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Influence of 360 Degree Appraisal's Affirmative Feedback on Employee Engagement

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ABSTRACT

Performance Appraisal feedback is a very influential and effective means to assess and develop individuals, teams, and the organization as a whole. Feedback is the key to self-in sight. Feedback can be positive, neutral and negative; however in recent context the affirmative feedback redirects the employee towards positivity. This article explores the contribution of the 360 degree appraisal affirmative feedback on employee engagement.

The method adapted by the researcher to the study is reviewing past data studies pertaining to the topic. Under the progression of reviewing, around twenty five educational and popular research papers/literature, magazines, journal, publications, etc., in the context of employee engagement have been used in this method. The researcher has derived several influences which are most commonly stated in these investigation papers. This study strengthens by the existing work or study. After reviewing all the factors in every single research paper, author has come up with the findings. In this research paper, the important factors have been discoursed which are related to engagement by the researcher. Performance Appraisal has been considered as an indispensable tool for an organization, by reviewing recent advancements in this field the author tries to find out whether positive feedback after the 360 degree appraisal has resulted in motivation to the employee and whether it gives personal satisfaction to the employee in a workplace after the feedback. This simple affirmative feed model can help ensure employee to make a useful contribution to the organization. This contribution can be nurtured as an engagement towards the work. 360 degree appraisal is highly useful in making decisions regarding several personnel aspects such as salary, promotion and merit increases. This work expressed that there is a progressive effect between the 360 degree performance appraisal affirmative feedback and the employee engagement in an organization.

This study has the scope of future reference where by it highlights various engagement factors that stimulates the employee to engage and can identify the different outcomes from the positive feedback from the appraisals in an organization.

Keywords: 360 degree Performance appraisal, Appraisal system, Affirmative feedback, Employee engagement, Performance management, Motivational factors, Organizational support.

1. INTRODUCTION

Nowadays employee engagement has developed as a priority as they continuously seek out diverse methods to retain their work-force engaged. The organization is discover themselves being verified every day on its competences to keep its employee engaged while also executing the policies defined. There are so many factors that have been studied through the literature, and those literature leads to identification of many factors and variables which are the drivers of an engagement. As various surveys and studies are being piloted all around the world by numerous HR experts to derive at conclusions about the factors responsible for influencing the engagement, this study gains the significance.

In this analysis the variables that positively impact employee engagement in an organization has been focused the main objective is to identify the contribution of affirmative feedback in 360 degree performance appraisal on employee engagement.

An engaged worker is one who produces outcomes, does not change job often and further importantly is the representative of the establishment at all times. The performance of an employee is measured exactly by the 360 degree appraisal in an organization and the nature of the feedback produces the various changes in a working environment. Here the author explores in what way the positive feedback influences an employees work life and redirects them towards organization success.

Advantages of 360 degree feedback system:

- Organizational growth
- Development in employee potential
- Well-adjusted view of individual performance
- Positive behavior change
- Reliable

2. THEORY

There are several variables and its factors have been studied by the various author's which is related to the employee engagement in an organization under the various circumstances. In which the author has considered the important variables and factors. In addition, the author has derived up with this innovative research model.



Figure 1: Research model

In general Arti Chandani, Mita Mehta, Akanksha Mall and Vashwee Khokhar (2016), have conducted study on the factors affecting employee engagement and its importance, as well as they identified the factors that are dangerous to its effective implementation by the review method and suggested various employee engagement practices for new workers like strong starter programs, difficult training and development program, certification program and giving them a representative job performance. Finally, author have concluded as not alone the one day training will not participate the employee towards the work, and by appraising the employee can reveal the requirement of the appropriate training to the appropriate employees.

According to Ayelet Fishbach, Tal Eyal, and Stacey R. Finkelstein (2010), proposed that the positive response encourages goal tracking down once it indicates an increase in goal commitment, whereas negative feedback motivates goal tracking down once it indicates insufficient goal progress by the review method. Finally concluded that the feedback functions through the affective experience it produces, as well as overall frame of mind and exact emotions. When people characteristic their frame of mind to the feedback they received, the mood provides advancement data and people are more probably stick to their goals when they are in a bad frame of mind. Though, when people characteristic their frame of mind to a goal-unrelated source, the frame of mind signs to them whether to commit to a goal.

