Strategy the 360-Degree Performance Appraisal System in the Oil Companies

Mr. Rafid Khudhur Alsaedi[1], Dr. Ali Kadhim Saddam[2], Abbas Ali [3]

Mohammed Ghassan Abdulkareem

Basra University for Oil and Gas[123,] Collage of Industrial Management for Oil and Gas, Basra University for Oil and Gas

Email: rafid.alsaedi@buog.edu.iq[1] , ali.kadhim@buog.edu.iq[2]
Abbas.ali@buog.edu.iq[3,]

ABSTRACT :

This study aimed to find out the extent to which the 360-Degree Performance Appraisal System was used in evaluating the employees of two companies, the Basra Oil Company and the Italian company ENI, where 160 questionnaires were distributed equally between the two companies at the level middle management and supervisors. And 120 valid for analysis were returned. It was found that the employees are in dire need of a performance management system that contains inputs through employee participation, and there is a weakness in the system that needs to be restructured as required. Work on an integrated system that includes rewarding high performers and encouraging low performers. The failure of the assessors to specify the period during which the assessment process takes place in both BOC and ENI results in their non-compliance with the performance assessment process. Employees were not evaluated as periodically as they should, performance evaluations were conducted when necessary, 360-degree feedback reviews are very important as they provide an unbiased and honest appraisal of performance. This means that HR administrators can be more confident that the information on which they rate the reviewed employee is accurate, and that the employee reviewed can be confident that they are getting a fair and honest review.

Key Words:(360-degree, Employee development, Performance Appraisals, Basra Oil Company, ENI Italian).

Introduction

1. Research Background

Performance evaluation is a review and discussion of the employee's performance of specific duties and responsibilities. The evaluation depends on the results obtained by an employee in his job and not on the personal features of the employees. Performance review is the way the employee's performance is evaluated (in general in terms of quality, quantity, cost and time) by the opposite manager or supervisor. (Adofo، 2011) The

employee's performance provides an opportunity to assess employee progress, motivate them to their achievements, and work together on goals to increase performance and help the organization achieve its goals. The performance evaluation process is one of the most important operations that human resources management uses in business and is implemented at all levels of the company, from senior management to workers in the lowest employment positions and production lines. Performing employees is one of the most effective management control tools to compare actual performance with what is expected.

The term performance evaluation indicates the extent to which the employee or several employees contribute to the quality and quality of the organization (Güngör and Biberci, 2011, p. 2). Or it is a tool used to know the quality or contribution of the performance of workers in achieving the goals of the organization (Pocket Mentor, 2009, 12), or is the limit in which the employee performs the task specified for him in a specific time period (Arslan et al., 2016, p. 79).Performance evaluation is the performance measurement process according to pre -defined standards (Akdoğan and Demirtaş, 2009, p. 51).It seems that it is not possible to perform the traditional method of evaluating performance, at the current conditions of the fact that one supervisor evaluates the performance of all employees, in terms of knowledge, time and objectivity (Oruç et al., 2008, p. 5).Performance evaluation is a measure of the employee's effectiveness in achieving the goals and objectives of the organization, and it is traditionally from one dimension;

In today's world, the performance evaluation process is carried out from different views or different dimensions, instead of traditional evaluation from one dimension, and the evaluation is carried out in ways that allow multiple participation and multi -faceted evaluation such as 360 degrees' evaluation. So the 360 -degree evaluation tool is one of the most widely used management tools today. Our focus increases on the challenges that arise when expanding the feedback tool to cover potential goals. Researchers use three working frameworks to conduct an analysis at three levels (individual, personal and organizational).
As the system includes feedback, which is received from multiple sources, it is perceived as a more objective system; and, the idea that it is a more integrated and effective system, compared to the system evaluating performance based on the views of a single supervisor, has become more and more common (Barutçugil, 2002, p. 203).

As a concept, 360-degree performance appraisal supports the developmental feedback known as a multi-source feedback, multi-rater assessment, full-circle appraisal and peer evaluation, and measures compliance and behavior rather than personality (Rodgers and Manifold, 2002, p. 1301). It can be defined as an evaluation process where the performance of an employee is assessed based on the specific information on job performance obtained from the employee's colleagues, supervisors, those directly reporting the employee as well as the employee's internal and external customers (Arslan et al., 2016, p. 80). while he describes Cheung (1999, p. 111) a 360-degree performance evaluation as a strategical tool for reviewing the health of organizational performance, helping service planning and objectives setting, and as a transition step to objective and subjective feedbacks, customer-focused organization and total quality management. Which allows a multi-source and more comprehensive evaluation instead of an evaluation based upon single-source information that are not very reliable.

Therefore 360-degree performance appraisal is a method seeking to overcome the disadvantages of traditional assessment methods, or being alternative to such methods. Accordingly, it aims to assess employees from the perspectives of not only their superiors, but also their peers, internal and external shareholders and the employees themselves (Göksel, 2013, p. 68). The data collected from multiple sources in 360-degree performance appraisal indicate the extensive and impartial analysis of employee performance (Karkoulian et al., 2016, p. 1862).

A feedback is a set of data on how employees are perceived, seen and judged by others (Kaymaz, 2007, p. 143). This set of data is obtained through performance appraisal, and thus the weaknesses and strengths of an employee are determined by multiple sources. Following that, it is important to share these data with the employee and turn his or her weaknesses into strengths. Feedbacks create awareness and motivate employees to change behaviors (Brett and Atwater, 2001, p. 930).

In light of the development, One-dimensional evaluation has been gradually replaced by new methods allowing for multiple participation and multi-faceted evaluation. Therefore A 360-degree performance appraisal system seeks to capture the opinions of employees at all levels of management and peers, rather than the opinions of only high-level employees (Mabey, 2001, p. 41)

The 360 -degree performance evaluation technology, as data is collected from a variety of sources within the company at multiple levels. I found that it creates discriminatory consequences on gender, which leads to differences between males and females, and the justice of the organization that had different views. (Rania Al -Haddad 2018). therefore, The reason for choosing an evaluation at an angle of 360 degrees to evaluate employee performance is due to the transformation of companies from hierarchical organization to horizontal regulation, and the expansion of the management department, where the idea of evaluation is summarized in 360 degrees that the employee performs an annual evaluation or within 6 or 3 months according to the company's system, and this is from Within four parties, Instead of only the direct official. (Self – assessment - Clients - Direct Manager - Subordinates - Colleagues).

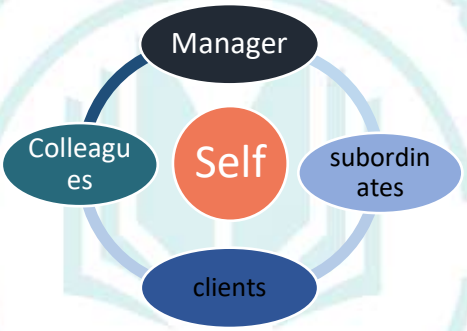


Figure (1)360 Employee Evaluation Feedbacks

There is a lot of research conducted in organizations on evaluation systems such as the 360-degree evaluation system, multi-source feedback, or evaluation systems in general, but there is little research conducted on oil companies.

2. Literature Review

The process of performance appraisal was known as a practice in ancient civilizations, and its concepts developed with the development of measurement methods and the development of managerial thought. The ancient Chinese civilization used job occupancy systems based on race tests, which were considered one of the requirements for measuring and predicting employer performance. The human relations movement reflected a special

interest in the evaluation process through its belief that the employee is a human being first and then a working individual second. Therefore, she called for the need to confuse objective and behavioral criteria when evaluating employee performance. Thus, employee performance appraisal began in the early twentieth century, as it represented the second oldest profession in the world. The human tendency to judge can create serious motivational, ethical, and legal problems in the workplace. Without an organized administration system, there was little chance of ensuring that judgments rendered were legal, fair, defensible, and accurate. The administration is interested human resource management and planning, and the 360-degree performance appraisal system, which was first used in the 1940s, and then thereafter. It was used in the 1950s by ISO Research and Engineering Corporation, as it was the beginning of the use of surveys to collect information about employees of this company (Toegel, 2003).

