

The Factors Affecting the Implementation of 360 Degree Feedback on Organizational Performance for Selected Companies Located in Arusha

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Abstract:- The study examines the factors affecting the implementation of 360 degree feedback on the organizational performance for selected companies in Arusha. The study had one specific objective. This objective was to determine the factors affecting the implementation of 360 degree feedback as a mechanism to enhance organizational performance for selected companies located in Arusha. The study used quantitative approach where by the research design was descriptive in nature. The targeted population originated from employees from different private companies located in Arusha. The targeted population came from various private companies in different sectors to gain a broad perspective of 360 degree feedback in Tanzania. According to the data analysis purported by empirical evidence, we can conclude that there are significant factors affecting organizational performance for selected companies located in Arusha. In this case, the management of private companies should be promote and encourage 360 degree activities and process in the organization.

I. INTRODUCTION

There are several performance appraisal systems applied in different organizations national wide and globally. One of the performance appraisal systems is the 360-degree feedback system. A 360-degree feedback refers to a process through which feedback is gathered from employees, colleagues and supervisors (Anand, Bardrinath, Manjula & Nallisai, 2018). At the same time, feedback is sought from external parties as well. These are external parties who interact with the employee such as the customers, supplies and other involved stakeholders. Furthermore, 360-degree feedback is also known as multi-rater feedback, multi source feedback or even multi source assessment (Bracken, Rose & Church, 2016). The basis for this name is due to the fact that it is a performance appraisal system which solicit feedback regarding the employees behavior and attitude from various perceptions. These perceptions include subordinates, same level employees and supervisors. As a result, 360-degree feedback is compared and contrasted with downward feedback conducted when supervisors and management evaluates employees or even upward feedback administered to employees to provide performance feedback on supervisors or superiors in the organization (Ali, 2016; Basu, 2015).

Many organizations have adopted 360-degree feedback for evaluation and developmental purposes (Capelli and Conyon,

2016). This feedback system assists employees to develop their work skills and behavior. In addition, 360-degree feedback is popularly applied in performance evaluation and appraisal. Furthermore, 360 degree feedback is used for decision making especially promotion, demotion, transfer or even training purposes. In this case, 360 degree feedback is applied for performance evaluation purposes and therefore it is the reason to be identified as a 360 degree review (Das and Panda, 2015).

In developed countries, 360 degree feedback has been used to enhance organizational performance. There have realized the significance of an all around appraisal system which has an impact on the overall organizational performance (Denis and Murphy, 2017). In this scenario, every employee is involved in evaluating each other in effort to improve the overall performance of each employee. Eventually, this evaluation will improve the performance of each employee which in turn will affect the entire organizational performance and productivity. As a matter of fact, this has been applied for a number of decades and this feedback system has been integrated in the fabric of the organizational performance appraisal systems (Cintron and Flaniken, 2018).

From an emerging economic perspective, most of the organizations have adopted 360-degree feedback as well. These organizations have recognized the importance of 360 degree feedback as an initial step to improve organizational performance (Gefi, 2014). This is due to the fact that all employees have a role in the overall performance of the organization. In light of these revelations, countries such as Brazil, Russia, India, China and South African have integrated 360 degree feedback system in the corporate system to assess and evaluate performance of employees and their supervisors (Gorun, Kayar and Varol, 2018). Other countries like Malaysia, Indonesia and many other countries have allocated financial and non-financial resources to adopt 360 degree feedback as a mechanism to promote organizational performance (Hosain, 2016).

From an African standpoint, 360 degree feedback is still a relatively new appraisal system. However, there are several countries which are leading the way. Countries such as Nigeria, Ghana, Mauritius and even Namibia have tried to

make tremendous strides to implement 360 degree (Idowu, 2017). At the same time, east African countries are still behind in the implementation of 360 degree feedback systems. Countries like Kenya and Rwanda have been making initiatives to adopt this system. However countries like Tanzania still lags behind the rest in the adaptation of 360 degree feedback systems (Nchimbi, 2019).

