

Studies on using 360 Degree Feedbacks on Management Skills and Leadership Development

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Abstracts

The 360 degree feedback has gained importance as a performance management and career development tool in the organizations. It is a useful development tool for individuals who are in a management role. 360 Feedback for managers is useful to help individuals be more effective in their current roles furthermore to help them understand what areas they ought to concentrate on improvement. It gives feedback from all perspectives from managers, seniors, peers, subordinates, providers, customers for an individual, that individual will likewise rate himself and afterward coordinate the execution from others evaluations. This paper is based on the feedback of 50 employees from software companies where the 360 Degree Feedback program was used. The primary study included a sample of respondents-50; The study was done using a questionnaire method. The results indicated that there has been an overall positive impact reported of 360 Degree feedback on leadership development.

Keywords: 360 degree feedback, management skill, personal development, leadership.

I. INTRODUCTION

360 degree feedback system which surveys a employees' performance through different sources such as subordinates, peers, and bosses creates an inclusive and impartial review of employee performance. 360-degree feedback can also directly affect improvements in the organization. 360 Degree Feedback is a process in which representatives get Confidential, anonymous feedback from the co-workers who work around them. This commonly incorporates the worker's administrator, peers, and direct reports. Managers and leaders within organizations use 360 feedback reviews to show signs of improvement comprehension of their qualities and shortcomings. 360 degree feedback framework naturally organizes the outcomes and presents them in an arrangement that helps the feedback employees create a development plan. Leonard, Beauvais, Scholl, (1995), studied the 360 degree get ready gives the social contribution to the learner. They give arrange attributions which are bestowed through the kind of created or oral correspondence, recognition, revile, or affirmation. 360-degree feedback may consolidate these.

Filtcher & Baldry, (2000), The 360¹-degree criticism can be one of the new frameworks for assessing staffs in the associations which² endeavors to offer more real acknowledgment and information by social event diverse perspectives from³ various sources.⁴

Atwater & Waldman, (1998), the 360-degree feedback gives more far-reaching and precise

data through social occasion the fundamental partners' perspectives, which can set up a more grounded reason for basic leadership about faculty, (for example, advancement, remunerate, exchange, and so on.) and for instructive program arranging.

Among 1000 enrolled organizations in Fortune magazine, 90% have utilized multi-sources criticism strategies (360-Degree feedback).

Curtis (1996) highlighted on why businesses acknowledge 360 degree input. At the point when 360 degree input is presented everybody may not be agreeable but rather it is a part of the procedure of progress. 360 degree input helps in having an upgraded administration style, enhanced correspondence, better cooperation, a superior comprehension of quality and shortcoming and acknowledgment of the estimation of good relationship aptitudes.

II. OBJECTIVES

The research objective is to understand the relevance of 360 degree feedback system on management skill and leadership development.

What is the leadership development efforts made after 360 degree feedback?

How did development need to be affected by 360 degree feedback?

How 360 degree feedback helps to increase skills?

How did others perceive about supervisors and managers?

III. REVIEW OF LITERATURE

360 degree execution evaluation framework accumulates the information from different sources and gives a wide point of view about the workers' execution. Gallagher (2008) states this multi-source input likewise permits people to see how others see their adequacy and turn out to be more conscious of how their viability as an individual, associate, or representative is seen by others.

Parkr-Gore (1996) states that , Administrators are the individual who is responsible for the organization yields, in this manner, overseeing individuals in the association is critical. 360 degree criticism framework was utilized here to gather information on supervisors identifying with their conduct and execution. The information was given by the line directors then the formative toolbox was produced. This procedure helped the supervisors to comprehend "the idea of fitness models" and relate it to their execution. Competency models are additionally attracted to bolster the organization objectives. 360 degree input is utilized for the preparation and advancement needs and in addition examination and it was observed that when 360 degrees was identified with evaluation it brought about a more viable way.