2.1. 360-Degree Evaluation Concept (Terry A. Beehr 2001) (John A. Weigelt 2004)

Ward, 2003: 360-degree feedback is a systematic collection and feedback on performance data on an individual or group derived from several stakeholders in their performance.

Edwards and Ewen 1996: Through 360-degree feedback, evaluates can acquire multidimensional evaluation feedback from their and others' angles, and even more precisely comprehend the abilities they are supposed to improve.

Deshpande et al. 2015: When organizations implement the 360-degree feedback system, the ultimate goal is to encourage leaders to set goals and further improve their effectiveness.

Rokendro (2010:25): defines 360° as a multi-impact approach to performance appraisal that uses a variety of dimensions, which include superiors, peers, subordinates, clients, and the self. It's an all-round assessment approach that leads to a full 360-degree circle.

2.2. 360 Degree Evaluation Properties (Ward 2004) (Easow 2015)

1- 360-degree feedback gives a clear picture of employees and helps to know their strengths and weaknesses, which is useful for the growth and development of employees and individuals.

2- It has a greater effect on motivating employee behavior change than information from a single source does.

3- Supports team initiatives, reduces hierarchy, promotes simplification, focus on teamwork, and eliminates stratification.

4- He avoids discrimination and bias and can be believed because it collects data from a different look, so it will increase its accuracy.

5-It is easy to identify development opportunities in the teams or departments that need them.

6-Identifies training gaps that employees or the department as a whole need.

7-Improves productivity and labor relations in the organization.

2.3. 360 Degree Evaluation Dimensions (Weir 2007)

1- Top Management: The top management normally evaluates the middle-level managers. However, in a small organization, they also evaluate the performance of the lower-level managers and senior employees.

2- Colleagues: Peer or colleagues also evaluate each other's performance. They work continuously with each other, and they know each other's performance. Peer evaluation is used mostly in cases where teamwork is important.

3- Subordinates: The Subordinates can also evaluate the performance of their superiors. Nowadays students are asked to evaluate the performance of their teachers.

4- self assessment: In the self-appraisal, a person evaluates his performance. He should be honest while evaluating himself. This results in self-development.

5- Clients: Customers can also evaluate the performance of the employees who interact with them. This evaluation is best because it is objective. It is also given a lot of importance because the customer is the most important person for the business. Organizations use customer appraisals to improve the strengths and remove the weaknesses of their employees.

3. Some Previous Studies

Table (1) Previous Studies Abut Traditional Evaluation.

Authors & Years	Research Subjects	Author Discussion
Maina, J. M. (2015)	Effect of Performance Management System on Employee Performance: A Study of Food and Agriculture Organization.	The purpose of this study is to analyze the impact of the performance management system on employee performance, as this study relied on a descriptive research design in the Food and Agriculture Organization, where the target group consists of 94 employees. The main results were that employees feel that there is a great need for a performance management system that contains inputs through employee participation, and there is a weakness in the system that needs to be restructured as required. It should work on an integrated system that includes rewarding high performers and encouraging low performers
Hardison, C. M, et al (2015)	360-Degree Assessments.	Employees receive input from supervisors, subordinates, and peers through 360-degree assessments, which have become popular tools for managing people. The most typical app many civilian groups have chosen 360s as one of many approaches to improving their workforce, based on their effectiveness as a feedback and development tool. The Army has begun investigating the use of 360-degree feedback as a way to contribute to staff development, particularly among officers in command positions. The Office of the Under Secretary of Defense for Personnel and Readiness turned to RAND to help understand these issues and the advantages and disadvantages of employing 360s in a military context.
Mohapatra, M. (2015)	360 degree feedback: a review of literature	The organization should be flexible and adaptable as needed, according to 360° feedback for evaluation, inputs are usually obtained from superiors, peers, subordinates, workers, and customers. Evaluation entails more than just providing feedback to employees before management paints a clear picture but rather gives them a 360-degree tip Feedback is used for two purposes, i.e. evaluation and development .This research includes a review of the previous literature on job satisfaction from 1995 to 2013 . The goal is to understand the role 360-degree feedback plays in the progress of companies. According to the current review literature, 360-degree feedback is a measure that employees appreciate as it helps with career development.
Chandhana, K.,& Easow, D. T. (2015	Performance Appraisal Method Used in Top 10 IT Companies-360 Degree Feedback & Balanced Score Card: A Review	India is the largest source and destination for the IT industry in the world as India employs about 10 million Indians and continues to contribute significantly to the economic transformation of the country. The performance appraisal methods used play a vital role in determining the employee's performance, as well as the employee's level of satisfaction with the performance appraisal method used. It is considered one of the important factors that motivate employees to perform at par or above the standard group. This is a study on performance appraisal methods used by the top 10 companies in the field of information technology and it is a 360-degree feedback review, analyzing their advantages, disadvantages, and reasons for using the method.
Huang, Y et al (2017)	Strategic Manipulation in Peer Performance Evaluation	Employees at the firm, not unexpectedly, inflate their own "self-ratings," although this has a small impact on any employee's overall ratings, which are averaged across all of the ratings she received from her colleagues at the firm. Employees utilize several rating techniques to evaluate peers who work in the same department. Rank in the hierarchy (and hence close competitors for promotions). More qualified peers, in particular. Personnel who are less qualified are consistently demoted, and this impact is driven by less-qualified employees when they are promoted. More qualified colleagues should be rated higher. Because there is minimal benefit to less-qualified employees, Counterfactual simulations reveal that this purposeful manipulation of evaluations in favor of qualified peers results in somewhat lower promotion chances for these competent people.

