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RESEARCH ARTICLE

360 DEGREE PERFORMANCE EVALUATION METHOD FOR EVALUATING THE PERFORMANCE OF EMPLOYEES

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ABSTRACT

It depends on managing the ability so as the performance of the staff continuous to move in an upward direction to continue its growth and existence of the organization. The concept of performance and performance management today has made important to extent to which the duties of the personnel receiving a compelling understanding of what happened as well as the work performed skills. The organizations of corporation performance management system implement and prepare taking into account their own needs and the structural characteristics. The need to evaluate different aspects of working has led to the organizations the different search. 360 degree employee performance appraisal system has been used by organizations as versatile as it provides opportunity assessment. This study gives information about the 360-degree performance evaluation system and examines various aspects of the evaluation process.

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INTRODUCTION

Performance Concept

The dictionary of the Turkish Language Institution dictionary defines the performance, a word of French origin; in the form of " success, capacity limit, something or doing something or application movement" (*Türk Dil Kurumu 2015*). The concept of organizational performance within the scope of the literature shows that there are many different definitions of the notion. The activities carried out within a specified time, on the road to progress towards the goal level called "performance" (*Akal 1992: 53*). According to another definition of performance; purpose and the result revealed a planned activity is the state of determining quantitatively or qualitatively (*Şimşek,2002: 209*). Performance is a set of predetermined conditions according to the degree of fulfillment of a business (*Bingöl 2003: 322*). Based on the definitions of performance regarding organizational performance, it is possible to say that the behavior of the organization employees.

In other words, performance, under the organization literature, the result of purposeful and planned activities based on predetermined conditions as a qualitatively or quantitatively (*Savaş 2005: 1*).

Performance evaluation concept

Performance evaluation point underlined before making the identification of concepts is not a static concept of the performance evaluation. In other words, performance assessment is a dynamic process and an organizational system that covers a broad range of planning, evaluation, development processes on the performance of employees (*Uyargil 2008: 3*). The scope of definitions related to performance evaluation, performance assessment process, is possible to say that the organization employees of the underlying variables. Performance assessment can be made by a team working in the organization, or in some departments at the institutional base or a diverse base. However, today's organizations in the process of performance evaluation are to choose the system based on the employee. The underlying cause of the choice of workers based on performance evaluation by organizations is the individual performance of labor, and the performance of the company can be measured in a healthy way as an independent of the team or department (*Erdoğan 1991: 167*).

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As a result, today's organizations preferred by the running-based performance evaluation processes can be defined as an organizational process that works the expected behavior shown by the employees in the success of an organization determine whether they are employees, and when necessary for improving the employee's behavior (Gürüz ve Yaylacı, 2007, 228-229; Erdoğan, 1991: 168).

The purpose of the performance evaluation system

The primary objective in the sense of organizational performance evaluation is to create a corporate culture enabling them to take responsibility for the current rate skills to determine the contribution of business processes in the organization of the employees. The purpose of the performance evaluation system for employees ' is not sorted from good to bad, the objectives of the organization are primary to be understood by subordinates, the goals of the organization at the minimum level to be fulfilled by everyone, is the creation of a dynamic working environment where everyone is satisfied (Koca 2010: 209). From the perspective of employees performance evaluation and organizational terms is not known to be only a single objective within the framework of a continuing process. In other words, there are several goals of the performance evaluation process. These targets are listed as below (Barutçugil 2002: 182; Uyargil, 2008: 4):

- Performance evaluation aims to research the determination of training needs of the employees of the organization and those training requirements how this would be in the way.
- Performance evaluation aims to encourage the pricing system within the organization and to determine reward standards of success.
- Performance evaluation seeks to determine the performance of the organizations was working people, to reveal the causes and remedies for poor performance.
- Performance evaluation aims to improve the relationship between managers and employees.
- Performance evaluation aims to increase levels of productivity and job satisfaction of workers' organizations.
- Performance evaluation seeks to guide the career planning process.
- Performance evaluation aims to improve employee motivation with the feedback method.
- It should be said that both play a significant role to increase the organizational efficiency of the process and employee productivity issues by considering the performance evaluation purposes. Given the sense of organization, it is possible to say that the positive effects of performance assessment in areas such as the organization of which one of the most important sources of human resources so employees who are important regarding productivity, career planning, job satisfaction (Bayram 2006: 47).

