Customized 360 Degree Feedback based Appraisal System in India in the Era of Internet of Things (IoT)

Sachin Rohatgi,
Amity Global Business School, Amity University, Noida.
Krishna Kumar Singh,
Amity Global Business School, Amity University, Noida

ABSTRACT:360 degree feedback basedappraisal system is developed long ago and successfullyimplemented in the first world countries enterprises but Indian conditions are different in many aspects. With the great diversity in the Indian sub-continents, its tough rather impractical to implement the same set of rule as laid down by great thinkers of the existing 360 degree feedback system based appraisal system. Considering psychology and other conditions of the Indian people and its enterprises, indirect methods are more appropriate to implement 360 degree feedback system based appraisal system. Big player in information technology domain like google and Microsoft is already providing many analytical tools to know people in a much better way. In this paper, author discusses the consequences of appraisal system in India with integration of indirect methods of feedback system in the era of BIG data and internet of things (IoT).Internet of things (IoT) has changed the rule of the game and proved to be the best tool collect feedback.Author also suggest model to incorporate BIG data tools to find out methodologies to implement 360 feedback systemsin the Indian context.

Keywords:BIG data, Internet of things (IoT), 360 feedback system, Information technology, Human Resource.

INTRODUCTION:

The information sought ina 360 degree feedback system is the feedback from the subordinates, peers, supervisors, immediate boss and to some extent if required from the external sources like customers and business partners. This response on an individual will help in gauging his work skills and behavior. It also helps in determining the grey areas where there is a need for improvement. This is also known as multi-source feedback, multi-rater feedback, multi-source assessment, and the full-circle appraisal.Earlier the companies were using this feedback based system for the development purpose i.e., development of the skills and the behavior at work.In fact, research indicates that over 90% of Fortune 1000 companies use some type of multi-source feedback. These days many companies are using this feedback and treating it as an integral part of the appraisal system.However the use of feedback in appraisal system is a matter of debate. In the Indian context the use of 360 degree feedback in the appraisal system is little tangy. The main reason for this is the diversity in which Indian companies are operating. The appraisal system which takes into consideration 360 degree feedback is more suitable for the enterprises from the west. In India the appraisal system including 360 degree feedback should be more customized and based on the workforce composition, management attitude toward the workers, peers relationship etc. In this paper, author discusses the applicability of 360 degree feedback system in the Indian context. By viewing Indian socio – economic and cultural diversity, Customization of the 360 system is quite necessary. Same theory in not be applicable in the two different set of organizations in entirely different culture. Internet of things (IoT) will play a greater role in the integration of data and customization of the appraisal system. Author suggest 360 degree customized model for the India based enterprises.

LITERATURE REVIEW:

Baker (2009) focused on 360 degree evaluation which is a straightforward answer for the doctors. Secrecy is one of the imperative factors in 360 degree examination which must be kept up. A significant number of the

doctors scored well with respect to the accessibility, nature of care broadened, educating and obligation offering confirmation to both the business and the person. Here the investigation uncovered that 360 degree evaluation is a compelling instrument for doctors and patients with rich quality administration by bringing data in regards to revalidation, consolation and successful examination [3]. Curtis (1996) enlighten on companies appreciate 360 degree feedback. When it is introduced in the system everyone was reluctant but it is a part of the process to change. It is there to have a better management, cordial relations within the peers, between the subordinates and supervisor, open conversation of dialogue, improved team work [1]. Huggett (1998) highlight that people in the organization has very high expectations from the 360 degree feedback system. Where in, it was observed that the data of an employee gathered by the 360 degree feedback was intended to be used as a support to the appraisal process rather than development , the it has to observed by the company that it should be done without affecting the mindset of the employees. [2] Samaduzzaman (2013) highlight that 360 degree feedback is one of the most effective methods of performance appraisal. [4] Thomas (2004) highlights on how V& A was successful by adopting 360 degree feedback. The 360 feedback system helps in the personal development of an employee hence augmenting work force's pool and also helping employee in analyzing their own strength and development needs. [6] Testa (2002) states that when the management take decisions without knowing the complete information it leads to failure. [5]

INCORPORATION OF INTERNET OF THINGS (IOT) IN 360 DEGREE FEEDBACK APPRAISAL SYSTEMS IN INDIA:

Internet of things is being widely discussed topic among researcher. Inference generation after analyzing integration of data is the key to successful implementation of any system in India. Indian subcontinent is divided into many caste, creed and genders. Diversity in all walks of life can make Indian enterprises more vulnerable in terms of human resource practices. Language is one among all. Mostly people follow more than two languages and English is a second or official language in majority of the India people.People belongs from any region (South/North/East/West) have their own accent and tone of speaking and understanding language. Same word has been pronounced more than 1000 ways in India. These problems impacted on all human resource (H.R) practices in India.Below is the existing 360 degree appraisal system and its components

Fig-1: 360 feedback system [07]

Fig.1 shows existing 360 degree feedback model of appraisal. This is designed and applicable in the society where social security of their citizens had been implemented a long ago. In the Indian context, people are still fighting for their bread and butter. Country where more than 60 percent population is struggling for one time meal in a day and more than half of the population is below poverty line is not ready to implement 360 degree feedback system as same as developed countries. Financial health of a person directly effects psychology and behavior. Indian society is still highly dependent upon family relations. To peep into exact situation, we need analytics from BIG data. We need to customize previous model as follows

1. **Top Management:** In the Indian companies the top management should give indirect feedback which can be used for the appraisal system. The main reason for indirect feedback is the non-interaction between top management and the employees. In these companies there is hardly any interaction between the management and employees because top management feels it as an insult in meeting the employees and employees also feel hesitant in meeting them. In this type of scenario if top management gives feedback it will be injustice to the employees as they hardly know any of them. So in the appraisal system the feedback of the top management should be taken in an indirect way. The indirect feedback must be based on the performance matrix which is a combination of different parameters setup by the top management. The performance matrix should take the following parameters :

a) **Work assigned by the company and completion stage:** This parameter compare the work assigned and the completion stage of the work allotted. If the work is done or near completion before the due date the parameter will be given higher points and vice-versa.

b) **Company policy and alignment:** This parameter suggests that the work assigned andcompletionshould be in line with the company policy. If the work assigned is in tandem with the company policy, it will fetch higher points in the matrix.

c) **Candidate skill sets and future plans alignment with the company future plans and skill required:**In this parameter the company'sfuture plans are matched with theworkers future plans and analysis is made to check that how effectively a worker can work for the company.The workers must possess the required skills for a given opportunity and if those skills are not present than one need to observe the willingness of an employee to acquire those skills.

2. **Self:**Self feedback is another important feature in 360 degree feedback system.In this employee gives his own feedback and it is used for the appraisal of an employee. Now the question here is about the integrity. How impeccably an employee has given his own feedback can be challenged by anyone. Therefore to analyze the self-feedback of an employee one should relate the professional and personal link-ups of the employee. The author has put this feedback as one of the parameter in the performance matrix. In this parameter there is a big data integration of employee's personal and professional profile. In the analysis of a personal profile one can figure out the nature of an employee. Through his posting on the social media one can assess his mindset. Through his personal profile his relations with his family and friends can be assessed easily. How much time he spends with his family and friends can be used as a tool in the matrix to measure his happiness in his personal life. It is also imperative to see that how family members of an employee are performing on their professional front because it is assume that if a person in a family is disturbed it will definitely affect the performance of others in the family on their professional front. On the same lines there can be an analysis of a professional profile in which one can assess the growth prospects of an employee, how professionally he is performing, how he is maintaining his relations with his peers.Through this parameter in the performance matrix author has enlighten on how a drawback of self- feedback is negated and how effectively it can be used for the appraisal of the employees.

3. **Customers:** Customers are the back bone of any business .The flow of customers imparts a growth prospects for the companies. It is a virtuous decision to consider customers feedback in 360 degree feedback system for the development purpose of an employee .It ensures that the feedback from the customers on the employees must be addressed and if anything falls below the line must be taken care of. However using the same feedback for the appraisal purpose doesn't seems to be as effective as it is in the case of development purpose. The main reason for this suggestion is that sometime the customers are disinclined in providing a right feedback for the employee because of which, it can mar the very purpose of feedback. Therefore here author suggest that the customers feedback can be used in the performance matrix as one of the parameter to gauge the performance of an employee. The indirect customer's feedback can be estimated by how many customers are referring our products or how many times they are seeking services from the company. This will indirectly reflect the efficiency of the employees who are in constant touch base with the customers.