Al-Daghestani, B. (2018).	Evaluating the Performance of Female Faculty Members in the Department of Educational Policies and Kindergartens in the College of Education at King Saud University using the Method of Reflexive Feedback (360 degrees): A field study.	This research aims to direct the attention of decision-makers in educational institutions, especially King Saud University, towards the most objective method of 360-degree performance evaluation. The study sample was faculty members. As aspects of the evaluation focused on seven axes of performance: trust, ethics, competence, and quality of education. And the quality of classroom management, orientation towards the other, and friendship (40) questionnaires were distributed to a random sample of the department. The study found that there are negative and positive gaps between the responses of the parties to the evaluation process, and this indicates that the direct manager exaggerates in providing some criteria when evaluating faculty members. This study concluded To the necessity of adopting the 360-degree feedback method in evaluating performance and adopting its results in the promotion and sustainable professional development processes. Because the method of this evaluation provides realism in evaluation, and that is due to its reliance on several sources to evaluate the performance of employees in the educational institution.
Zondo, R. W. (2018).	The influence of a 360-degree performance appraisal on labour productivity in an automotive manufacturing organisation	South Africa's (SAs) decline in labor productivity in the manufacturing sector is a cause for concern. Employees need to know what activities they are currently performing that need to improve. The 360-degree performance appraisal is a valuable tool that provides an opportunity for employees to work together to identify strengths and areas that need improvement. This study investigates the influence of a 360-degree performance appraisal strategy for the improvement of labor productivity and related experiences of an automotive parts manufacturing company. The company operates in the eThekwini district Municipality in KwaZulu-Natal. If 360-degree performance appraisal is responsible for the company's labor productivity improvements. It was investigated by collecting data 360-degree before and after three months, where The results showed a relationship between the rate of performance and labor productivity improvement .The study revealed the strengths and weaknesses of the 360-degree performance appraisal system y. Also, the 360-degree performance appraisal has no influence on labor productivity improvement. Past capital investment plays a significant role in labor productivity increase.
El Haddad, R, et al (2018)	The impact of 360 feedback appraisal system on organizational justice and sustainability: The mediating roles of gender and managerial levels.	This paper aims to explain the reason for the relationship between the implementation of 360-degree feedback in the organization and employees and perceptions of organizational justice. And reveals the sustainability of this justice, which eventually makes it an integral part of the organizational culture where the target group of 400 employees in different jobs in home appliances and electronic organizations in Lebanon. To modify methods and evaluation techniques to establish high levels of organizational justice and achieve a competitive advantage.
Das, U. K., & Panda, J. (2018)	Examining the relationship between 360-degree feedback, organizational justice, and organizational sustainability	This paper focuses on the complex relationship between 360-degree feedback and organizational justice, with an emphasis on the manageability of an equal and reasonable workplace. The target group was 150 individuals from the information technology (IT) and banking sectors in the US. This study is based in Bhubaneswar, Odisha. The results of the regression analysis (RA) reveal that installing a 360-degree feedback evaluation system in the organization leads not only to organizational growth, but also to increased employee satisfaction and fairness, and also to maintain that equity and making it an essential part of the work culture.
Deller, C., Gallani, S., & Sandino, T. (2018)	In search of organizational alignment using a 360-degree assessment system: A field experiment in a retail chain	This research focuses on the results of a field experiment in which an Indian store implemented a 360-degree value-based evaluation system. The retail chain manager was hoping to persuade store managers, who were compensated based on high-powered incentives tied to financial success, not just to pursue their careers but to excel in them. Values related to short-term goals, as well as values that capture the organization's long-term goals, the system increased the effort, as the research found that performance increases are associated with pre-existing short-term monetary incentives, but there were no significant effects on the associated non-financial performance characteristics. This study focuses on the moderating effects produced by the 360-degree method in which results are more favorable to stores with higher odds of progress, and a greater ability to follow company values (measured in manager time. store, and receive greater compensation support, the availability of merchandise in the store and the performance of store employees' on-time payments). His findings point to key considerations for implementing value-based 360° systems as a complement to explicit incentives.

Nugraha, F.N , et al (2020).	360-Degree Feedback Practices: Pure Blood or Wanna Be?-A Review	Performance appraisal is a crucial process for both individuals and organizations, but finding the right tools can be difficult owing to a variety of issues. 360-degree feedback was frequently used as the most effective tool. Option to decrease the problem, but it isn't perfect. Specific preparations are required in order to provide feedback. Are readily neglected. A study of three firms' 360-degree feedback processes. Bandung showed that implementing proper 360-degree feedback is a long and difficult process. The establishments didn't follow the steps to the cultural variable the It was deemed necessary to establish proper knowledge of the function of the organization's culture.
Cheng, T. F., & Wu, H. C. (2020).	A follow-up study on vocational high school principals' opinions about 360 degree evaluation feedback and their leadership effectiveness and behavior change	This research finds that most principals of vocational high schools accept the use of 360-degree feedback and that this can cause behavior change or increased leadership effectiveness remains uncertain and must be tracked. The target group was 69 schools and a sample of 40 schools and 1030 people are used for the questionnaire in south Korea. The interview survey was conducted on 12 principals from 40 schools for the purpose of research. Where the results confirm that the principals of vocational high schools on the effectiveness of the leadership of the rational goal. And the application of 360-degree evaluation benefits managers in improving leadership effectiveness. Principals often have positive and supportive attitudes toward using 360-degree feedback as an important source of leadership behavior change and have positive perceptions of its impact.

4. Methodology

According to the nature of the research, the researcher adopted the descriptive approach. And the analytical method, based on a questionnaire prepared for the purpose of collecting information. Where the stratified sample was used with a focus on middle management, and the use of a random sample by distributing the questionnaire randomly to the study population. Using EXCEL to analyze the questionnaire.

4.1. Research Community

- **The Basra Oil Company**

One of the main formations of the Iraqi National Oil Company, which is the first nucleus and the basis for the national direct investment operations in the seventies, 28,500 employees work in the Basra Oil Company. It operates in (West Qurna 1 and 2, Al-Toba oil field, Majnoon oil field, North and South Rumaila field, Nahran bin Omar field, and Zubair oil field 1 and 2). It was selected as the largest oil company in Basra and its important role in this field, as well as the ease of access to the required information and the ability to test hypotheses and theories, in addition to the speed and ease of access to the company and the clarity of its organizational structure.

- **ENI Company**

It is a giant Italian oil exploration and extraction company with a presence in more than 85 countries. Founded after World War II to meet Italian oil needs, it is now one of the largest European oil companies, with a number of small and medium-sized companies. It was

chosen because it is considered one of the largest foreign oil company in Basra and for its important role in this field, as well as to compare between a local oil company and a foreign one.

4.2. Research Sample

The research sample includes heads of departments and heads of administrative units in four departments. Where the researcher conducted interviews with heads of departments and the board of directors in the period (1-4 / 27-4) based on their experiences and direct communication with research practices. Where 160 questionnaires were distributed, and 120 valid for analysis were returned.

4.3. Data Sources

The researcher relied on two main sources to collect the information and data required to achieve the research objectives, represented in the secondary data necessary to build the theoretical framework for the research, and employing the scientific researcher's books and previous 360-degree evaluation studies, scientific journals, and researchers, while the primary data was collected face to face from in-depth personal interviews. , and a questionnaire designed by the researchers based on the collected data and interviews and based on previous research.

4.4. Research Tool

The researchers used a questionnaire consisting of three parts،

A. **The First Part:** It represents the demographic and taxonomic variables for each of the sample characteristics
B. **The Second Part:** The dependent variables represent the employee performance evaluation, consisting of (10) paragraphs.

C. **The Third Part:** The independent variables represent the 360-degree performance evaluation, and it consists of (9) paragraphs.

The researcher used closed questions of two types (yes and no) and the Likert scale consisting of (poor, average, good, very good, excellent). And multiple-choice questions rated on preference from 1 to 6, questions rated on the basis of (none, few, often, always) and multiple-choice questions. Also (open-ended questions) intended to collect opinions from respondents.

4.5. Data Analysis

The EXCEL analysis program was used to analyze the respondents' data and display it in the form of tables and graphs in interpreting the results of data analysis

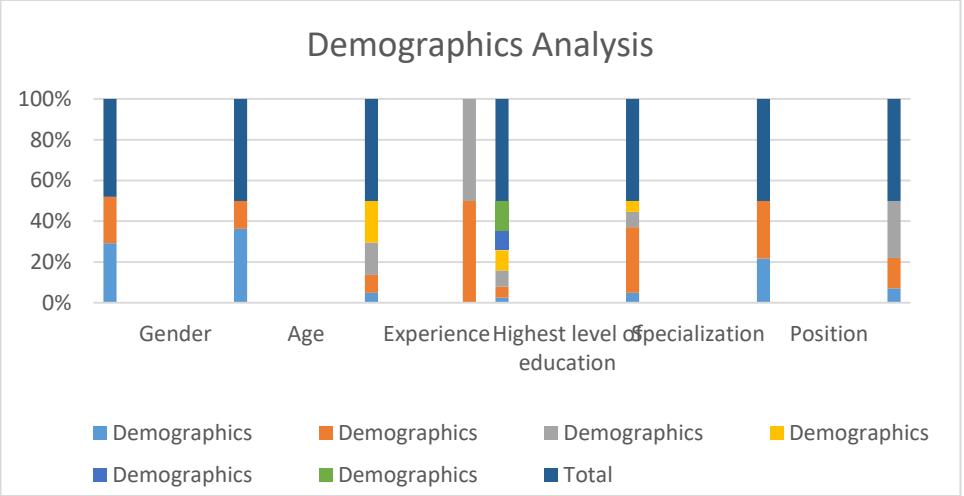
4.5.1. Questionnaire Analysis

The results of analyzing the first section of the questionnaire (demographic variables), using SPSS analysis based on percentages, are as follows:

4.5.2. Demographic Analysis

In this study, where 160 questionnaires were distributed equally between the two companies at the level middle management and supervisors. And 120 valid for analysis were returned. This means a response rate of 75%. Table 2 shows sample demographics including company, age, gender, qualifications, experience, specialization, and experience with the current company. Of which shows that the percentage of males in the research sample was (72.5.%), while the percentage of females was (27.5%), which indicates a low percentage of females occupying positions in managers and heads of departments. The age frequency distribution indicated to the percentage of ages (51 - and over) was (40.83%) while the percentage (41-50) was (31.67%), while and the percentage (31-40) was (17.5%) the percentage (20-30) was (10%)and these results make sense because the majority of the research focuses on managers and department heads because they perform the evaluation process. The education frequency distribution indicated to the percentage of Diploma and below (10%), while the percentage of master's holders (15%) and those with doctorate (10.83%), and the highest percentage of those who obtained a bachelor's degree (64.17%) This indicates that the trend of the scientific level is high, shows that the percentage of experiences (1-5y) was (5%), the percentage (6-10y) was (10.83%), while the percentage (11-15y) was (15.83%) and the percentage (16 - 20) was (20%) while the percentage (21- 25y) was (19.17%) and the percentage (more than 26y) is (29.17%), as it shows that the highest percentage of experiences that have more than 26y in the company, that the percentage of Specialization the percentage of Administrative was (43.33%), while the percentage Technical was (56.67%) , as it shows that the highest percentage of Technical that have in the two companies and shows that the percentage of Director is (14.17%), while the percentage of Head department is (30%), the percentage of divisional officer is (55.83%) .

Figure (1) Data analysis



4.5.2. Dependent Variables Analysis

Part two the dependent variables by comparing the answers from the Iraqi and foreign sides, where the answers were (63) from the Iraqi side and (57) from the foreign side, and clarifying the percentages of difference in the answers.

1. **Notice for Performance Appraisal:**
2.

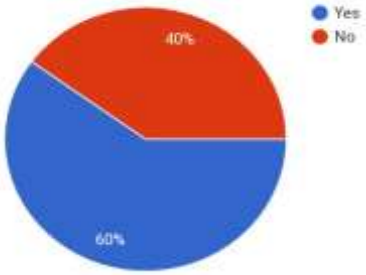


Figure (2) Shows the BOC

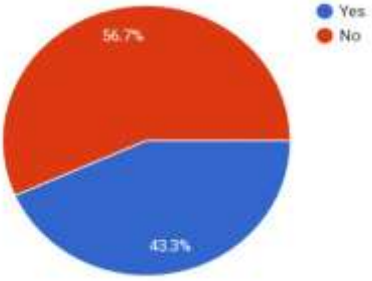


Figure (3) Shows the ENI

It revealed from the study that when asked which notification is sent before the assessments were made, 120 participants representing (63) of the BOC answered that the percentage was (40%) In the affirmative, and (57) answers are represented by ENI, where the percentage was (43.3%) in the affirmative,

Which reflects that the BOC was better than the Italian company ENI. In the analysis of the data, the study revealed that performance evaluations were made a greater percentage without prior notice in ENI although it is always appropriate that such notices are preceding all evaluations.

3. Timing of Notice for Performance Appraisal:

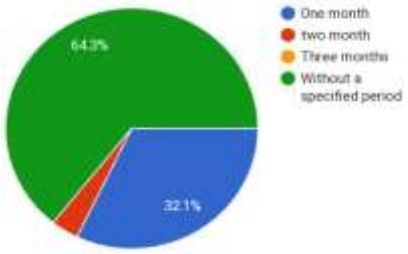


Figure (4) Shows the BOC

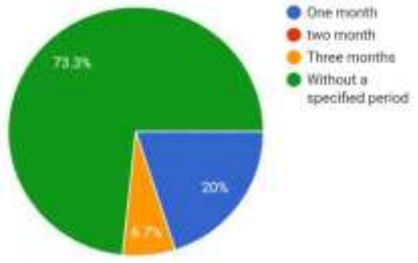


Figure (٥) Shows the ENI

It shows the percentage of the notification time he received before conducting the evaluation process, where the **BOC** rate was **(64.3%)** without a specified period, while the **BOC** rate was once a month **(32.1%),** and twice a month **(3.6%),** while it was **(0%)** Response rate three times a month. In **ENI** the rate of notification without a specified period was **(73.3%),** while it was once a month **(20%),** while it was **(0%)** twice a month, and three times a month **(6.7%).** The study showed that the evaluators did not specify the period in which the evaluation process takes place in both **BOC** and **ENI**, because this trend hinders their commitment to the performance evaluation process.

3. How Often Employees are appraised

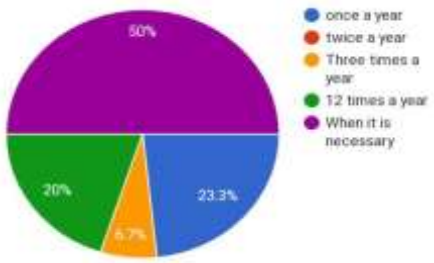


Figure (6) Shows the BOC

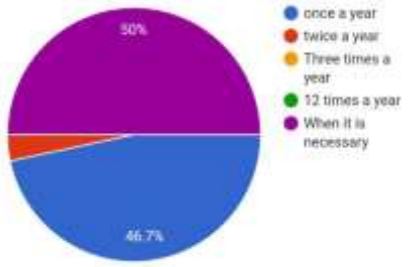


Figure (7) Shows the ENI

With regard to the number of times the employee evaluation process, the percentage of **BOC** appeared once a year **(23.3%),** while twice a year the percentage was **(0%)**and **(6.7%)** for three times a year, while **(20%)** for 12 times a year, and the largest percentage that constituted **(50%)** of the number of times when The evaluation process is necessary.
While the percentage of **ENI** at one time per year was **(46.7%),** while twice per year **(3.3%),** and each of 3 times per year and 12 times per year was **(0%),** and the largest percentage was also **(50%)** for the number of times it is evaluated when it is necessary.

When analyzing the data, it was found that in both companies, employees were not evaluated periodically as it should be, but instead, performance evaluations were conducted when it was necessary.

4. Performance Appraisal is Done

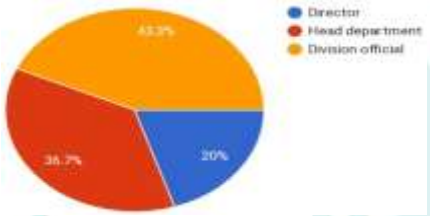


Figure (8) Shows the BOC

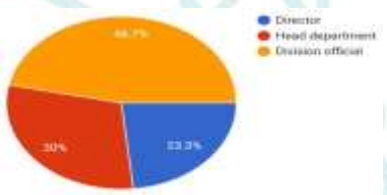


Figure (9) Shows the ENI

The percentage of those who perform the performance evaluation process in **BOC** shows that the manager got **(20%),** while the department manager got **(36.7%),** while the got **(43.3%) division official.**

While the percentage of those who perform the performance evaluation process in ENI, where the manager got **(23.3%)**, while the percentage of the department manager was **(30%)** and the got **(46.7%) division official.**

The percentages in both **BOC** and **ENI** show that the largest percentage of those who carry out the performance appraisal process is the supervisor, due to direct contact with the employees.