Performance evaluation methods

A variety of methods is being developed to assess employee performance. As it is not possible to talk about the results with a single system that is rational. Organizations should consider

not one but a combination of several methods for its organization and goals (Gürüz ve Yaylacı 2004: 221).

Labor standards method

This evaluation method is being implemented for all employees involved in the production process. In this method, the estimated production level is determined, a standard performance assessment and employee performance are compared to these standards. This standard specifies the normal production levels for employees. Determination of the standards occurs as a result of the business analysis. Rules are given points according to the position of workers. The person who will do the assessment, monitoring employees regarding determining the standards and gives appropriate points. As a result of this process, received points are summed and accordingly the level of success will occur. (Dolgun *et al.*, 2007: 179)

Direct index method

In this method, performance evaluation process is created by administrator or director a consequence of the determination together with the subordinate manager. Determined standards include objective criteria such as absenteeism, labor turnover, efficiency. Employees are evaluated according to the quality and quantity standards. The number of customer complaints, the produced quantity, some defective products while creating quality standards, sales volume, new customer acquisition status, output or hour ratio indicates quantity standards (Uyargil 2008: 68).

Assessment method by destination

To make evaluation according to the objectives, the organization needs to be determined objectives by the unit and employee after determining long-term goals of the business. The biggest factor is that they are in cooperation with workers and managers in achieving the success of this method. Set goals must be provided compatible based on the organization, units, and employees. The order of priority of set goals to the employee must be notified and scored to be made by it (Sabuncuoğlu 2011: 212).

Critical incident method

Performance evaluation methods in the context of modern approaches discussed in this course are based on critical phenomena the behavior of the employees of the organization. The concept mentioned as a key event within the scope of the method are some events that arise business success of the employees of the organization, recorded by performance evaluators, and must be kept under control (Bingöl, 2003: 345).

Graphic assessment methods

In the visual assessment methods which is one of the traditional methods of performance evaluation process will be asked to evaluate the performance chart for employees with a form of assistance given to the evaluators. In the precise assessment methods which is one of the oldest and still widely

used method is considered the employee of working accuracy, persistence, reliability, the amount of work and cooperation during the assessment of the employee (Barutçugil, 2004: 435).

Checklist method

The checklist method, rather than valued the achievements of employees in the organization, is a method based on the work of employees in the organization to comment. Evaluators will evaluate the employee by choosing the suitable expression in the list by a pre-prepared for organizations with employees. The critical event is a developed model of methods. Evaluator signs appropriate sentence that is prepared ready ones to the employee. The clear sentences are evaluated by experts. If desired, given the particular points at the end of every sentence. It is complex application and time-consuming to prepare separate lists for each business or business group to Checklist method. Feedback are not done much about the results to employees, and its evaluation is a complex structure, too. (Sabuncuoğlu 2011: 216).

Method based on behavioral foundations

This method was developed to evaluate the behavior required to achieve a task. Critical incidents method used in the first stage. Thus, data is obtained. The obtained data divided into groups such as the regular business success, management competence, interpersonal relationships. In the third stage, the data obtained by the method of critical events is distributed into these groups. In the last step, defined these actions rated in the range of 7-10. There are positive aspects of being consistent, descriptive against employees, objective, subjective judgments, the significance of standards, and independence from each other in size, according to other evaluation methods. There are negative aspects of being the emergence of improper employee behavior on the scale of the definitions established by job analysis, take the time scale development, and performance redundancy criteria (Dolgun *et al.*, 2007: 183-184)

Sort method

As the implementation of this method, the superiors rank subordinates according to their achievements. A method has application in two ways as in pairwise comparisons and simple ranking. Use of the simple ranking method, managers rank the most successful employees from unsuccessful (Gürüz ve Yaylacı 2004: 228). Binary comparison method that is one of the classic methods of performance evaluation is also a performance evaluation method based on interpersonal relations. The essence of the method is based on the comparison of the organizations working with each other. As a result of comparison between organizations working in more satisfied employees by other employees "+" are marked with a sign and a result of the comparison, "+" number with the greatest success of workers performing a sort by employees at least the working rankings can be easily obtained (Eraslan and Algün 2005 : 97)

Required distribution method

The necessary distribution method is also one of the methods discussed in the scope of the social approach. A feature of the

mandatory distribution process, which is tasked with assessing the organization of executive employees, it is imperative to make assessments based on predetermined distribution (Gürüz ve Yaylacı 2004: 229). When the mandatory distribution method is used, managers compare the performance of employees and according to determined the percentage of these comparisons, are required to distribute to different levels of performance (Bayraktaroğlu 2011: 119).