There is a great deal of debate in Tanzania as to whether 360-degree feedback should be used exclusively for development purposes or for evaluation purposes as well. This is due primarily to feedback providers' subjectivity and motivations, inter-rater variations, and whether feedback providers have the ability to fairly evaluate attainment of work and organizational objectives. While these issues exist when 360-degree feedback is used for development, they are more prominent when employers use them for performance evaluation purposes, as they can unfairly influence employment decisions, and even lead to legal liability. This study explores the factors affecting the implementation of 360 degree feedback on organizational performance for selected companies located in Arusha.

Statement of the Problem

Performance appraisal is a normal activity in most organizations. However, the efficiency and effectiveness of those systems are questionable. This is due to the fact that most of the performance appraisal systems is a formality and not a tool or mechanism to enhance performance among employees in the organization. In turn, this results into unchanged or unhinged organizational performance in the organization (Japtap, 2018). This is quite a normal situation in Tanzania where performance appraisal system is not used appropriately to enhance organizational performance (Mpululu, 2014).

There are several studies which have evaluated the performance appraisal system in both the public and private sectors in Tanzania (Rwechungura, 2013). According to these studies, some have identified the OPRAS as a formality to evaluate performance instead of a mechanism to enhance employee performance and eventually organizational performance (Mathias, 2015). Likewise for the private sectors, most of the performance appraisal systems are non-functional with the sole intention to improve the organizational performance. Moreover, statistics indicate that most of the performance appraisal system has not yield good results to improve productivity and performance of employees for organizations in Tanzania (Mpululu, 2014; Mathias, 2015). In this case, the performance appraisal systems have not fulfilled their sole objective.

On the other hand, most of the organizations have not applied 360 degree feedback as a strategy to enhance performance appraisal systems (Shayo, 2013). The public sector is not using 360 degree feedback system. At the same time, there are few private organizations who have adopted 360 degree feedback as the main strategy for performance appraisal

systems in the organization (Zondo, 2018). Therefore, it is imperative to explore the factors affecting the implementation of 360 degree feedback on the organizational performance for selected companies in Arusha.

Main Objective

The study identifies the factors affecting the implementation of 360 degree feedback as a mechanism to enhance organizational performance for selected companies located in Arusha

Research Questions

What are the factors affecting the implementation of 360 degree feedback as a mechanism to enhance organizational performance for selected companies located in Arusha?

II. LITERATURE

The literature provides a detailed explanation of theoretical and empirical review of related literature. The theoretical literature review assists to establish the theories of 360 degree feedback, the relationship between the theories and the extent the existing theories have been investigated.

Factors affecting the implementation of 360 degree feedback

The success criterion varies in nature due to the unique circumstances prevailing in every organization. This section provides a thorough account of the success criteria for the implementation of 360 degree feedback in relation to organizational performance. According to Songstad, Lindkvist, Moland, Chemhutu and Blystad, 2012) the following is the success criteria for the implementation of 360 degree feedback.

1. Appropriate and relevant content posed in the questionnaire in the 360 degree feedback system. In other words, the questions and competencies asked should align with the unique or specific organizational values and competencies. The 360 degree feedback system should be custom tailored to suit the needs of employees in the organization. In turn, this implies that good approximation with standard tolls to best suit a custom survey for the 360 degree feedback.
2. Authenticity and credible data from the survey is critically important to improve employee performance. This data originates from the questionnaire are used by many users. These users include feedback recipients, feedback providers, managers, coaches and human resource practitioners. In this sense, the data collected should be credible and therefore accurate and valid. To arrive at credible and authentic data, the organization should ensure the following. First, the organizations should have sufficient employees who are called raters. Second, employees' participants (raters) should be familiar with the subject. Third, employees' participants to be selected by subject with consultation with the

manager. Fourth, a professional survey or questionnaire that measure employee behaviors. Fifth, a questionnaire or survey that doesn't deceive the employees (raters) through randomization or reverse wording. Sixth, a standardized and customized clear rating scale. Finally, having employee (rater) training.

