

# Impact of 360 Feedbacks on Management Skills and Development.

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***Abstract :** The study investigated about the transformation of manager's skills development and knowledge through 360 degree feedback. Performance feedback is a prime part of many organizations as the feedback provided to managers will improved their on the job performance. The study proves that the dependent and independent variables effects on manager's performance skills, development, knowledge etc. 360 degree feedback is not like a typical performance appraisal approach it provide feedback from all aspects from supervisors, seniors, peers, subordinates, suppliers, customers for an individual, that individual will also rate himself and then match the performance from others ratings. The study measures the manager's development and skills by relationship through hypothesis of 360 degree feedback have an impact on*

*manager's development and skills. The second hypothesis supported that positive feedback has an impact on manager's development. The third hypothesis supported that subordinates have an impact on manager's development. The hypothesis is supported by the data analysis and findings which is collected by 100 questionnaires filled by subordinates, peers of 30 managers from two different organizations of oil and gas sector.*

## **INTRODUCTION**

The number of using 360 degree feedback rapidly increased from last 15 years. (Van Velsor & Leslie, 1991).360 degree feedback is becoming a very common tool for HR practices as it provides feedback from multiple aspects from supervisor, to peers .subordinates and even suppliers sometimes also included in this program. (Joy Fisher

Hazucha, Sarah A. Hezlett, -and Robert J. Schneider) 360 degree feedback is important because the feedback is provided from different sources and each may provide a different feedback (As Borman (1991)). 360 degree feedback is relatively in expensive in time and money. (Joy Fisher Hazucha). 360 degree feedback is not like a typical performance appraisal approach it provide feedback from all aspects from supervisors, seniors, peers, subordinates, suppliers, customers for an individual, that individual will also rate himself and then match the performance from others ratings. (Jai Gorhpade)

**Problem Statement:**

This research is to explore that how much 360 feedback system is effective for managers to increase and develop their skills and improve their competencies.

**Significance Of Research:**

This research will be beneficial for those who have not applied 360 degree feedback yet or for those who wants to apply it in organizations. It will be more beneficial for Pakistan as it is the first research on such topic in Pakistan. It will also benefits oil and gas sector that how this program will be

beneficial for them as the research takes its basic sector of oil and gas.

**Objectives:**

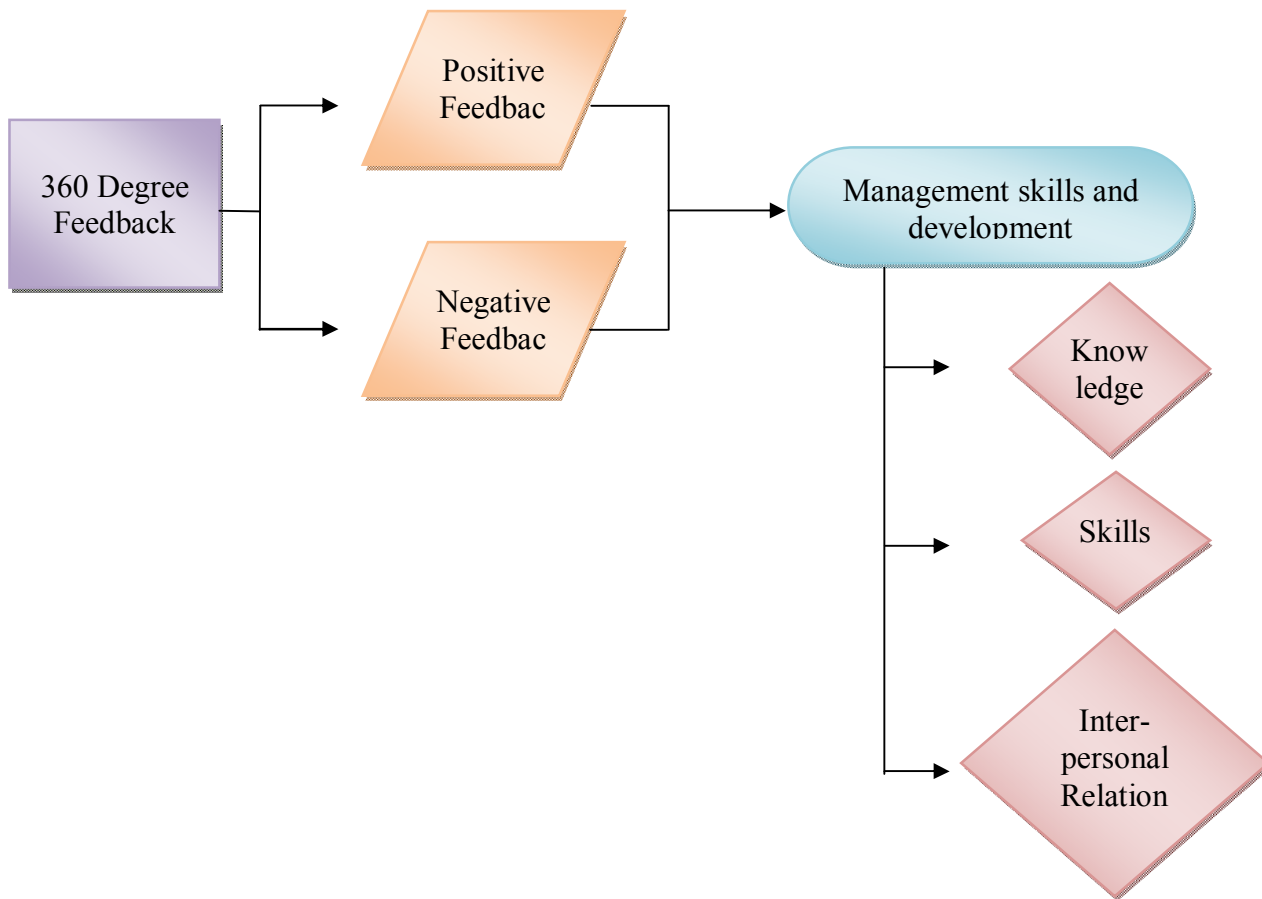
1. The main objectives if this research are:
2. How management skills are affected by 360 degree feedback?
3. What is the development efforts made after 360 degree feedback?
4. How environmental support effect development efforts?
5. How others perceive about supervisors and managers?
6. What coaching or training should be provided to enhance the skills?
7. What are the lacking of supervisors and managers?