Moxley (1996) states about making Managers more compelling by utilizing 360 degree feedback. 360 degree assessment is really one a player in the management improvement. In the meantime, 360 degree feedback gives a top to bottom assessment which helps in empowering and propelling endeavours by the individual themselves. 360 degree feedback is a standard procedure through which management need to persuade themselves and reenergizing themselves all through their profession. The feedback which is created must be for advancement reason and ought to be taken care of painstakingly.

Drew (2009) highlighted on singular authority advancement by utilizing 360 degree criticism. The creator investigated that 360 degree input has positive impact in various colleges and additionally likewise in information based elements in the part of initiative. Here "Individuals engagement" was completely checked by increasing very much characterized input. 360 degree criticism is considered as an increasing the value of people where in people investigates their self and work on it for their own particular advancement there by

Table:

Respondents rated on a 5-point Likert-type scale (SA-strongly disagree, A-agree,N-neutral,D-disagree, SD-strongly disagree). Respondents rated, on a 5-point Likert-type scale, questionnaires are used to measure 360 degree feedback as a tool of management skills and leadership development.

meeting the association's goal.

Peiperl (2001) defines this procedure as "associate examination" which "starts with a basic introduce that the general population most appropriate to judge the execution of others are the individuals who work most intimately with them".

Avolio (2005) states: "To be a compelling pioneer intends to reflect, profoundly reflect, on occasions that encircle oneself that have reference to how you see our own particular conduct and activities affecting others" and proposes, signifies "to know oneself, to be predictable with oneself, and to have a positive and quality based introduction toward one's improvement and the advancement of others".

Stubbs and Taylor, (2002) suggested that 360 feedback in administration and administration improvement. The study is set in the advanced education authority environment, and is opportune in a time of quickened age-related whittling down in the worldwide tertiary administration part as of now, putting weight on progression initiative arranging and improvement.

IV. METHODS

This study was a field-based, primary data was collected for using 360-degree feedback in the software companies. A systematic method was adopted for the collection of data .Both primary & secondary data were collected. Recorded through 5-point Likert scale questionnaire method to know the exact impact of 360-degree feedback system on management skills and leadership development in the software companies. The empirically study that mediating effects in the relationship between 360-degree feedback and employee Leadership development with a sample of employees (N=50) working in software companies of Odisha India. The results showed that management skills and leadership development had a complete mediating effect.

V. RESULTS AND FINDINGS

Descriptive analysis of the 50 respondents shows that the majority (70.54%) employees strongly agree with the system of 360degree feedback as a developmental tool and only (2%) respondents strongly disagree. 360-degree assessment tools, as well as two processes, are necessary for development versus management skills such as performance appraisal or succession decisions.

Survey question	SA	A	N	D	SD	Mean	Standard deviation
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	Percentage						
	Number of respondents						
The 360 assessment feedback process will increase trust of the employees	60%	30%	-	10%	-	20	22.80351
	30	15	-	5	-	10	11.40175
The 360 assessment and feedback process will increase Cooperation between employees	70%	30%	-	-	-	20	27.5681
	35	15	-	-	-	10	13.78405
The 360 assessment and feedback process will increase communication between myself and my direct reports	76%	24%	-	-	-	20	29.50254
	38	12	-	-	-	10	14.75127
The 360 assessment and feedback process, have you been able to observe some improvement in one or more specific behaviours or management skills	74%	10%	6%	8%	2%	20	27.12932
	37	5	3	4	1	10	13.56466
The 360 feedback process gave me helpful bits of knowledge and feedback I can use in my present job	68%	20%	2%	2%	8%	20	24.88373
	34	10	1	1	4	10	12.44186
The 360 feedback appraisals reflect an exact assessment of essential practices which impact my leadership development	74%	20%	-	4%	2%	20	27.91415
	37	10	-	2	1	10	13.95708
360 feedback process, were particular formative exercises included as a feature of the yearly execution assessment get ready for your direct reports	68%	24%	-	4%	4%	20	25.4244
	34	12	-	2	2	10	12.7122
360 feedback process increased my awareness of Developmental areas	84%	10%	2%	4%	-	20	32.17452
	42	5	1	2	-	10	16.08726
360 degree feedback build up a capable group as per the interest of colleagues	64%	22%	2%	8%	4%	20	23.08246
	32	11	1	4	2	10	11.54123
360 degree feedback procedure of Positive recognition is quickly given by managers	58%	20%	10%	10%	2%	20	19.83935
	29	10	5	5	1	10	9.919677
360 degree feedback recognizes the value of individual with talent leadership skills	80%	20%	0%	0%	0%	20	30.98387
	40	10	0	0	0	10	15.49193
Total percentage	70.54%	21.27%	2%	4.54%	2%	-	-
Total no. Of Respondents	35.27	10.63	1	2.27	1	-	-