Assessment method by objectives

This method is performed to assess the contribution to organizational performance of employees in management positions in the company. The process to be followed here is in the form of a setting goals, planning of activities to be done, making the necessary assessments at specific time intervals, and finally making comprehensive evaluation by the end of the process. Search made while continuing to follow the objectives set out in the evaluation process, is intended to correct the deficiencies that may arise and necessary measures (Dolgun *et al.*, 2007: 188)

Team-oriented performance evaluation method

Performance appraisal system has begun to be addressed team-oriented due to a new organization to turn to organizations based team. (İbicioğlu 2010: 152). There are three important factors used in team-oriented evaluation (Şimşek ve Öge 2011: 328):

- At the end of the process ratios achieved by the team; process measurement is measured by output and customer satisfaction, and these measurements are converted into a single score weighting. The obtained score is given to each team member.
- Individually contributes to the process of team development efforts. The contribution of the individual; individual contributions, the contributions realized in team meetings, create elements such as process analysis carried out by individuals. Made to suit the performance of this contribution should be reflected.
- Team working skills developed for the measurement of the level of performance will occur with the evaluation team focused on the time spent by the employee's manager.

360 Degree performance appraisal method

Structural and cultural changes occurred in recent years have affected companies were forced to use the assessment as a 360-degree performance evaluation system. One of the changes is an increase in the number of working under the responsibility of the manager. Increased the number of employees, The manager has led to difficulty in obtaining information and well enough to know of their subordinates. The second change with evolving technology, the manager can lie in inadequate assessment about the employee. As the third change in the organizational structure of the organization can be shown. The organization or project with a matrix-type organization, employees are working on different projects with different managers. Because of the constantly changes the assessment work carried out by a single administrator is poor (Akşit, 2008: 53-54).

360-degree performance evaluation approach is given this name due to the use of too many values and valuation criteria (Gavcar *et al.*, 2006: 34). 360-degree performance appraisal method is one of the latest and most modern approach in the performance evaluation methods. 360-degree performance evaluation approach has taken a set of attitudes within recent years often preferred by organizations, because of the one evaluator made will aim to minimize the errors that arise from the assessment of the organizations (Aytaç 2003). 360-degree performance evaluation of survey data collection methods is applied. However, the interview technique can also be used together, but not very often. Interview technique is done using open-ended questions with evaluators. Rather than what is specified the method, the scope of data to be obtained from the questions is important. According to the evaluations of the attitude of the employees should define the expected behavior for the present and future. Businesses must determine the assessor group set up the system for proper behavior for their predetermined performance criteria to review their assessment. Performance criteria must be established for the company vision, mission, and objectives (Pabuçcu, 2009: 101-102).

Recently, managers see very functional managers to improve the performance of the employee 360-degree feedback system performance (Mccauley ve Moxlay 1996: 17). 360-degree performance evaluation system should not be considered as a stand-alone method of performance assessment (Geylan *et al.*, 2013: 119). 360-degree performance feedback is the process of employee performance; from outside the top leaders of the workers, employees who directly until the feedback, participants from inside and outside, if possible, the information obtained from colleagues featured job performance evaluation process in mind. The participants of this process create customers, if possible, suppliers, subordinates, itself, the partners of the same level working except managers (Baruçugil, 2002: 201-202).

