improvement. While 100% of employees are aware of the system's objectives, 40.53% were not informed about the 360-degree model during onboarding, indicating a communication gap. Though 82% of employees find the appraisal criteria relevant, 35.39% struggle to meet their goals consistently, suggesting a need for clearer guidance and support. Feedback consistency also requires improvement, as 38.94% of employees find feedback only "sometimes" helpful.

Additionally, 10.62% feel rarely recognized for their achievements. To improve, the organization should enhance onboarding communication about the 360-degree system, provide more consistent and actionable feedback, increase the frequency of performance reviews, strengthen recognition programs, and offer personalized support to employees facing challenges in meeting their goals. These adjustments would foster a more effective and engaging performance appraisal system, promoting employee development and organizational success.

Questionnaire

Name:_____

Age:_____

Gender: _____

Experience:_____

Qualification:_____

1) Were you informed about 360 degree Performance appraisal model used in organization during your inductions.

 a) Yes   b) No

2) Are you aware of the objectives of performance appraisal system in your organization?

 a) Yes   b) No

3) How do you find the performance appraisal model in this organization ?

 a) simple   b) once a year

 c)every 6month   d)every 3 month

4)   According to you, how often should the performance review take place

   a) once in week   b) once a month

   c) every six month   d) once a year

5)   In your opinion, does the performance Appraisal system give a proper assessment Appraisal system g of your contribute to the organization.

   a) strongly agree   b) neutral

   c) agree   d) disagree

6) How often does your performance assessment match to your expectations?

   a) never   b) after

   c) Every time   d) sometime

7) How often do you achieve the objectives set for your tasks?

   a)Always.   b) Most of the time

   c) Sometime   d) Rarely

8) How often do you find feedback from supervisors or peers helpful in improving your performance?

   a) Always   b) Often

   c) Sometimes   d) Rarely or never

9) To what extent do you believe your self-assessment reflects the feedback and ratings given in formal performance evaluations?

   a) Completely   b) Mostly

   b) Partially   d) Not at all

10) How satisfied are you with your ability to achieve the goals set for your role?

   a) Very satisfied   b) Somewhat satisfied

   c)Neutral   d) Not satisfied

11) Do you believe the current performance appraisal process supports your professional development?
   a) strongly agree   b) Agree

   c) Neutral   d) Disagree

12) How often do you feel recognized for your achievements in performance reviews?

   a) Always   b) Often

   c) Sometimes   d) Rarely

13) To what extent do you think the performance appraisal criteria are relevant to your job?

   a) Completely   b) Mostly

   c) Partially   d) Not at all

14) How confident are you that your performance appraisal results will lead to meaningful changes?

   a) Very confident   b) Somewhat confident

   c)Neutral   d) Not confident

15) How often do you discuss your performance goals with your supervisor ?

   a) Regularly   d) Occasionally

   b)Rarely   d)Never

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