3. Census participation is another important criterion. In this setting, it is important for management to set the tone for clear expectation and be accountable for the accomplishment of the 360 degree feedback system. Furthermore, management should develop a consistent organizational climate and equitable environment for all stakeholders to participate in 360 degree feedback.
4. Accountability is another aspect that should be considered in 360 degree feedback performance appraisal systems. This involves strategies to develop follow-ups implemented through managers, coaches or even the team leaders in the organization. Another area to address in 360 degree feedback is overriding employee resistance to change. This can be achieved through shared feedback and setting employee goals with other and finally linking bonuses to desired behavior change. In this circumstance, the managers or supervisors have a critical role in the accountability process.

Other Practical and Implementable Criteria for 360 Degree Feedback

There are other issues to consider in the implementation of 360 degree feedback in the organization. These considerations are critical and therefore instrumental toward the successful implementation of 360 degree feedback as a mechanism to improve employee and overall organizational performance. Based on Zondo (2018) the following are other practical and implementable criteria for 360 degree feedback.

1. The participation of all important and relevant stakeholders in the implementation of 360 degree feedback system in the organization. Stakeholders should understand the benefits and importance of 360 degree feedback to the organizations. It is imperative for the management to make a case on the importance of 360 degree feedback in improving organizational performance. as a result, the stakeholders will buy into the idea of initiating and implementing 360 degree feedback as a viable performance appraisal system in the organization.
2. Clear and open communication is essential for the success of 360 degree feedback in the organization. This involves describing the end results of the 360 degree feedback system. It relates to the measurement and clearly communication to all stakeholders involved in the process.
3. Develop urgency and a reward system to encourage 360 degree feedback in the organization. To create

urgency in the implementation of 360 degree feedback, it is necessary to develop datelines for submission of feedback from every employee, subordinates, colleagues or supervisors. In other words, it is a compulsory requirement for everyone in the organization and penalties or even punishments will be applied as a reprimanding mechanism to enforce 360 degree feedback systems. Concurrently, a good reward system should be implemented for those who have completed their questionnaires on time. This could be a strategy to incentivize employees to participate fully and actively in 360 degree feedback in the organization.

4. A close follow-up plan should be implemented to ensure the effectiveness of 360 degree feedback. In this case, all individuals are supposed to follow-up on their feedback so as to track their progress over time. This is the initial stage for behavioral change which is critical for the implementation of 360 degree feedback in the organization. Supervisors should make a follow-up to ensure that all the feedback are evaluated and implemented as supposed.
5. There should be a clear focus between development and evaluation objectives among employees in the organization. When the main objective of 360 degree feedback is applied for employee developmental purposes, then it is imperative to develop an organizational culture which requires feedback in the organization. On the other hand, when the main objective is performance appraisal, then the employees should be selected according to their closeness to each other. This requires 360 degree feedback to be integrated into the performance appraisal system of the organization.
6. There should be an incorporation of goals and core competencies among employees in the organization. Since the purpose of 360 degree feedback is to improve organizational performance, it is instrumental to emphasize the evaluation of competencies which are important to employees. Being highly skilled in importance competencies will eventually cause the supervisors performance which translates into organizational performance. it is therefore important for all supervisors to understand the competencies required for employees to excel in their jobs.

Empirical Studies on 360 Degree Feedback

This section provides empirical studies on 360 degree feedback in relation to organizational performance in a variety of sectors across different endeavors both domestically and internationally. Specifically, empirical studies are the collection analysis of primary data on 360 degree feedback based on an in-depth study. The following is a detailed

account of several empirical studies related to 360 degree feedback in Tanzania and worldwide.

The issue of evolution and devolution of 360 feedbacks has been explored. According to Bracken, Rose and Church (2016) 360 degree feedback has undergone several changes. These changes have revolutionized employee performance appraisal systems. Some of the changes have led to positive evolution leading in advancement in theories, research and practice. Alternatively, other changes in 360 degree feedback have led to devolution as a regressive step toward employee performance appraisal systems. Basically, this study articulates the clear definition and concept of 360 degree feedback. Moreover, it provides a comprehensive historical account and significant research contributions in 360 degree feedback. In connection to this, this article provides practice trends and tentative recommendations for users of 360 degree feedback in the organization. Finally, the major purpose of the study is to provide perspective on the new structure, discussion and some degree of closure to important issues surrounding the application of 360 degree feedback to facilitate organizational performance.