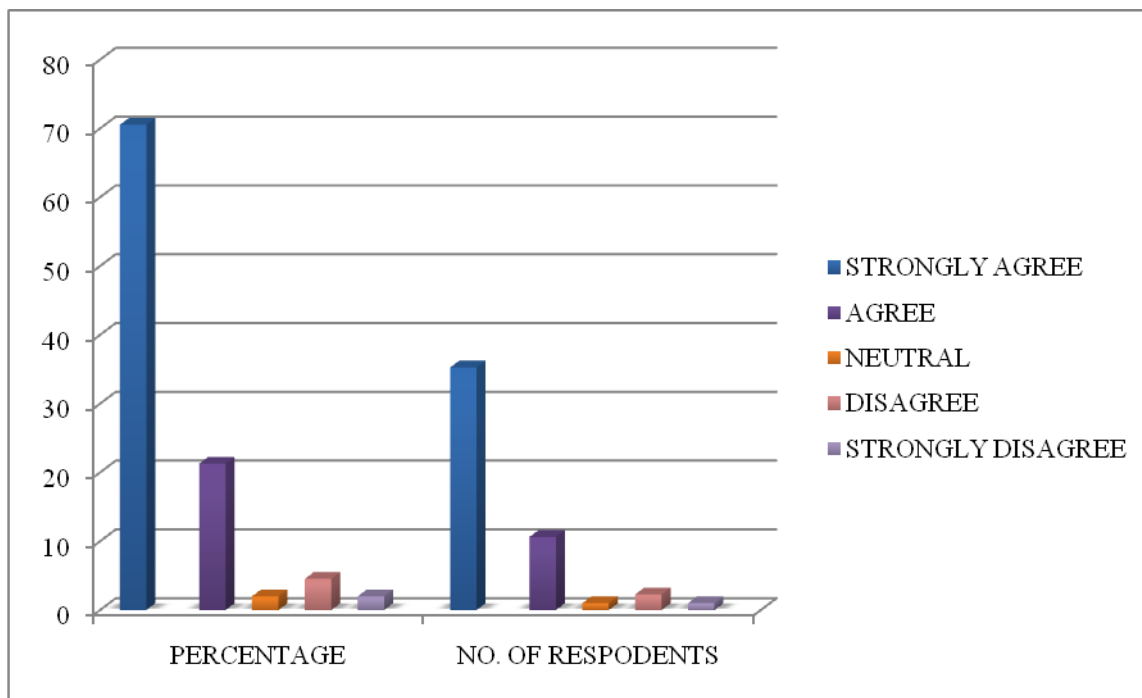


Fig: Figure shows that Percentage and Participation Rate of the Respondents.

VI. CONCLUSION

360 degree feedback assessment review is a formalized process whereby an individual receives feedback from multiple individuals or “raters” who regularly interact with the individual being reviewed, commonly referred to as “the learner”. The objective is to provide the learner with feedback on their performance behaviours and outcomes as well as their potential while identifying and establishing leadership development goals. As a result of this feedback, the learner is expected to be able to set goals for self development which will support the advancement of their careers and in turn benefit the organization. The raters typically represent the learner’s boss, peers, subordinates, customers and sometimes even their significant others. 360-degree feedback systems have the potential to improve organizational evaluations by expanding the amount and quality of information included in the performance evaluation process, providing realistic pictures of employees' strengths and weaknesses and increasing perceptions of fairness associated with the evaluation system.

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