The answers to these questions have implications that how managers and employees can improve their competencies and how they can develop their skills by self and it will also help human resource practitioners that how to develop skills in managers.

**Limitations And Delimitation:**

The research is based on 2 oil and gas companies which are Pakistan state oil (PSO), Pakistan petroleum limited (PPL).

**Theoretical framework:**



**LITERATURE REVIEW**

360 degree feedback is been adopted by many organizations heavy investments and time has been used on it but 360 degree feedback negatively effect on organizations performance and employees behavior. The survey of Wattson Wyat human capital index shows that specific HR practices and shareholder value at 750 large, publicly traded companies, found that 360-degreefeedback programs were associated with a 10.6% decrease in shareholder value.(

*Bruce Pfau* HR Magazine, Alexandria; Jun 2002) not only HCI but others lawyers and researchers also claims that “It delivers valuable feedback but it has serious problems also relating to privacy” (Jai Ghorpade, a professor of management at San Diego State University). From 600 feedback studies one third has performance improvement, one third has performance decrease and the others reported no impact on performance. (Jai Gorhpade). John Sullivan professor of human resource

management at San Francisco State University, states “That there is no proof that 360 degree feedback shows productivity”. 360 degree feedback can only be effective when you should know why you are doing it and what are the reasons behind it? Paul Rumely, a New York-based executive coach. Jeff Seretan, head of human resources for Barclays Global Investors, based in San Francisco says that “Organizations should not implement it unless they are sure that it will solve their problems and add value. Organizations should not completely rely on 360 feedback organization should use day to day feedback” Seretan states that. “Train employees for feedback monitor the feedback and monitor the implications as well. Executing a fortunate 360 degree plan is close to tackling with your own investment portfolio” Phil Morison States in the research in March 2001 at University of Brighton that 360 degree feedback is no doubt a powerful program to increase the development and productivity also but if its unsuccessful in organizations it brings damaging effects on employees engagement and motivation and organizational commitment and moral. It differentiates that what are successful feedback experiences

and what are unsuccessful experiences. The thesis focuses on 11 case studies each case has separate organization in which 84 employees are engaged in interviewed across the organizations. The researchers and practitioners say that 360 degree feedback works best in a supportive environment. People from overall views show that involvement through their clear aspects of organizational context. In the research by Sonia de Castro, states that “360 degree creates value to leadership competencies and create leaders” .The theory was conducted from large organizations leaders and managers through focus group interviews. Maurer Et Al 2002 states that “When managers are self confident they will be able to enhance their skills attitudes and abilities”. Leaders will make effective development plans if they know how others perceive them what are the ways for self improvement (Jones & Bearley, 1996).to make sure that the 360 degree feedback as a development tool training and rewards should be provided. By Garavan et al. (1997). Providing feedback is the central role of efficient leadership (Leung, Su, & Morris, 2001; Yukl, 2002) but also employee welfare (e.g., Van Dierendonck, Haynes, Borrill, & Stride,