Feedback systems as well as on the possibilities of bringing that should be remembered in a lot may be considered negative. At this stage, the success conditions of the 360-degree feedback system are gaining importance. The way of a good performance evaluation is to pass from right quality and required question (Wells, 1999: 88). Such acceptance by all employees of the administrative change is usually a slow-growing phase. Many employees in the process of reduction of charges to adapt to change are drawn to dismissal concern. This prejudice is not the first employee wages to avoid involved a decline explain the performance system of content and how that should also be explained in a clear and detailed way the whole business seen as what purpose. If that does not happen, the reaction can occur, and conditions will not be asked to compensate for the power process will be habitable (Bayram 2006: 63). 360-degree performance evaluation system through the assessment process can provide feedback to both the employee and the manager. Administrators can perceive themselves how that seen from the outside (Waldman and Bowen, 1998: 126). They show a higher level of efficiency than those receiving the feedback field running through these methods and is observed to be more to the intended point (Çalık, 2003: 132-133).

360-degree performance evaluation system in the future will have to be implemented by the organization to those who are in critical positions gives an idea duties on behalf of the organization. The feedback is analyzed how through the tasks they already can do better. Consider also that employees in the task of making the future organization routing is done in the appropriate fields (Bingöl, 2013: 387). 360-degree performance appraisal system recently accepted by the private sector in Turkey is clear from the presentation of the company and research tools (Kalenderoğlu 2007: 10). 360-degree performance evaluation system not only for acceptability between workers and managers; because it contributes in addition to accelerating organizational diversity is also adopted. Another feature of the system is the 360 employees in understanding a great way to see whether the correct response to the new method and colleagues formed (Bracken *et al.*, 2001: 9). 360-degree performance evaluation system used to measure the performance of employees in general practice versatile. It is being developed with performance criteria in the areas in order to make this measurement capability areas; communication, leadership, to comply with changes activity, relationships with people, task management, management of the business, to comply with changes activity, production, and results, and to train others, the development of staff (Koca 2010: 217).

Degree performance appraisal process

360-degree performance appraisal method is a method based on the process, and there are multiple steps in the process (Ölçer 2004: 216).

Foundation stage

The most important step is the preparation of 360-degree performance evaluation process as long as one of them. 360-degree performance evaluation process of the organization wishing to apply this measure the degree of readiness of the process, the importance of the process poses can result in effective and efficient. Groups in other words, instead of the existing performance evaluation methods, two points if they want to implement the 360-degree performance assessment methods should always keep in mind. (Keçecioglu ve Çarpaz 2003: 44);

- The current characteristics of the organization, how to be open to change,
- whether the requirements of the new assessment procedure before the transition to the system is operating, on the determination of objectives and not be drawn boundaries.

Determination of planning and objectives

The most important step of performance management is planning. Objectives are expected to realize the goals of the staff within a particular time or organizations. Determination of the first stage of performance management objectives and must be planned, the administrator running the expectations at this point finds the opportunity to learn from him. Even though planning to the responsibility of manager subordinate's participation will enable the realization of the evaluation system to be applied more functional (Uyargil 2008: 81).

Determination of assessors

Performance evaluation or assessment is an important and critical step Who will be chosen by whom. Evaluators who would be or who are selected within the scope of the human resources policies of the organization. The most critical point in the assessor or assessors is objectivity and to avoid bias (Dolgun *et al.*, 2007: 175). Evaluators, in general, may be the first chief of staff, employees themselves (self-evaluation), colleagues, employees, consultants, and experts, customers (Bayraktaroğlu 2011: 114).

Selection and training of performance evaluator

360-degree performance appraisal system of training assessors and valued all those who take part in the process are a significant step within the scope of the system expected to provide the desired results. The primary objective of the evaluation and who valued the education of the people, all the participants received information about the stages of the process for performance evaluation of the system and were knowledgeable about the best way to handle. They must be willing to train individuals who will make the performance evaluation to ensure the expected benefits from education. Training needs of those who will participate in assessment ignore the problems encountered to attend one of the training. These people need to be convinced that education is critical for getting the results to be expected (Geylan *et al.*, 2013: 120).

Determining evaluation criteria

Getting started in 360-degree performance evaluation process, determine the criteria to be taken into consideration. After preparation of the questionnaire is required. This survey forms or processed to be measured on the rating scale consists of standards or qualifications. These criteria can only consist of competency as may be included in the individual and behavioral characteristics (Bingöl, 2013: 387).

