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A Study on Usefulness of Reverse Performance Appraisal in 21st Century

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Abstract

As human beings, over a period of time we get used to working in a particular style and certain behavioral traits become an inherent part of our nature. We stop noticing some of these habits and traits, which are in fact not appreciated by others. The present competitive environment, organizations have to ensure peak performance of their employees continuously in order to compete the market place, effectively. "Giving Effective Feedback" is definitely an important management tool and is considered as an art, which managers master over a period of time. The process of giving feedback down the corporate hierarchy is common and pervasive but the concept of giving reverse feedback is getting popular nowadays. As it is the only medium where subordinates can provide feedback and performance review of their seniors. In reverse appraisal, employees can evaluate the effectiveness of their managers. In this study the usefulness of reverse performance appraisal technique analyzed with the current requirement of organizations.

Key words: Reverse performance appraisal (RPA), feedback, Performance Evaluation

Introduction

Reverse Performance appraisal

The evaluation of the behavior of management and the superior's effectiveness is known as reverse performance appraisal.

Evaluation of a management's behavior and effectiveness by the employees used typically in participatory management practices and employee empowerment programs in known as reverse performance evaluation.

Benefits

In the endeavor to create true openness and transparency within the culture, it is important that bilateral feedback is encouraged irrespective of the hierarchy and power distance.

For supervisors to build leadership capabilities and inculcate superior management traits there is no better opportunity than to improvise on the feedback inputs that they receive from the reportees. Not only will this feedback be extremely pertinent, but will also be linked to the immediate work settings which will help the manager relate easily.

This will also address the habit of badmouthing and cribbing which some employees do against their managers within their peer group. The reverse performance appraisal helps a company to

- Fix the system
- Reveal pattern- the data will reveal patterns of dysfunction and systematic issues that need to be addressed
- Measure the success
- Everyone benefit
- Establish priorities
- Improved employer branding

Process of Reverse Performance Appraisal

Step 1 Establish guidelines for conducting Reverse Performance Appraisal

Step 2 Develop a written performance evaluation with rating 1 to 5

Step 3 Give employees blank evaluation form and a deadline for completing them.

Step 4 Read each evaluation and combines the findings

Step 5 Conduct a performance review with every manager, and discuss the result of all subordinate evaluations.

Advantages of Reverse Performance Appraisal

Reverse Performance Appraisal provide document of employee performance over a specific period of time. It not only provides a platform for employees to give feedback about their supervisors and managers performance but also allows the employee to provide a fair review about the problems they face with their seniors. It also provides a structured process for an employee to clarify expectations with their supervisors/manager.



A timely and regularly done appraisal provide a structure for thinking through and planning the upcoming year and developing goals for the effective working of all. It also helps the Human resource manager to decide the merit increase and change in compensation system and growth avenues.

This is a win-win situation and by being able to freely give feedback to his supervisor, the employee not only feels empowered, but also realizes that he is playing an important developmental role.

Review of literature

AnkurPoddar (2013) describes that for supervisors to build leadership capabilities and inculcate superior management traits there is no better opportunity than to improvise on the feedback inputs that they receive from the reportees. Not only will this feedback be extremely pertinent, but will also be linked to the immediate work settings which will help the manager relate easily. This will also address the habit of badmouthing and cribbing which some employees do against their managers within their peer group. This is a win-win situation and by being able to freely give feedback to his supervisor, the employee not only feels empowered, but also realizes that he is playing an important developmental role.

Lisa Mc. Querrey (2017) explained in her study that employee evaluations are common place in most small-business environments, giving supervisors the chance to provide feedback to staffers about performance issues. Reverse evaluations turn the tables and let employees rate their managers. This can be a useful way to gather data about how well your supervisors are doing their jobs. Supervisors should be evaluated on criteria that relates to how they interact with their supervisees.

Research Methodology

Researcher adoptssystematic process and method in the research study. This study is based on secondary data only and researcher takes care about each and every statement of the secondary data.

Objective of study

- 1) To study the concept of Reverse performance appraisal
- 2) To understand the role and importance of reverse performance appraisal
- 3) To study the usefulnessof reverse performance appraisal

Hypothesis of study

Reverse performance appraisal system is useful in 21stcentury for the organizations

Data collection

Secondary data

Data analysis system



Data Analysis

After the comments and expertise statement reverse performance appraisal system is useful to the following FOR THE APPRAISEE

- Better understanding of his role in the organization-what is expected and what needs to be done to meet those expectations.
- Clear understanding of his strength and weaknesses so as to develop himself into a better performer in future
- Increased motivation, job satisfaction and self esteem
- Opportunity to discuss work problems and how they can be overcome.
- Opportunities to discuss aspirations and any guidance, support or training needed to fulfill these aspirations
- Improved working relationship with the subordinates

FOR THE MANAGEMENT

- Identification of performers and nonperformers and their development towards better performance
- Opportunity to prepare employees for assuming higher responsibilities
- Opportunity to improve communication between the employee and the management
- Identification of training and development needs



- Generation of ideas for improvement
 - Better identification of potential and formulation of career plans
- FOR THE ORGANISATION

- Improved performance throughout the organization
- Creation of a culture of continuous improvement and success
- Conveyance of message that people are valued

Hypothesis testing

Reverse performance appraisal system is useful in 21st century for the organizations

After the various statements of the experts, various reports it is prove that Reverse performance appraisal system is useful in 21st century for the organizations

Scope of study

The scope of reverse performance appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. Performance appraisal has been considered as a most significant and indispensable tool for an organization, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotions.

This study is useful for other researcher to extend their study. This study is also helpful to organizations.

Limitations

1. This study is totally based on secondary data so here the opinion of researcher holds a great importance
2. The findings and hypothesis discussed are also based on the facts and findings studied by researcher.
3. Only secondary data collection method is used. Besides published documents, magazines, articles, newspaper, reports and comments of experts and journals other data collection tools can be used for more sound results

Findings

The reverse performance appraisal process presents the possibility of disgruntled subordinates giving vengeful appraisals. For this reason, executives should be careful not to assign too much weight to one or more appraisals. However when several subordinates point out similar concerns it should cue the executive to take corrective actions. It is also seen that reverse performance appraisal process is very time consuming and can be taken negatively by managers and supervisors. But as the scenario of business houses is changing so the performance appraisal system also needed to be changed. Traditionally the performance appraisal was done by superiors to evaluate the performance of their subordinates but nowadays the concept of performance appraisal has been changed totally. Today subordinates also want to give feedback about the performance of their supervisors/ managers. As it will help the employees to create a better understanding of each other to work as a team.

Conclusion

Human resources are the vital source of every organization. Every employee in an organization increases the productivity and goodwill of every company. An employee, being an individual is treated as assets in the organization. So the organization should mainly emphasis performance appraisal techniques and its development program. Both the appraiser and appraise should realize the principle and use the tool of appraisal system in a constructive way for the prosperity of the organization. The reverse performance appraisal satisfies the need of effective performance appraisal and is very useful in current scenario of business organizations.

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