2004). The study states that “Subordinates trust that feedback from the supervisor can negatively create work stress” (Offermann & Hellmann, 1996). “For the acceptance of the feedback it is necessary that it is considered fairly”. (McDowall & Fletcher, 2004). Some researchers claim that traditional appraisals are so devastated that they need to stop. (Coens & Jenkins, 2000). “The old method of single lense boss point of view 360 degree feedback provides much better image of managers performance”. {Fletcher, 1999). “A manager's 360 rates depends on creating a positive or even flexible environment, these factors may actually detract from work directly move toward bottom line outcomes. It also answers the question whether companies do it for productivity or because of competitors copy”. The study by Treena L. Gillespie DePaul University questions that whether the feedback gather from subordinates are equivalent or not to prove it she made a survey of different multinational organizations cultures. Cultural differences effects the management practices and employee expectations (Cascio& Bailey, 1995) to tackle with this problem companies use 360 degree feedback which deals with multi source. The study by Guangrong Dai,

Kenneth P. De Meuse and Clarke Peterson in which they investigates that 360 degree feedback has effects on leadership skills and competencies they observe 252 managers over multiple organizations and gather data that there is no sound improvement in the first attempt nor in second but there is improvement in the second to third attempt although 360 is costly but organizations should not expect sudden and long term results and improvements.

### **METHADODOLOGY**

This research is a qualitative research and the deductive approach is used in it as data is gathered through primary source and correlation type is used in the research method. Data gathered from different research papers and hypothesis and variables are made from the findings. Further data is collected from different oil and gas organizations through questionnaires and survey.

### **Hypothesis:**

#### **Null hypothesis (Ho):**

360 feedbacks has no relation on management and development

#### **Hypothesis 1 (H1):**

360 degree feedback has relation on management skills and development

**Alternative**

**hypothesis:**

$$n = \frac{N}{1 + N(e)^2}$$

**H<sub>0</sub>** = Positive feedback has an impact on manager’s development.

**H<sub>1</sub>** = Positive feedback has no impact on manager’s development.

**H<sub>0</sub>** = Subordinates have an impact on manager’s development.

**H<sub>2</sub>** = Subordinates have no impact on manager’s development

**SAMPLING**

**Sample size formula:**

Taro Yamane

n - The sample size.  
error.

N - The population size.

e - The acceptable sampling

**Data collecting technique:**

Data has been collected from 2 different oil and gas companies through questionnaire and survey.

**Data source:**

Approximately 100 questionnaires will be circulated in 2 different oil and gas companies where manager’s feedback will be collected through questionnaires from self assessment, peers, subordinates, juniors and seniors. The questionnaire is based on 3 major variables 2 independents and 1 dependent variable.

<u>Company</u>	<u>No of employees</u>
(PPL) Pak Petroleum Ltd.	200
(POL) Pakistan Oilfields Ltd.	100
(OGDC) Oil & Gas Dev. Co	200
(PSO) Pakistan State Oil.	200
(ATRL) Attock Refinery Ltd.	100
(BYCO) Byco Petroleum Ltd.	100
(NRL) National Refinery Ltd.	100
(PRL) Pakistan Refinery Ltd.	100

(APL) Attock petroleum Ltd.	100
(SGLL) Shell Gas LPG	100
(SHEL) Shell Pakistan limited	100
(MARI) Mari gas company limited	100

$n=1500/1500(0.1)^2$

$n=99.93$

**DATA ANALYSIS**

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
manager encourages open dialogues	100	1.00	5.00	2.6200	.90766	.172	.241
recognizes the value of people with different talent and skills	100	1.00	4.00	1.9900	.78490	.273	.241
manager adjusts and responds towards change without panic and frustration	100	1.00	5.00	2.7000	.94815	.421	.241
develop a talented team according to the interest of team members	100	1.00	5.00	2.7800	.94900	.240	.241
encourages others to speak and share ideas	100	1.00	5.00	3.0900	1.03568	-.128	.241
Continuous mentoring is providing by seniors peers	100	1.00	5.00	2.8800	.98760	.438	.241
gives enough feedback to increase skills and capabilities	100	1.00	5.00	3.0900	.97540	-.117	.241
provides training and job rotation	100	1.00	5.00	2.8500	.95743	.378	.241