One study has examined whether 360 degree feedback really works in the organization. Hosain (2016) examines 360 degree feedback as a technique of performance appraisal. This qualitative study has been conducted to ascertain whether 360 degree feedback is an effective strategy to performance appraisal process in the organization. The results from the study revealed that 360 degree feedback is an effective tool for appraising employee performance. However, the study has outlined several setbacks from the application of the appraisal. In this case, it is imperative to integrate 360 degree feedback with some traditional performance appraisal elements to compliment its drawbacks.

A study by Gorun, Kayar and Varol (2018) explores 360 degree performance appraisal and feedback system conducted with head of department in Canakkale Onsekiz Mart University. This study involves collecting data from multiple sources about 360 degree feedback enhances objectivity and effectiveness of the resulting evaluation. One the essential finding was that 360 degree enables appraisals to determine their performance from the perspective other co workers or colleagues which inturms permits them to compensate for their weaknesses that would have gone unnoticed by them. In this regard, these findings provide critical insights on the performance among employees and therefore organizations can create policies and strategic plans to reach its predetermined goals and objectives.

Another study conducted by Koofigar, Ghaziasgar and Karbasian (2014) examines 360 degree performance appraisal model for documents digitizing firms. This study administered a questionnaire to 40 experts whose organizations have created a model for 360 degree performance appraisal of firms with digitalized documents. The results indicated that 360 degree feedback is a complicated system if all aspects and

complications will not be properly considered. In other words, it might be difficult to quantify the results from 360 degree feedback system if there is not predetermine criteria as basis to evaluate performance. In this case, the study recommends an adequate criterion with realistic standard to measure 360 degree feedback system.

In the grand scheme of things, Anand, Badrinath, Ramnganathan, Bharathi, Manjula and Nallisai (2018) assesses 360 performance appraisal systems with special references to private banks. according to the study, 360 method is a very reliable mechanism for performance appraisal due to the fact that every body participates in the organization. Moreover, this evaluation assists the organization find solution among the performance of employees in the organization. Furthermore, it is a full circle system of acquiring information from internal and external sources to improve the overall performance of the organization. Specifically, the 360 degree feedback focuses on developmental efforts among employees and other work groups in the workplace. In turn, the job satisfaction and retention levels are relatively high because 360 degree feedback provides developmental opportunities and therefore improves the overall organizational performance.

One the studies have tracked the contribution of 360 degree feedback to the growth of organizations. A study conducted by Mohapatra (2015) reviews literature about 360 degree feedback. This study presents past literature of job satisfaction between the years 1995 to 2013 in relation to 360 degree feedback. The main premise of this study was to determine the contribution of 360 degree feedback to the organizations and its growth. Specifically, the study explores the kind of extant research literature undertaken and available in the field of 360 degree feedback. Another objective is to highlight the gap existing in the current literature and therefore emphasize upon the important and interesting areas of research herein. Ultimately, the study establishes the importance of evaluation of 360 degree feedback on organizations. Based on the review of several literatures, it was found that 360 degree feedback is an essential process valued by employees. As a matter of fact, 360 degree feedback assists to improve the overall performance of the organization. Basically, this paper proves the importance of 360 degree feedback as an initial and critical step toward improving organizational performance through employees.

Other studies have applied 360 degree feedback in leadership, Das and Panda (2015) reviews literature of 360 degree feedback as a tool of leadership development. This identifies 360 degree feedback method assists to determine the strengths and weakness of the employees and provides a starting point solve those issues. Consequently, 360 degree feedback provides an avenue to improve the performance and productivity. On the other hand, 360 can be used to improve leadership skills in the organization. This means 360 degree feedback provides an opportunity for leadership development. Specifically, standard 360 degree feedback instruments are

used to focus developmental purposes and therefore it increases reliability, repeatability and comparison against norms and flexibility. In light of these revelations, the study recommends a more accurate predictive capability for improving group performance.