5. Things that happen after Appraisal

It shows the percentages of things that happen after the evaluation, where the percentage in **BOC** for promotion and rewards was **(63.3%)** and training got **(10%),** while penalties

were **(3.3%),** while the percentage of problems resulting from performance evaluation was **(23.4%).**

While the percentage in **ENI** for promotion and rewards was **(83.3%),** the percentage for training was **(6.7%)** and penalties were **(0%),** while the problems related to performance evaluation were **(10%).**

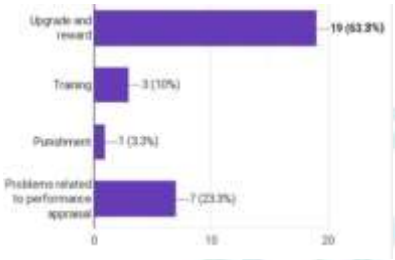


Figure (10) Shows the BOC

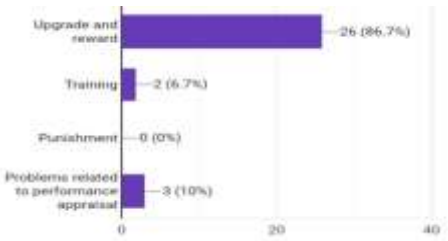


Figure (11) Shows the ENI

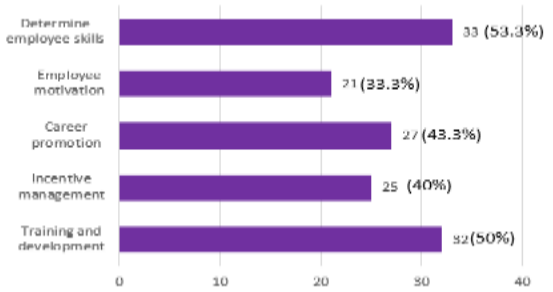
It shows that in both companies, the largest percentage of what happens after evaluation are penalties and rewards, to determine the strengths and weaknesses of employees.

6. The Main Reasons for Performing a Performance Appraisal

The percentage of the main reasons for performing the performance evaluation in **BOC** shows the identification of employee skills was **(53.3%),** employee motivation was **(33.3%),** job promotion was **(43.3%),** incentive management got **(40%),** and training and development was **(50%).**

While the percentages in **ENI** for the main reasons for conducting the performance evaluation process to determine employee skills were **(46.7%)** , while employee motivation and job promotion were the same percentage, which is **(50%)** , while the percentage for each of the incentives, training and development management was **(46.7%)** .

It is Shows from the above data that there is a convergence of percentages for the main reasons for conducting the performance evaluation in both BOC and ENI



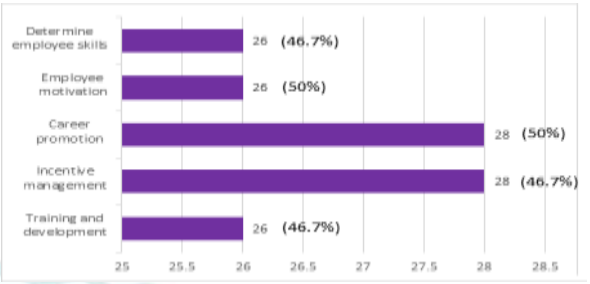


Figure (12) Shows the BOC Figure (13) Shows the ENI

7. Effect on Commitment to Work Efficiency and Satisfaction with Performance Appraisal

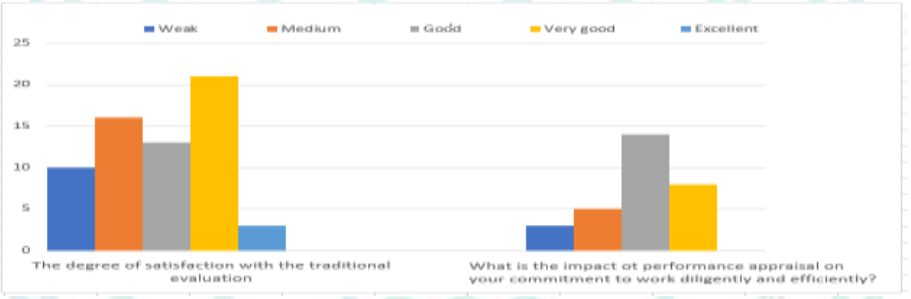


Figure (14) Shows the BOC

The Figure (14) show ratios the extent of satisfaction with the assessment in BOC, where it represents Weak **(10),** while Average **(16)** and Good **(13),** where it was Very Good, the highest percentage being **(21),** while the lowest percentage was **(3)** the Excellent of satisfaction with the traditional assessment.

While the ratios on the extent of the impact of performance evaluation results on employees' commitment to work with effort and efficiency were weak **(5)** and Average **(13**), while the highest percentage obtained was good, which is **(35),** while it was Excellent **(10).**

It shows the reflection of the results of the evaluation on the performance of the employees to work hard and efficiently in their work in order to obtain good evaluations.

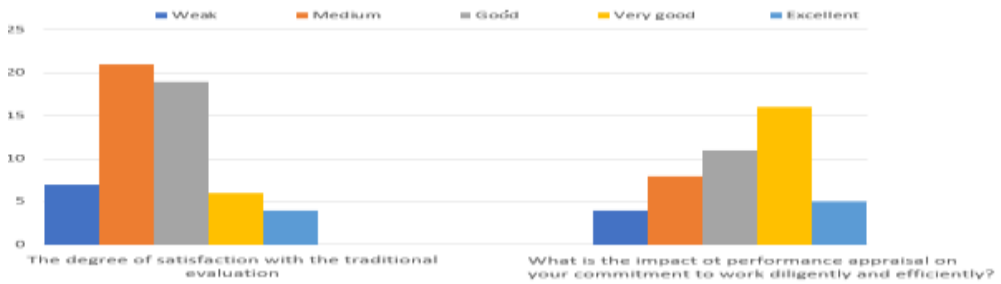


Figure (15) Shows the ENI

The **Figure (15)** It shows the extent of satisfaction with the assessment in **ENI**, where it was Weak **(7),** while the Average got the highest rate, which is **(21),** while it was Good (19), and it was Very Good **(6),** and the lowest rate was **(4),** which was Excellent.

While the percentages of the extent of the impact of performance evaluation on the employees' performance to work with effort and efficiency, where it got Weak **(4),** while Average **(7)** and Good **(17),** and the highest percentage was **(25)** for Very Good and got Excellent **(4).**

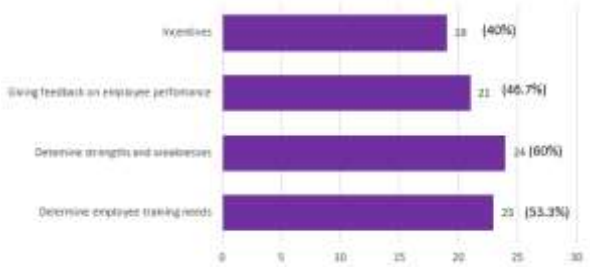
She explains at ENI that performance appraisal has a tremendous impact on employees' commitment to work because it makes the majority of respondents work harder than expected.

8. Staff opinion on the usefulness of Performance Appraisal Records

Shows percentages of employees of the performance appraisal records in **BOC**, incentives were (40%), and comments on employee performance were (46.7%), while the highest percentage was in identifying employees' strengths and weaknesses at (60%), while identifying employee training needs at (53.3%).
While the percentage in **ENI**, where incentives got the highest percentage, was (53.3%), everyone who gave notes on employee performance, identifying strengths and weaknesses, and identified similar requirements for employee training, received an identical percentage of (43.3%).