According to Susanne Geister and Udo Konradt (2006), proposed that special effects of Process feedback on Motivation, Satisfaction, and Performance in Virtual Teams. Here authors were aimed study and to indicative of that regular feedback about ongoing group processes leads to an increase in the satisfaction, motivation and performance of virtual teams. And suggested that the feedback does not in the same way put on to recipients. Instead, initial motivation is a mediator that explains the changeable results in feedback interference studies.

According to Mita Mehta, Arti Chandani, Nair Moksha and Chandran Parul (2016), have conducted study on the Trends in Employee Engagement Practices in Global and Indian Companies. In this study the authors have identified the practices following to engagement is divided into two part – one is global companies and another is Indian companies. Following the bibliometric studies and concluded that an employee would want to be loyal to an organization-work, career opportunities and a strong belief in what the business is aiming to achieve and these are the factors upon which the organizations of these days are mainly focusing on.

According to Rabiya T. S. Sange (2015), have conducted study on progressive prominence of the drivers of worker engagement. Authors have surveyed 500 sales/marketing professionals by the questionnaire to measure employee commitment. Statistical analysis by SPSS 15 was accompanied. Multiple regression analysis discovered the progressive significance of the drivers of employee engagement to sales professionals. And authors have identified seven factors, which are Development Opportunities, Work Conditions, Reimbursement & Benefits, Work- Life Balance, Company Opinion, Job Assignment, Communication/ Information, are the factors of employee engagement.

According to Wilmar Schaufeli (2011), have proposed that work engagement- what do we know? And he studied that by what means to understand the work engagement and in what way to enhance it. Author have revealed that Work engagement is connected to job resources, personal resources, health and outcomes in methods as predicted by the **Job-Demands Resources model**. Moreover, an upward gain spiral seems to be existent, and work engagement seems to be 'contagious'.

According to Arnold b. bakker and Wilmar b. schaufeli, (2008) have proposed that Positive organizational behavior: Engaged employees in flourishing organizations. Author focused theory building, research, and effective application of positive traits, states, and behaviors of employees in organizations. And finally concluded that the three approaches are important to employee engagement. First, it is considered as a set of motivating resources. Second, it is considered as a commitment and extra-role behavior. Third, it is considered as a job resources and positive organizational outcomes.

According to bryan rusche (2016), have studied In what way Employee Feedback Impacts Engagement followed by the literatures and concluded that Employees who receive ready to lend a hand, uninterrupted feedback from managers not only work better and are further motivated, but they're as well much more engaged.

In general, a survey conducted by leadership trainers Zenger folk man, have looked in to the feedback practices of 22,000 leaders around the world. And concluded that Employees are far more at ease, put forth additional effort, stay engaged longer, and have massively better relationships with their manager if their leader delivers effective feedback.

According to the study by pollster Gallup examined the feedback and commitment on a more granular level, looking specifically at dissimilarities in engagement between employees who got feedback concentrating on: Positives strengths; Weaknesses; and No job feedback at all. And author identified that the major engagement gap was between employees who received praise or congratulatory feedback and those who were passed over with no feedback. And its result is not making feedback a repetitive part of the job results in a ruinous effect on engagement - one noticeably worse than giving critical feedback.

According to Elizabeth c. Thach, (2002), studied that the impact of executive coaching and 360 feedback on leadership effectiveness. And he studied by mini 360 and email post surveys were analyzed by external survey, it results provided in three ways: participation rates, leadership effectiveness and coaching impact. Finally it demonstrates the positive effect; executive coaching and 360 feedbacks have on increasing leadership effectiveness.

According to Ayelet Fishbach, Stacey R. Finkelstein, authors have studied in what means Feedback Influences Perseverance, Disengagement, and Change in Goal Pursuit. Author examines when and how positive and negative feedback influence goal persistence and when they encourage goal disengagement and change. Identified unique self-regulatory processes in which feedback assist performance to the motivation. In this study author discovers the separate-cases for positive vs. negative feedback as a motivational force for goal pursuit. Authors have concluded that either one negative or positive feedback increases the motivation for aim pursuit. That researcher originate that positive feedback increases motivation when it signs the goal is treasured and the individual is able to effectively follow it. Negative feedback, in contrast, increases motivation when it signs inconsistency with a favored end state.