There is another study which has examined the effectiveness of 360 degree performance appraisal. An article by Ramamoorthy and Kavitha has specifically explored the effectiveness of 360 degree performance appraisal and feedback in Hotel Green Park in Chennai. The main objectives of the study was to determine whether the current 360 degree performance evaluation system the organization is effective or whether there is a need to explore other employee evaluation and feedback systems across the Hotel to determine the best practice. The finding of this study concluded that there is no necessity to explore other performance appraisal mechanisms for this organization. However, more efforts should be applied to improve on the weaknesses on 360 degree feedback.

On the other hand, Kanaslan and Iyem (2016) pose a question about the effectiveness of 360 degree feedback in rating employee performance. This study conducted a literature review about 360 degree feedback practice in relation to performance appraisal purposes. The main premise of the literature review was to define and discuss 360 degree feedback and eventually comparing and contrasting with other performance appraisal methods. As a results, determining whether there is a good way of conducting performance appraisal or not. The study identifies the superiority of 360 degree feedback over other traditional appraisal systems. One the benefits of multi-rater feedback is the precedence of multiple perspective on employees performance and as a results a worthwhile mechanism to improve organizational performance.

In order to evaluate the advantages and disadvantages of 360 degree feedback tool, Jagtap (2017) portrays the efficiency and effectiveness of 360 degree feedback in relation to performance of employees in the organization. An in-depth analysis of literature review established that 360 degree feedback was an effective tool. However, conditions were identified which hinder the effectiveness of 360 degree feedback. In conclusion, the study recommends that 360 degree feedback should measure the leadership qualities of managers another important suggestion is to promote active participation of employees so they can participate fully in 360 degree feedback performance appraisal systems.

Similar studies have linked 360 degree feedback and developmental processes in the organization. Basu (2015) examines the integration of 360 degree feedback into performance appraisal tools and developmental process. 360 degree feedback facilitates development process through constructive feedback and open communication. Hence, it can be a powerful tool for organizational change and transformation. In addition to this, 360 degree feedback

provides feedback for leadership and management while outlining their strengths and weaknesses. Henceforth, it creates a culture of continuous performance improvements. The feedback is a tool to build leadership and managerial capabilities. In conclusion, 360 embed value and expected working competencies. In a nutshell, 360 feedbacks is beneficial in two ways. First, it improves employee performance. Second, it improves strategic, tactical and operational aspects and activities of an organization.

To provide an African perspective on the empirical studies included in this study, Lithakong (2014) evaluates the effectiveness of 360 degree appraisal and feedback in a selected steel organization in South Africa. The main purpose of the study was to determine whether the current 360 degree performance evaluation system is effective or whether there is a need to explore other performance appraisal systems and feedback mechanism across the sector so as to identify the best practice. The findings indicated that 360 degree appraisal system is effective in most areas of the organization. Furthermore, the findings will provide a broader perspective about 360 degree appraisal systems to management so as to assess the strength and weakness of the system. Ultimately, the findings concluded that there is no necessity to examine other performance appraisal systems although it is imperative to identify the deficiencies in the current system and therefore improve the overall system.

III. RESEARCH METHODOLOGY

The research approach is quantitative in nature. Quantitative approach is a systematic empirical investigation of quantitative properties about 360 degree feedback and their relationship to organizational performance for selected private companies located in Arusha. In addition, the research design is descriptive because descriptive design is applied to describe the factors facing the implementation of 360 degree feedback in effort to enhance organizational performance (Masanja, 2018; 2019).

The targeted population was employees in selected private companies located in Arusha. The descriptions of the employees include normal employees, colleagues. Subordinates and even supervisors participated in answering questions concerning 360 feedbacks in relation to organizational performance. A total of 10 private companies in various sectors participated in the study. These companies from various sectors provide a general overview of 360 degree feedback which is representative of most of the companies located in Arusha.

Table 1: Targeted Population and Sample Size

Name of the Company	Name of Industry	Population	Sample Size
Rafiki Tours	Tourism	22	13
Monaspria Restaurants	Food	19	11
CRDB Bank	Banking	14	8

Arusha Farms Ltd	Poultry	17	10
Tarisa Logistics	Transportation	54	32
Romo Extracts Ltd	Mining	24	13
Zoola	Energy	38	22
Kisongo Estate	Farming	15	9
Loyalty Wholesalers	Wholesale Store	11	7
Risko Ltd	Manufacturing	73	42
	Total	287	167

Source: Researcher Compilation 2020

IV. RESULTS

What are the factors affecting the implementation of 360 degree feedback as a mechanism to enhance organizational performance for selected companies located in Arusha?

