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Abstract

One of the key areas which have always concerned organisations irrespective of their size and structure has been the performance of its employees since it would determine the organisational performance and success. This study was conducted in selected IT organisations in Delhi and NCR. Since IT industry is considered to be one of the most robust industry which capitalises on the knowledge and skills of its employees, it was considered relevant to study the perceived satisfaction of employees from various Performance Management System Dimensions. The study also aimed to explore the mechanism of Performance management system followed in the organisations under study and the problems and challenges faced by employees in the implementation of performance management system.

The researcher also assessed the perception of employees pertaining to the accuracy of feedback when it came from multiple sources, perceptions regarding the organisation support received by employees to indulge in post feedback development activities and their perceptions about the change in behaviour experienced by them since receiving 360 degree feedback. The study also explored the mechanism of 360 degree feedback in organisations and to understand the problems experienced by employees in its implementation.

Major Findings of the study are as follows:

Employees were found to be relatively more satisfied with the performance planning dimension, however organizations should improve on the aspect of role clarity and employee's should be made more clear about their roles and responsibilities. Responses indicated only moderate satisfaction with feedback and coaching, performance review and outcomes. Their responses indicated that they need improvement in the process of feedback and coaching and review sessions and also with respect to outcomes and rewards. They wanted organisations to improve on the areas of continuous feedback and provide them the feedback on an ongoing basis during the year. Similarly they wanted review sessions to focus equally on strengths and improvements. Also it was found that employee's were not much satisfied with the outcome and rewards. Organisations should improve on the transparency levels and pay should be clearly linked to performance. . One -way Anova and post hoc tests

revealed that employee's perceived satisfaction differed across organisations with respect to performance planning, feedback and coaching and outcome. However no significant differences were found with respect to the performance review. The perceived satisfaction of employee's with respect to performance planning, feedback and coaching and outcome was higher in organization one and lowest in organization two when compared to other organizations. The same can be attributed to the distinctive features of PMS and multi source feedback process used by the organizations. With respect to perceived accuracy of feedback, it was also found that the employee's perception of feedback accuracy was higher for managers followed by peers and subordinates. Similarly employees only had a moderate perception about organisation support. With respect to perceived change in behaviour since receiving 360 degree feedback it was found that employee's perceived that they experienced behavioural change since receiving 360 degree feedback. It was found that they perceived higher change in behaviour since receiving 360 degree feedback in the area of interactional and interpersonal skills followed by leadership skills, self awareness and work performance.

Hierarchical Regression revealed that both perceived accuracy of feedback and perceived organization support accounted for variance in the perceived change in behaviour since receiving multisource feedback. Therefore it can be concluded that higher the perceived accuracy of feedback from multiple sources and perceived organization support, the higher would be the perceived change in behaviour since receiving 360 degree feedback and employees would be more inclined to engage in developmental activities to improve their behaviour in the interest of the organization.

The interviews with HR and Line Managers gave valuable insights into the mechanism of 360 degree feedback process followed in their respective organisations. It was found that all the organizations were using multisource feedback process for developmental purposes only and the process was not linked to salary and/or promotion decisions. Also all the five organisations were using distinctive parameters which are deemed significant and crucial by the organization in assessing the competencies of employees. It was also found that organisation one, four and five used 360 degree feedback only at middle and senior level managers while organisation two and three used it uniformly across all levels of employees. Employees of all organisations prepare developmental plans in consultation with their managers/mentors to work upon the improvement areas identified during the process.