involves employees in decisions	100	1.00	5.00	2.8600	.99514	.350	.241
Conducts effective meetings	100	1.00	5.00	2.9700	1.04886	.168	.241
managers facilitates rather than dominates	100	1.00	4.00	2.0900	.80522	-.047	.241
Takes feedback seriously and react on it positively to enhance his skills	100	1.00	4.00	2.4400	.83267	-.127	.241
Regularly reviews objectives with staff for the feedback	100	1.00	4.00	2.3400	.91254	-.082	.241
Positive recognition is immediately provided by managers	100	1.00	4.00	2.5700	.95616	-.169	.241
Valid N (listwise)	100						
tolerates honest mistakes as working experience	100	1.00	5.00	2.9700	1.05844	.165	.241

**Hypothesis no 1:**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.337 <sup>a</sup>	.114	.105	.90585
a. Predictors: (Constant), Conducts effective meetings				

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.935	.273		7.082	.000
	Conducts effective meetings	.308	.087	.337	3.549	.001
a. Dependent Variable: provides training and job rotation						

**Interpretation:**

The significance level (p)= .001 which is less than 0.05 showing that the relation

between managers development and positive feedback is significant which means that



there is an impact of positive feedback has on managers development.

R square is .114 shows that there is 11% variation which indicates that the impact of variables are weak.

Beta shows that:

$$\text{Managers development} = 1.935 + 0.308 \text{ Positive feedback}$$

This equation shows that 1unit increase in positive feedback will increase manager’s development from 0.308 units. It also tells that when manager’s development was zero the positive feedback increase by 1.935.

**Hypothesis No 2:**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.244 <sup>a</sup>	.059	.050	.97000
a. Predictors: (Constant), recognizes the value of people with different talent and skills				

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.245	.266		8.454	.000
	recognizes the value of people with different talent and skills	.309	.124	.244	2.490	.014
a. Dependent Variable: involves employees in decisions						

**Interpretation:**

The significance level ( p = 0.14 ) is less than 0.05 which indicates the relation between managers development and subordinates is significant and there is an impact of subordinates on managers development R square indicates the modification between the subordinates (independent variable) and mangers development.

R square is .059 which shows that there is 5% variation between the two variables indicating a very low model fit.

The beta shows that:

$$\text{Managers development} = 2.245 + 0.309 \text{ Subordinate}$$

The beta equation indicates that the 1 unit increase in subordinates will increase

manager's development by 0.309 units. It also tells that when subordinate was zero then the manager's development increase by 2.245.

## **CONCLUSION**

The research indicates that the 360 degree feedback has an impact on manager's development and skills. The dependent and independent variable defines the impact on manager's skill and development. The data collected from different oil and gas sector from the means of questionnaire and surveys to prove the impact of 360 degree feedback on manager's skills and development. The hypothesis1 supported the relationship between the positive feedback and manager's development and the hypothesis2 supported the relationship between subordinates and manager's development. The study can offer further studies regarding 360 degree feedback impact on manager's skills and development. By learning or reading this research papers organizations will know the importance of 360 degree feedback to increase their managerial skills and development.

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<http://uir.unisa.ac.za/handle/10500/908>
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15. <http://amle.aom.org/content/2/3/297.full>
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Gender:  Male  Female

Age:  20 - 30  30 - 40  40 - 50  50 - 60

No	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Manager encourages open dialogues					
2	Recognizes the value of people by their talent and skills					
3	Manager adjusts and responds towards change without panic and frustration					
4	Develop a talented team according to the interest of team members					
5	Encourages others to speak and share ideas					
6	Continuous mentoring is providing by seniors peers					
7	Gives enough feedback to increase skills and capabilities					
8	Provides training and job rotation					
8	Involves employees in decisions					
10	Tolerates honest mistakes as working experience					
11	Conducts effective meetings					
12	Managers facilitates rather than dominates					
13	Takes feedback seriously and react on it positively to enhance his skills					
14	Regularly reviews objectives with staff for the feedback					
15	Positive recognition is immediately provided by managers					

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<a href="http://www.ccl.org/leadership/pdff/community/Using360Effectivel...">http://www.ccl.org/leadership/pdff/community/Using360Effectivel...</a>	Closing the Loop	20	1	3	<1

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