Conducting the assessment

With the completion of the above process can begin working on the implementation of 360-degree performance evaluation system. After this stage comes the feedback process.

Feedback

360-degree performance evaluation process is also referred to as multi-source performance evaluation system. It is a process received feedback from people who have tried and partners associated with employees. This formation process from different people about the work of the organization is the result of a more comprehensive and accurate information needs (Bingöl, 2013: 385). Leaders from the classical overview of the performance appraisal system, which subordinates the expression has lost its preference for the feature today. The reason is that only personnel from the organization of the performance appraisal system is not expected to identify where it should be in career planning. The system with the feedback received from employees in a continuous manner of preparation and organization of the future is moving forward. It is to improve the job performance of workers who are

required to do so. Feedback has accepted the idea does improve performance. 360-degree performance appraisal system that separates the main difference from the others is that the feedback feature (Koca 2010: 208). Performance management systems over the past period in too emphasized that and could not clarify the impact this reason, employees are stressed Baloyi, van Waveren and Chen (2014) have focused on the work needed to improve in this context. Also, they are working in developing countries, in particular, are said to be familiar with much of the performance management system and for this reason, they cannot be very knowledgeable. Paper-and-pencil methods and seem to perform their study examined the relationship between supervisor support and employee job satisfaction and performance management systems. As a result, the evaluation method is stated that affects both performance and job satisfaction. These multi-dimensional aspects of the working of the existing performance management system based on the feedback they welcomed a more in their assessment of the external evaluation system are said to be crucial.

Benefits of 360 degree performance appraisal system

Organizations in the creation of many works of numerous start working with the people and more inclusive of personnel-related kinds of perspectives and consistent feedback need to take made it necessary 360-degree feedback system (Milliman *et al.*, 1994: 100-101). In particular, Total Quality, which is dominated by the approach of conventional evaluation methods showed that they can participate in the management of employees expected to provide benefits (Jackson and Greller, 1998: 20). Mount etc. The benefits of 360-degree performance appraisal system are stated as follows (1998: 576):

- Provides participants at different levels through Objectivity
- Recruitment of workers by place allows the creation of employment by workers.
- Due to the feedback method known in the individual is provided the opportunity to look at the remote employee's system
- how their work is perceived appears and allows the employee to notice.
- Supervisors will have a broader knowledge of the employees' knowledge and skills.

360 Degree performance appraisal system of the negative aspects

360-degree performance appraisal, the width of the domain and a variety valuer can create negativeness. There are among the valuer's colleague, employee, himself, subordinates, superiors, managers, internal and external customers. The greater the number of participants in the evaluation can increase the number of errors that occur by the valuer. Valuation period may be prolonged because of the high number of participants, which leads to increased costs. The results of the evaluation process is taking longer feel the need to make some changes in the organization of this process that leads to changes in the environment in which the performance appraisal. The results of the evaluation procedure are therefore

not considered as required. Sometimes resist change and autocratic management style that determines the top and can sabotage the process (Bayram, 2006: 61-62). 360-degree performance appraisal system should not be considered as a full-fledged system performance. This system should be regarded as an essential part of the transformation. The feedback can lead to losing of support for such an error participants expect a lot. The way to prevent this is to implement as part of a more comprehensive performance evaluation system with 360-degree performance evaluation system. After the 360-degree performance evaluation system in the organization, will be affected by this process should be the idea that all employees should be established and a proper process management. This stage will adversely affect every wrong step change will be discarded and will fail to make a 360-degree performance evaluation system. Performance evaluation process to be applied with the generated should be consistent with the company's goals. If the company has previously defined job descriptions and competencies that the new process must be carried out accordingly (Koca, 2010: 231-232). It is stated that the 360-degree performance evaluation methods applied in many large organizations. However, in the examination, evaluation of performance is not yet enough research on the usefulness and validity of this concept as a part. Regarding this issue, if necessary, investigations and studies carried out, the performance evaluation process would be an administrative nightmare and cause unnecessary loss of time and money (Uyargil 2008: 42).