This section provides the descriptive statistics for the factors affecting the implementation of 360 degree feedback as a mechanism to enhance organizational performance for selected companies located in Arusha. These factors include relevant content, credible data or source or feedback and communication in the feedback process. Other factors include census participation, accountability and follow-up. The mean score resulted were interpreted in the following manner: 4.50-5 = Strongly Agree, 3.50-4.49 = Agree, 3.00-3.49 = Neutral, 2.00-2.99 = Disagree, 1.00-1.99 Strongly Disagree.

Relevant Content

Based on the results presented in Table, the data analysis indicate that employees were somewhat neutral about the questions and competencies asked in 360 degree feedback aligning with organizational values and objectives (M = 3.12, SD = 1.64). However, employees tend to strongly agree that 360 degree feedback content was tailored to meet the needs of employees, subordinates, colleagues and supervisors (M = 4.57, SD = 2.41). Most importantly, employees tend to agree that the questions and all the content were instrumental toward improving the employee performance (M = 4.34, SD = 1.34). In addition, employees tend to strongly agree that 360 degree system provides areas for behavior improvement and change among employees (M = 4.75, SD = 2.16). More so, employees tend to be somewhat neutral that 360 degree feedback provides appropriate and relevant content to improve organizational performance (M = 2.35, SD = 3.22).

Table 4: Relevant content affecting the Implementation of 360 Degree Feedback

S/N	Variable	Mean	SD
1	The questions and competencies asked in 360 degree feedback Align with organizational values and objectives	3.12	1.64
2	The 360 degree feedback content is tailored to meet the needs of employees, subordinates, colleagues and supervisors	4.57	2.41

3	The questions and all the content is instrumental toward improving the employees performance	4.34	1.34
4	The 360 degree system provides areas for behavior Improvements and change among employees	4.75	2.16
5	The 360 degree feedback provides appropriate and relevant content to improve organizational performance	2.35	3.22

Source: Researcher Compilation 2020

Credible Data or Sources of Feedback

The results in Table 5 indicate that employees tend to somewhat neutral there are credible data or sources of feedback to improve the employee performance (M = 3.49, SD = 1.3). Moreover, employee tend to strongly agree that the participants (i.e. employees, subordinates, colleagues or supervisors) are familiar with 360 degree feedback objectives (M = 4.62, SD = 1.63). However, employees tend to be neutral about the organization collecting sufficient data from adequate employee participants (M = 3.34, SD = 1.77). Furthermore, employee tend to strong agree that 360 degree evaluation does not manipulate or deceive the employees on their responses on performance (M = 4.45, SD =0.71). Moreover, employee tend to agree that 360 degree evaluation has standardized and customized rating scale (M = 3.75, SD = 1.12).

Based on the results, the data collected and literature supports the application credible and therefore accurate and valid. To arrive at credible and authentic data, the organization should have sufficient employees who are called raters. Moreover, employees’ participants (raters) should be familiar with the subject. Most importantly, employees’ participants to be selected by subject with consultation with the manager (Ramamoorthy & kavitha, 2017).

Table 5: Credible Data or Source of Feedback affecting 360 Degree Feedback

S/N	Variable	Mean	SD
1	There are credible data or sources of feedback to improve the employee performance	3.49	1.34
2	The participants (i.e employees, subordinates, colleagues or Supervisors) are familiar with 360 degree feedback objectives	4.62	1.63
3	The organization can collect sufficient data from adequate employee participants in the organization	3.34	1.77
4	The 360 degree evaluation doesn’t manipulate or deceive the employees on their responses on performance	4.45	0.71
5	The 360 degree evaluation has standardized and customized rating scale	3.75	1.12