According to Gokce Erturan-ilker (2014), author has studied that the effects of feedback on attainment of goals and perceived motivational climate in physical education. Author tries to decide the effects of teacher's positive and negative feedback on high school students' perceived motivational climate and achievement goals in a physical education setting. Author followed here is experimental study and findings were supported by the previous studies. And author has concluded as that the findings were supported that

various kinds of feedback alter the student's motivational reactions, due to the impact on both the opinion of success and failure in the knowledge of skills.

According to Athanasios Mouratidis, Maarten Vansteenkiste, Willy Lens, and Georgios Sideridis (2008), the author has studied about the Encouraging Part of Positive Feedback in Sport and Physical Education: Proof for a Motivational Model. In this study author identifies that feedback satisfying the essential for competence nurtures independent motivation that in turn positively forecasts positive affect and intentions to take part in future-time happenings. Simultaneously, feedback that fails to encounter individuals' necessity for competence can induce a motivation, which in turn forecasts negative affect-based results and poor performance.

According to Dadban Minoo, Bai Nasser and Hosseini Misagh, the authors have examining the outcome of coach's feedback performances on intrinsic motivation and satisfaction in elite athletes of Golestan province. Author found that optimistic and important relationship between coach's positive, Redirected and correctional feedbacks with athlete's satisfaction. Finally, results exposed there is no significance relationship between coach's non-feedback designs and athlete's motivation and satisfaction. Overall, conclusions supported the connection between coach's feedback activities and athlete's motivation and satisfaction.

3. METHOD

The method adapted by the researcher in this study is reviewing past literature. Under the procedure of reviewing, around twenty five academic and popular research papers/literature, journal, magazines, publications, etc., in the extent of employee engagement have been used in this research. The researcher has identified several factors which are most commonly stated in these research works. This study strengthens by the existing literature. In the existing data, some authors have recognized leadership, motivation and satisfaction as significant variable which leads to engagement in work, after reviewing all the factors in each research paper, author has come up with the findings.

4. RESULTS AND DISCUSSION

There is no permanent model that displays the implication and consequence of the effect of all these variables since various employees lay different importance on these variables impacting engagement. These variations might rise due to variants in individual and job features, gender diversity, cultural diversity etc.

This paper only follows secondary data and has come up with this discussion; several recommendations in this paper consist of different employee engagement tactics for new workers like solid orientation programs, laborious training and development program, official recognition programs and giving them a realistic profession preview. Some employee engagement events planned for the existing employees is motivation by reward schemes, award schemes and giving satisfaction by salary increasing, promotion activities, etc. It is important for companies to capitalize in good appraisal method to identify the employee performance and through this accurate feedback an individual gets motivated by the firm and by the self. The study inferred those individuals who were motivated by the positive feedback and getting satisfactory level more in the working area is automatically driven to engage them self to the work. Henceforth the recommendations as of the study resulting that positive psychology participation are used to motivate the

workers in an organization. Accepting the employee profile is the primary. Secondly administrations need to support and create significance for workers in their work. This can be attained by building the employee recognize the linkage between his successful involvement of his work and the complete business objectives and this can be resulted by the 360 degree appraisal affirmative feedback given to the employee.

5. CONCLUSION

The study also demonstrates that the positive/affirmative feedback from the management is the most important variable which leads to the factors like motivation and satisfaction in the job turns results in **'Engagement of the employee'** and it simultaneously upgrading in inventive work linked behavior. Engaging workers is a lengthy term mission and cannot be proficient by single training platform, no substance how decent its quality is. Motivation and satisfaction through the positive feedback can improve worker commitment by opportunity thinking, improving workers decision-making, and obligation towards the exertion.

Organizations requisite to follow the 360 degree appraisal feedback to achieve the intelligence of involvement, affirmative emotions and to reconstruct the incapability employee in to capable employee by eliminating errors about their work and giving training, mentoring and developmental activities through the constant feedback from the 360 degree appraisal. Highlighting should be assumed to employee views and chances should be provided to them to be received. Transparency from the uppermost level management will also make the business culture further exposed. Based on the above discoveries from the investigation it was recommended that if the organizations usage appropriate – 360 degree appraisal method and its affirmative feedback to ensure the employee build a motivation and satisfactory surroundings to empower their work and lifestyle.

It was witnessed from the data across sites that innovation is encouraged in R&D-enabled sites and multicultural sites are beaten by monoculture sites. The investigators studied a positive feedback interference wherein the employees were improved. This improvement leads to engagement towards the work. It was witnessed from the documents that each interference led to alterations in soft and hard originality.

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