Conditions of success 360 degree performance evaluation system

Provide the expected benefits from this system and should be performed for successful application requirements are available. The continuous and successful can the essence of the system comes to know the system well enough to understand and a reason that applies. For the successful and efficient implementation of 360-degree feedback, it is stated that the following conditions (Bayraktaroğlu *et al.*, 2007: 191-192):

- Ensuring that senior management support and a clear identification of the target of 360-degree feedback system
- To ensure that the entity is ready to implement the system
- Be given to well-structured and researched elements
- Monitoring of development activities
- Use of talented facilitators
- The integration of all the factors related to the system
- Ensuring the continuity of the system
- Relying on all the factors on the system, participation, confidence cooperation, and coordination
- Establishment of a system that takes care of the various countries in global business culture

The lack of a comprehensive employee performance reviewed by the evaluators has put forward a 360-degree performance evaluation system. With the issuance of the required training can contribute substantially to the proper performance appraisal companies to career planning. Implementation of the Company considered a 360-degree performance evaluation system, the trouble if you try to be applied without the individual preparation businesses and can lead to total

collapse. Reliance on the rush evaluation system implemented by the company is the second danger. In the transition to 360-degree performance evaluation system, the first thing to be done is to establish appropriate performance evaluation System Company. Try my performance to over 360 degrees after the small working groups (Koca 2010: 216). Many have the terms of the performance system in a healthy way need to be carried out, to win benefits expressed will allow the system to be very easy and can be regarded as a sign that there are many negatives can cause otherwise (Bayraktaroğlu, 2011: 30-32).

Conclusion

The 360-degree performance appraisal system should be encouraged to achieve the expected benefits and fulfill the following criteria for a successful:

Before proceeding to the system application, all information needed about the personnel in the operating system must be explained in detail. The system must be clearly defined objectives and ensuring top management's support for this system. 360-degree performance evaluation system was examined in detail and should be regulated as required. Demonstrate the continuity, in other words, it must be repeated if necessary. The participation of all the factors associated with the system, trust, coordination, and cooperation are needed. Within the organization, effective communication, and a healthy environment, care must be taken to ensure. All costs arising from the system must be determined in a superb shape. Here, a careful individual benefits or cost analysis would be correct to do. In the organization and training of employees who will perform on the system to which this system should be ensured. An organizational culture that will help the company in the execution of this system should be provided. 360-degree performance evaluation system that will be applied to organizational culture, structure, must be prepared by the qualifications of the employees. Implemented in a company thought to be efficiency and productivity in other firms with the implementation of performance appraisal system has been wrong. That is thought to be prepared by 360-degree performance evaluation organization should be applied for and after analyzing the results of the pilot, the system should be implemented. As seen in our study, the scores obtained from the 360-degree performance evaluation system implemented in the company, the relationship of the points we have achieved our reliability performance Scale tested positive but low level has increased. Here for determining the scientific aspects of company performance appraisal system that will be held in motion with the relevant departments of the universities, it would be beneficial to be in partnership. The performance evaluation system that will be implemented to support the university is thought to be more efficient.

360-degree performance evaluation method that will eliminate the shortcomings of the conventional evaluation method and a system that can help increase the performance of the organization. 360-degree performance assessment methods, including himself, valued employees to focus on the aims to be supplied with employee feedback from all business relations. All staff is unable to provide the co-efficiency levels. That is why they analyzed by an impartial and realistic performance evaluation of employees is required. 360-degree feedback to

allocate feedback from many sources can tell because clearly this objectivity. Analyzing objectively, the employees reinforces the perception of organizational justice. Similar performance criteria to be applied to each employee performing similar work, executives of personal relationships based on work done by employees without considering performance evaluations to show during the performance appraisal and to have the right of appeal and right to speak of workers as a result, courteous and discreet treatment of employees in the analysis process carried out by the employee's manager obtaining information about the task, getting feedback from multiple sources, working from one of the criteria reinforce the perception of organizational justice. However, in ensuring transparent and clearly perceived by the employees of the 360-degree performance appraisal method, showing the way to the employees according to the findings of the conducted performance evaluation method will be useful to the development and training of workers. Increased organizational efficiency is related to the increase in working ability. One of the most significant factors in the rise of employee productivity is higher perceptions of fairness. The process for analyzing the productivity of workers and fair as this process before and after stages of knowledge will lead to an increase in efficiency and more compelling business vision.

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