The above ratios show the difference between **BOC** and **ENI**, where the highest percentage of incentives occurred in **ENI**, as organizations use performance evaluation in many administrative decisions, including incentives, retention, and dismissal, and this is one of the reasons for the performance evaluation.

While in **BOC**, identifying the strengths and weaknesses of employees, which obtained the highest percentage, and from its perspective, performance evaluation allows supervisors and employees to review these performance standards to determine their strengths and weaknesses to enable supervisors to recommend a specific program that helps employees improve their performance.



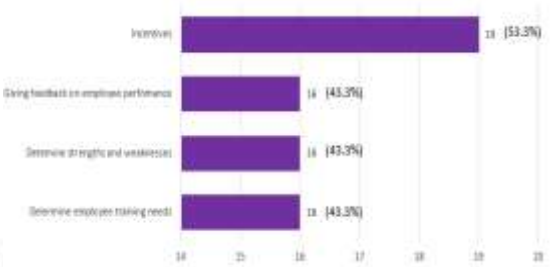


Figure **16** Shows The BOC Figure **17** Shows The ENI

9. Improve the Best Performance Ratings

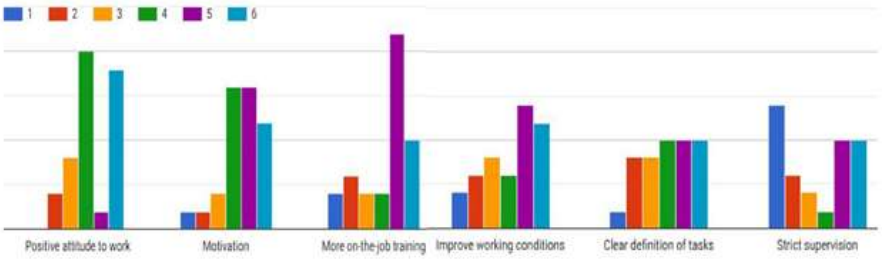


Figure (18) Shows the BOC

The Figure **(18)** shows an analysis in **BOC** of the benefit of performance appraisal records from the opinion of employees, where the highest percentages were obtained for both the positive attitude to work and addition to more training in the field of work.

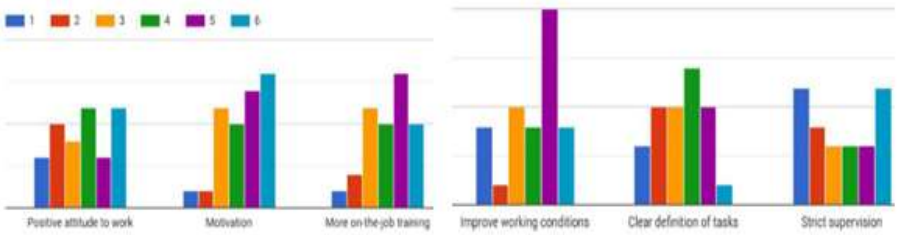


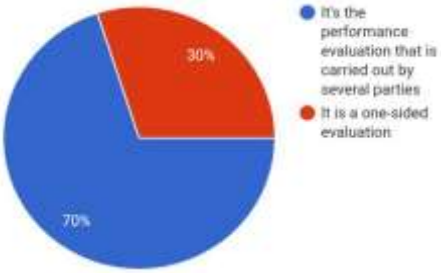
Figure (19) Shows the ENI

The Figure **(19)** shows an analysis in **ENI** of the benefit of performance appraisal records from the opinion of employees, where the highest rates of motivation and more training in the field of work, as well as to improve work conditions.

4.6. The Analysis of Independent Variables

The researcher start the questionnaire and the independent variables part by comparing the answers she got from the Iraqi and foreign sides, where the answers were (63) from the Iraqi side and (57) from the foreign side, and clarifying the percentages of answers she got from the Iraqi side, the difference in the answers.

1. **Definition 360 Degree Performance Appraisal**



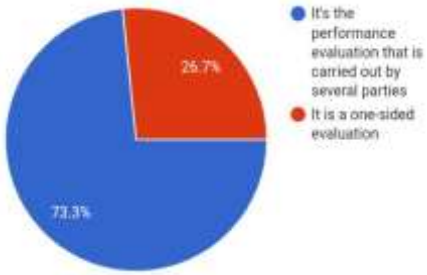


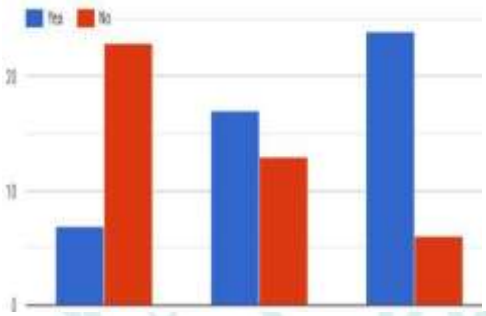
Figure (20) Shows the BOC Figure (21) Shows the ENI

This question presents two definitions, one of them is a 360-degree evaluation, and the other is the definition of traditional evaluation, which is to know the extent to which employees are aware of the degree of difference between the traditional evaluation and the 360-degree evaluation.

The Figure (20) shows the percentages in the BOC show that they know a 360-degree assessment of **(70%),** while those who do not know the 360-degree assessment are **(30%).**

While The Figure (21) shows in ENI, **(73.3%)** knew them for a 360-degree assessment and **(26.7%)** did not know it.

2. The extent of adopting the 360-degree performance appraisal system



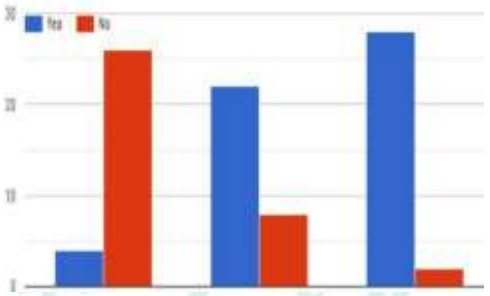


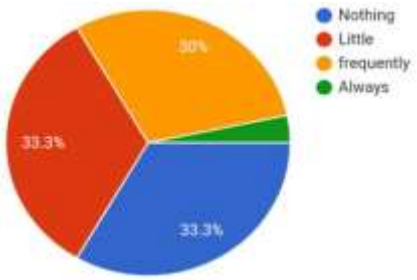
Figure (22) Shows the BOC Figure (23) Shows the ENI

The Figure (**22**) It shows the ratios in **BOC**, where the researcher presented a question to find out whether employees were suggested to use the 360-degree performance evaluation and got **(21)** positively and **(42)** with rejection, while the related ratios were whether employees recommend the human resources department to use the 360-degree performance evaluation and were **(43)** positively and **(20)** rejected, while when the researcher offered For employees, it is recommended to use a 360-degree evaluation to increase job fairness, as **(45)** were positive and **(18)** were rejected. These percentages show the extent to which employees feel satisfied with the 360-degree performance evaluation.

The Figure (**23**) It shows the ratios in the **ENI**, where the researcher presented a question to find out whether the employees were suggested to use the 360-degree performance evaluation and got **(16)** in the affirmative and **(31)** with the refusal, while the related ratios

were whether employees recommend the human resources department to use the 360-degree performance appraisal and it was **(33)** affirmative and **(24)** rejected, while when the researcher offered For employees, it is recommended to use a 360-degree evaluation to increase job fairness, as **(48)** were positive and **(9)** were rejected. These percentages show the extent to which employees feel satisfied with the 360-degree performance evaluation.