Source: Researcher Compilation 2020

Communication

The table 6 gives a summary of employee responses about communication on the implementation of 360 degree feedback. Specifically, employees tend to be disagree about the organization communicating the goals, objectives and other important issues to learn (M = 2.49, SD = 1.89). Concurrently, employees tend to agree that their organizations promotes open communication in the implementation of 360 degree feedback (M = 3.62, SD = 1.43). In connection this, employees tend to agree that their organizations consider opinions, ideas and various perspectives from 360 degree feedback (M = 3.34, SD = 3.21). At the same time, the employees tend to strongly agree that their organizations takes the initiatives to improve communication on 360 degree feedback deliverance to employees (M = 4.45, SD = 1.93). Finally, employees tend to neutral about their organizations makes periodical reviews and create goals, objectives and strategies to improve communication of 360 degree feedback (M = 3.48, SD = 1.46).

These results might not be consistent with other literature which states that Clear and open communication is essential for the success of 360 degree feedback in the organization (Gorun, Kayar, & Varol, 2018). This involves describing the end results of the 360 degree feedback system. It relates to the measurement and clearly communication to all stakeholders involved in the process.

Table 6: Communication affecting the Implementation of 360 degree feedback

S / N	Variable	Mean	SD
1	The organization communicates the goals, objective and other important issues to learn	2.49	1.89
2	The organization promotes open communication in the Implementation of 360 degree feedback	3.62	1.43
3	The organization consider opinions, ideas and various perspectives from 360 degree feedback	3.34	3.21
4	The organization takes initiatives to improve communication on 360 degree feedback deliverance to employees	4.45	1.93
5	The organizations periodically reviews and create goals, objectives and strategies to improve communication of 360 degree feedback	3.48	1.46

Source: Researcher Compilation 2020

Census Participation

Table 7 provides the census participation affecting the implementation of 360 degree feedback. In this case, employees tend to agree that every employee participate in the 360 degree feedback successfully (M = 3.83, SD = 2.47). In addition, employees tend to strongly agree that management encourages every employee to participate in 360 degree feedback (M = 4.62, 2.03). In connection to this, employees tend to disagree their organization assess each member’s strength and weakness in 360 degree feedback process (M =

2.93, SD = 1.92). However, employees tend to strongly agree that their organizations encourage and provides adequate resources to encourage 360 degree feedback (M = 4.54, SD = 2.71). Furthermore, employees tend to agree that their organizations performs periodical reviews of the role identified for each parties in 360 degree feedback (M = 3.93, SD = 2.11).

Although these statistical results differ from most of the literature review, practically, every employee should participate in 360 degree feedback to be successfully. For this reason, 360 degree feedback is labor intensive due to the fact that it requires from multiple users resulting into every employee providing feedback for other employees (Hosain, 2016).

Table 7: Census participation affecting the implementation of 360 degree feedback

S / N	Variable	Mean	SD
1	Every employee participates in the 360 degree feedback successfully	3.83	2.47
2	The management encourages every employee to participate in 360 degree feedback	4.62	2.03
3	The organization assess each member’s strength and weakness in 360 degree feedback process	2.93	1.92
4	The organizations encourages and provides adequate resources to encourage 360 degree feedback in the organization	4.54	2.71
5	The organization performs periodical reviews of the role Identified for each parties in 360 degree feedback	3.93	2.11

Source: Researcher Compilation 2020

Accountability

The data on accountability affecting the implementation of 360 degree feedback is presented in Table 8. Based on the results, employees tend to agree that organizations hold employee accountable on their behavior and attitude on the 360 degree feedback (M = 3.54, SD = 2.33). On the other side, employee tend to agree that 350 degree feedback creates accountability among all parties which includes employees, colleagues, subordinates, supervisors in the organization (M = 4.32, SD = 2.33). Concurrently, employees tend to be neutral about 360 degree feedback overrides employees, subordinates, colleagues and supervisors resistance to change (M = 3.49, SD = 1.36). In addition, employees tend to strongly agree that their organization creates goals and objectives with the employees on 360 degree feedback (M = 4.52, SD = 2.51). Ultimately, employees tend to agree that their organizations had periodical review for 360 degree feedback strategies to increase accountability among all involved parties like employees, subordinates, colleagues or supervisors (M = 3.59, SD = 1.38).