4. **Immediate superior, Subordinates and Peers:** The feedback from immediate superior, subordinates and peers are used in 360 degree feedback system. Supervisor, subordinates, peers and an employee are working on the concept of mutual expectations. All are working to meet the expectations of each other. However the feedback from immediate superior, subordinates and peers has a direct impact on the

development and appraisal of an employee. In reality it depends on the relations between the respondent and the object. In case of good relations the response from the respondent will be good and in case of sour relations it will be on an adverse side.Therefore there is a high weightage of a direct feedback from the respondent in 360 degree feedback system. Here the author is likely to purpose the indirect method of feedback system based on information from different sources. BIG data and other advance information technology tools have been used to analyze these integrated data. In this indirect method the feedback from the respondent will be given due weightage on the basis ofcertain parameters like qualification of a respondent, experience of a respondent, number of projects handled and its feedback, past performance of a respondent, feedback of a respondent from his boss, length of the service in an organization, relations with the fellow members in an organizationetc. This weighted feedback will be used in the performance matrix to appraise the performance of an employee.
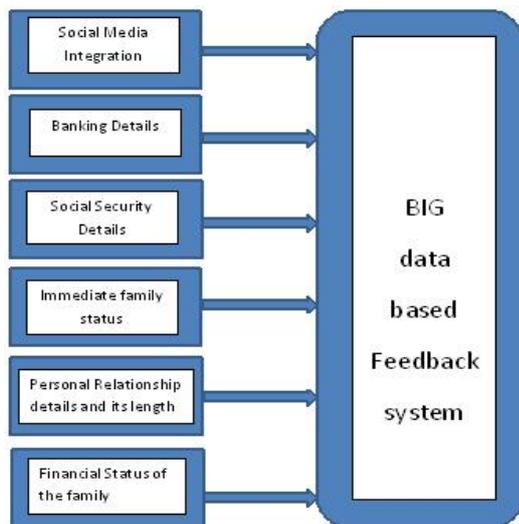
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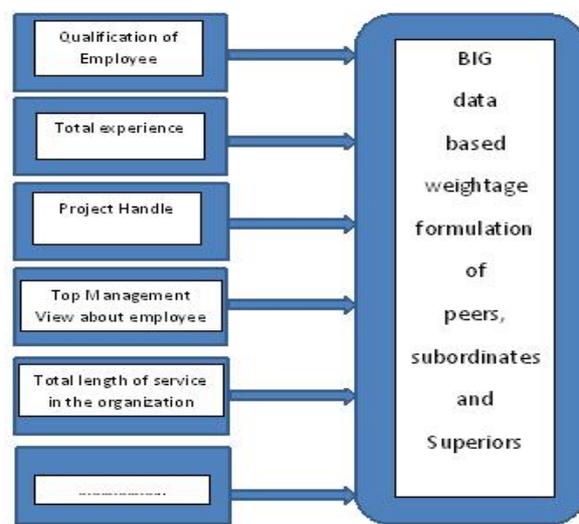Fig.2 BIG data based indirect feedback system.

Fig.3: BIG data based weighted formulation of peers, subordinates and superiors

Fig.2 deals with the BIG data integration of various aspects of a person personal data inflow and how we can use these data during 360 feedback based appraisal system. Fig.3. deals with theother factors of 360 degree feedback system. After integration of data from different sources, we will get exact situation of an employee and his fruitfulness for the organization. An employee is valuable for the organization only when his is stable by all means and Stability of an Indian employee must by judge by its factors from all sources indirectly. After compilation of data from different sources indirectly and skimming other data from different angle, result will come out. Direct method of feedback in the Indian scenario will never work but few.

Conclusions and Future roadmap:

BIG data integration and internet of things (IoT) has been emerging as an effective tool for getting feedback from various sources. In the developing countries like India, direct feedback from various stack holders may leads to ambiguous results during appraisal system. 360 degree feedback system is successfully implemented in the developed economies but less relevant in the developing economies like India. Social issues like poverty, financial insecurity, education level, corruption and many factors becomes hurdle during implementation. Indirect method of feedback system in 360 feedback based appraisal system is much more relevant. 360 degree appraisal system requires technology integration to be effective in the developing countries.

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