3. Extent to use 360-degree performance appraisal



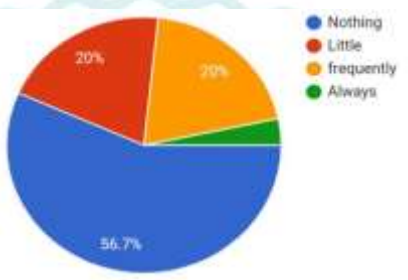


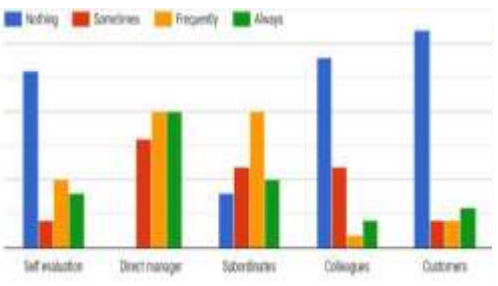
Figure **(24)** Shows The BOC Figure **(25)** Shows The ENI

The Figure **(24)** It shows the percentages in **BOC** show the extent to which the 360-degree performance appraisal system was used, where both Nothing and Little were the same, which is **(33.3%),** while Frequently **(30%)** and Always got the lowest percentage, which is **(33.3%)**.

The Figure **(25)** It shows the percentage of news in **ENI**, where there was Nothing, was **(56.7%),** while each of the Little and Frequently the same percentage occurred, which is **(20%),** while it was Always the lowest percentage, as in **BOC (3.3%) .**

By analyzing the above data, the researcher came to know the extent to which the 360-degree performance evaluation system is not used more in **ENI** than in **BOC**, which are the more logical answer in **ENI** because the 360-degree performance evaluation is a modern evaluation system and has not been used so far in the same companies .

4. Extent to use the 360-degree performance appraisal dimension



2048

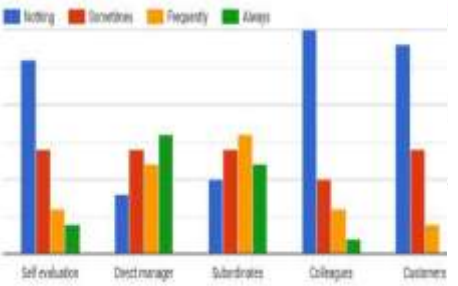


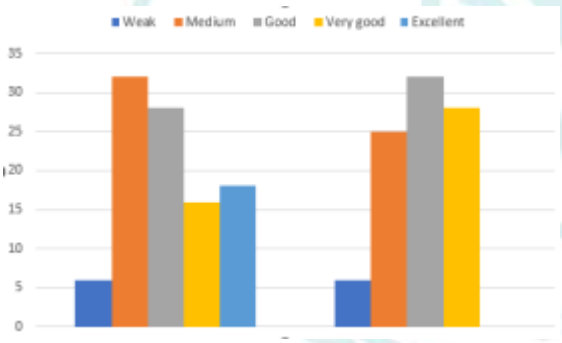
Figure (26) Shows the BOC

Figure (27) Shows the ENI

Through the analysis of the above data, it is clear that in both BOC and ENI the highest response rates were none in BOC self-assessment (23) and colleagues (27) and clients (13) while in ENI self-assessment (19) and colleagues (26) and clients (12)

These are the most proportions, and these are logical results, because the differences between the traditional evaluation and the 360-degree performance evaluation are these dimensions, and those who perform the traditional performance evaluation process are the direct manager and subordinates.

5. Extent of Feeling the Unfairness of Traditional Evaluation and Encouraging the use of 360-Degree Performance Evaluation.



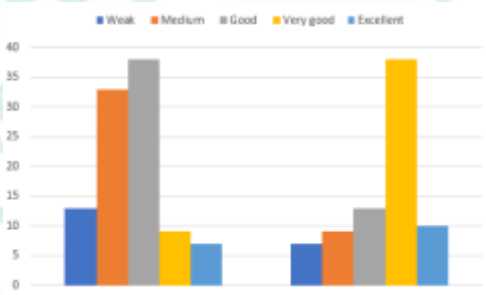


Figure (28) Shows the BOC

Figure (29) Shows the ENI

By analyzing the above data, where it was in BOC, the extent to which employees feel unfair when they are evaluated by the traditional assessment system, it happened to Weak (6%), Medium (32%), Good (28%), Very Good (16%), and Excellent (18%),

While the percentages in ENI were Weak (13%), Medium (33%), Good (38%), Very Good (9%), and Excellent (7%).

And when the employees were shown the extent to which they were encouraged to use the 360-degree performance evaluation system, the data analysis in BOC was Weak (6%), Medium (27%), Very Good (35%), and Excellent (32%).

While in ENI it was Weak (5%), Medium (18), Good (22) and Very Good, got a score of (37) and Excellent (18).

The researcher found that both BOC and ENI encourage employees to use 360-degree performance appraisal in order to increase organizational fairness, equality, and a sense of satisfaction when they are evaluated using a 360-degree appraisal.

Table (3) Shows Responses to the Open-Ended Question in BOC

Q\What are the aspects that were not addressed in the 360-degree performance appraisal process?	**Number of Responses**	**Number of Responses**
	8 From 30	**26.6%**
	Responses	
1. Points are not specified, and the most points should be for the direct manager		
2. No Thing		
3. The evaluation is integrated and shortened a lot of verbiage		
4. It is the most important points adopted in the process of evaluating the system of government departments, which can be adopted to motivate employees to achieve success and advanced and modern management.		
5. I think that the questionnaire dealt with all the considerations and data related to performance appraisal.		
6. There is no		

7. The problem is that the 360-degree performance appraisal system is not used because the performance appraisal system is centralized and the evaluation process is carried out through the direct responsibility for each level.
8. * Giving a percentage for each evaluation body (the manager - direct superiors - colleagues - self-evaluation) * The difficulty of adopting this type of evaluation in government institutions other than the private sector.

Table (4) Shows Responses to the Open-Ended Question in ENI

Q\What are the aspects that were not addressed in the 360-degree performance appraisal process?	**Number of Responses**	**Percentage Of Responses**
	9 From 30	**30%**
	Responses	
1. Observe the moral aspect		
2. The necessity of providing all the executive aspects of the various functional cadres to carry out the evaluation process logically without taking into account the relations		
3. I don't know much because I haven't been rated		
4. The family side and psychological problems		
5. Focus on employee weaknesses and evaluate and evaluate the employee's work		
6. There is no		
7. *It did not mention the previously used performance evaluation places. *He did not mention the differences from the regular evaluation. *Is it possible to apply this assessment with Iraqi employees and those working with foreign companies, since the assessment of this case is carried out by two parties, the Iraqi and the foreigner?		
8. A new evaluation method has not been completed		
9. No Thing		

Table (3) shows the number of respondents (18 from 63) respondents in BOC, (28.6%), and the Table (4) number of respondents in ENI (17 from 57), (29.8%). The percentage of answers is not considered inappropriate because the question inquiries about the application of something relatively new and not whether they have experience with it. The

answers were very close to what was the case mentioned in the research problem and theoretical framework.

Finding

1. The employees feel that there is a great need for a performance management system that contains inputs through employee participation, and there is a weakness in the system that needs to be restructured as required. It should work on an integrated system that includes rewarding high performers and encouraging low performers.
2. The study indicates that there must be a clear strategy for performance appraisal to improve the general staff behavior that is reflected in the organization and those who evaluate the performance of staff.
3. Revealed that multi-source feedback played a role in the decision-making process. When compared to evaluations from other sources,
4. That the evaluators did not specify the period during which the evaluation process takes place in both BOC and ENI, leads to their non-compliance with the performance evaluation process. The study revealed that performance evaluations were performed in a greater percentage without prior notice in ENI although it is always appropriate that such notices were prior to all evaluations. When analyzing the data, it was found that in both companies, employees were not evaluated as periodically as they should, but instead, performance evaluations were conducted when necessary. The percentages in both BOC and ENI show that the largest proportion of those carrying out the performance appraisal process is the supervisor, due to direct contact with employees.
5. It is shown that in both companies, the largest proportion of what happens after evaluation are penalties and rewards, to determine the strengths and weaknesses of the employees.
6. The employees of the two companies have knowledge and awareness of the difference between traditional evaluation and 360-degree evaluation. So the employees of both companies feel the justice of the application of the 360-degree system of evaluation

Recommendations

1. It is necessary to set timings that employees feel to evaluate performance, and there is a commitment by management to the performance evaluation process. And that employees are evaluated periodically.