Table 8: Accountability affecting the implementation of 360 degree feedback

S/N	Variable	Mean	SD
1	The organization hold employee accountable on their behavior and attitude on the 360 degree feedback	3.54	2.33
2	The 360 degree feedback creates accountability among all parties which includes employees, colleagues, subordinates and supervisors in the organization	4.32	2.01
3	The 360 degree feedback overrides employees, subordinates colleagues and supervisors resistance to change	3.49	1.36
4	The organization creates accountable goals and objectives with the employees on 360 degree feedback	4.52	2.51
5	The organization has periodical review of 360 degree feedback strategies to increase accountability among all involved parties like employees, subordinates, colleagues or supervisors	3.59	1.38

Source: Researcher Compilation 2020

In this setting, these results are consistent and important for management to set the tone for clear expectation and be accountable for the accomplishment of the 360 degree feedback system. Furthermore, management should develop a consistent organizational climate and equitable environment for all stakeholders to participate in 360 degree feedback (Zondo, 2018).

Follow-up

Table 9 provides a summary of how follow-up affects the implementation of 360 degree feedback. First and foremost, employees tend to be neutral that there are periodical follow-up to track the improvement of behavior of employees based on 360 degree feedback ($M = 3.28$, $SD = 2.84$). At the same time, employees tend to agree that their organization creates a mechanism or strategy to follow-up the evaluation of 360 degree feedback ($M = 3.48$, $SD = 2.93$).

However, employees tend to be disagree that their organization is committed to periodical review of 360 degree feedback as an instrumental to improve organizational performance ($M = 2.47$, $SD = 2.10$). Moreover, employees tend to strongly agree that their organization encourages an environment to make a follow-up on employee performance based from 360 degree feedback ($M = 4.45$, $SD = 1.32$). In addition, employees tend to agree that their organization was improving the 360 degree feedback system to encourage ongoing follow-up efforts ($M = 3.54$, $SD = 2.26$).

From a practical point of view, literature has supported the importance of follow-up on the implementation of 360 degree feedback systems.

Table 9: Follow-up affecting the implementation of 360 degree feedback

S/N	Variable	Mean	SD
1	There are periodic follow-up to track the improvement of behavior of employees based on 360 degree feedback	3.28	2.84
2	The organization creates a mechanism or strategy to follow-up the evaluation of 360 degree feedback	3.48	2.93
3	The organization is committed to periodical review of 360 degree feedback as an instrumental to improve organizational performance	2.47	2.10
4	The organization encourages an environment to make a follow-up on employee performance based from 360 degree feedback	4.45	1.32
5	The organizations is improving the 360 degree feedback system to encourage on-going follow-up efforts	3.54	2.26

Source: Researcher Compilation 2020

This is consistent with the results found in this study where by follow-up was associated with organizational performance, specifically, literature have identified follow-up is a tool to enhance organizational effectiveness. In other words, when employees, subordinates, supervisors and colleagues make a follow-up on the recommendations suggested, then the 360 degree feedback process with enhance organizational effectiveness, efficiencies and add value to the organization (Yudithama, Nugraha & Pratami, 2018).

V. CONCLUSIONS AND RECOMMENDATIONS

Based on the data analysis supported by substantial empirical evidence, the participants tend to agree that the factors affect the implementation of 360 degree feedback as a mechanism to enhance organizational performance for selected companies located in Arusha. In this case, organizations have a sole responsibility to apply these factors to improve the application of 360 degree feedback mechanism to enhance organizational performance. Specifically, organizations can implement the following recommendations to implement 360 degree in the organization.

1. The management of private companies should be promote and encourage 360 degree activities and process in the organization. This process can be facilitated through the formulation of goals, objectives, strategies and policies which promote 360 degree feedback system in the organization.
2. The management of private companies should create budgets and time to implement 360 degree feedback. This process involves creating an conducive organizational climate and culture which supports 360 degree feedback in the organization.
3. The management of private companies should make a deliberate follow-up of the recommendations made from the 360 degree feedback. Every employee should be tracked to ensure that they make the

necessary changes based on the recommendations provided by their supervisor, colleagues or even subordinates. These will ensure the improvement of the employees' performance and as a result enhance organizational performance.

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