2. For department heads and managers to participate in the evaluation process to motivate employees and make them aware of the importance of evaluation.

3. The evaluation should be in order to improve performance, not to find penalties. So that evaluations aim to improve behavior and teamwork and to enhance belonging to the organization.

٤. Work to spread the culture of evaluation in order to enhance performance, increase productivity, and improve opportunities for promotion.

٥. Evaluate the effectiveness of 360-degree feedback and seek to understand it to enhance performance productivity. It also clarifies the importance of secondary evaluations and their value in different areas of institutions.

Conclusions

The importance of the process of evaluating the performance of employees in companies, which is reflected in the results of this evaluation and its impact on employees, either positively or negatively, and thus affects the overall performance and development of the company. The concept of performance appraisal has evolved from the traditional performance that relies on specific people from the senior management to perform this process, where a new, more comprehensive, and fair evaluation is used, which is a 360-degree evaluation, which is an annual or takes place within 6 or 3 months according to the company's system and is through five dimensions Instead of the direct manager or senior management, these dimensions are self-evaluation, direct manager, subordinates, colleagues, and clients. Where this evaluation focuses on encouraging employees and their strengths, developing weaknesses, and determining the appropriate training for them, thus developing employees and thus the development, progress, and prosperity of the company.

Acknowledgments

The authors would like to thank the anonymous reviewers whose constructive suggestions and corrections have improved the quality of the paper. Also the authors are thankful to the Ministry of Higher Education (MOHE), Basrah University for Oil and Gas are gratefully acknowledged.

REFRENCES

Adofo, P. S. (2011). An evaluation of the performance appraisal system and its effect on employee performance: A case study of selected senior high schools in the Kwahu-South district (Doctoral dissertation).

Deller, C., Gallani, S., & Sandino, T. (2018). In search of organizational alignment using a 360-degree assessment system: A field experiment in a retail chain (No. 18-069). Harvard Business School.

Hardison, C. M., Zaydman, M., Oluwatola, T., Saavedra, A. R., Bush, T., Peterson, H., & Straus, S. G. (2015). 360-Degree Assessments. " *Published By The RAND Corporation*.

Sigei, B. C. (2013). Extent of adoption of 360-degree performance appraisal by commercial banks in Kenya (Doctoral dissertation, University of Nairobi,).

Al-Daghestani, B. (2018). Evaluating the Performance of Female Faculty Members in the Department of Educational Policies and Kindergartens in the College of Education at King Saud University using the Method of Reflexive Feedback (360 degrees): A field study. *Al-Balqa For Research And Studies*, 5 29, 2017.

Van der Heijden, B. I., & Nijhof, A. H. (2004). The value of subjectivity: Problems and prospects for 360-degree appraisal systems. The International Journal of Human Resource Management, 15(3), 493-511.

Chandhana, K., & Easow, D. T. (2015). Performance Appraisal Method Used in Top 10 IT Companies-360 Degree Feedback & Balanced Score Card: A Review. Bonfring International Journal of Industrial Engineering and Management Science, 5(2), 73-77.

Nugraha, F. N., Aisha, A. N., & Suwarsono, L. W. (2020). 360-Degree Feedback Practices: Pure Blood or Wanna Be?-A Review. A Review, (1), 519-525.

McCarthy, A. M., & Garavan, T. N. (2001). 360 feedback process: Performance, improvement and employee career development. Journal of European Industrial Training, 25(1), 5-32.

Garza, M. C. (2000). 360° Performance Evaluations: An Assessment of the Attitudes of Human Resource Directors in the State of Texas. Southwest Texas, 2000

Meenakshi, G. (2012). Multi source feedback based performance appraisal system using Fuzzy logic decision support system. arXiv preprint arXiv:1203.1882. India: International Journal on Soft Computing

Weigelt, J. A., Brasel, K. J., Bragg, D., & Simpson, D. (2004). The 360-degree evaluation: increased work with little return?. Current Surgery, 61(6), 616-626.

Boubartakh A K "A study of the effectiveness of the system of evaluating the performance of workers in economic institutions, a case study of the Agricultural Tractors Corporation." 2012.

Maina, J. M. (2015). Effect of performance management system on employee performance: A study of food and agriculture organization (Doctoral dissertation, United States International University-Africa).

Mohapatra, M. (2015). 360 degree feedback: a review of literature. Research Scholar of Management KIIT University Bhubaneswar Orissa, 2(1), 112-116.

Van der Heijden, B. I., & Nijhof, A. H. (2004). The value of subjectivity: Problems and prospects for 360-degree appraisal systems. The International Journal of Human Resource Management, 15(3), 493-511.

Das, U. K., & Panda, J. (2018). Examining the relationship between 360-degree feedback, organizational justice, and organizational sustainability. Journal of Chemical and Pharmaceutical Sciences, 11(2), 143-148.

Adofo, P. S. (2011). An evaluation of the performance appraisal system and its effect on employee performance: A case study of selected senior high schools in the Kwahu-South district (Doctoral dissertation).

El Haddad, R., Karkoulian, S., & Nehme, R. (2019). The impact of 360 feedback appraisal system on organizational justice and sustainability: The mediating roles of gender and managerial levels. International Journal of Organizational Analysis, 27(3), 712-728.

Rokendro, S.N. (2010). A Conceptual Vision on 360 Degree Assessment for Entrepreneurial Appraisal. Advances in Management, 3(3):25-31, March

Deller, C., Gallani, S., & Sandino, T. (2018). In search of organizational alignment using a 360-degree assessment system: A field experiment in a retail chain (No. 18-069). Harvard Business School.

Brutus, S., London, M., & Martineau, J. (2016). The impact of 360-degree feedback on planning for career development. Journal of Management Development, 18(8), 676-693.

Beehr, T. A., Ivanitskaya, L., Hansen, C. P., Erofeev, D., & Gudanowski, D. M. (2001). Evaluation of 360 degree feedback ratings: Relationships with each other and with performance and selection predictors. Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 22(7), 775-788.

Toegel, G., & Conger, J. A. (2003). 360-degree assessment: Time for reinvention. Academy of Management Learning & Education, 2(3), 297-311.

Cheng, T. F., & Wu, H. C. (2020). A follow-up study on vocational high school principals' opinions about 360 degree evaluation feedback and their leadership effectiveness and behavior change. Asia Pacific Education Review, 21, 65-81.

Tyson, S., & Ward, P. (2004). The use of 360 degree feedback technique in the evaluation of management development. Management Learning, 35(2), 205-223.

Abu-Doleh, J., & Weir, D. (2007). Dimensions of performance appraisal systems in Jordanian private and public organizations. The International Journal of Human Resource Management, 18(1), 75-84.

Huang, Y., Shum, M., Wu, X., & Xiao, J. Z. (2017). Strategic Manipulation in Peer Performance Evaluation.

Zondo, R. W. (2018). The influence of a 360-degree performance appraisal on labour productivity in an automotive manufacturing organisation. South African Journal of Economic and Management Sciences, 21(1), 1-7.