



## **Uygulanan Performans Değerlendirme Yöntemlerinin Yöneticilerin The Effect of the Applied Performance Methods on the Objective of the Managers**

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In our age, at enterprises, people communicate with each other, their subordinates, superiors and their customers and they spend most of the time in their daily lives in the office they belong to. During this process, establishing a regular performance evaluation process in the enterprise makes enterprise activities better and makes it possible for sourcing to be more active. Since performance evaluation is a prerequisite for advancing, not only the ruled ones but also the ruler ones should benefit from this evaluation process.

Performance evaluation is the trial of determining within a job description, at which level employees have realized this job description and determining the level of employees' realizing their defined duties in a particular time. As a result, the employee evaluates the results of his personal success seeing the result of his work (Trahan ve Konce, 1997, s.47). This evaluations are used very often as criteria to choose the applicants who will be promoted up to upper stages, to make career planning, for payroll distribution according to merit system and to determine the employees who need training (Wilson ve Willys, 1998, s.64).

Performance evaluation activities make it possible for organizational aims to come true by employees' being awarded. And it enables to determine the performances of employees by presenting their strong and weak sides about work. Moreover, it makes business opportunities better. It also helps in increasing motivation level of the employees, and determining developmental needs and making a successful plan at the enterprise (Cole, 1993, s.326).

Every employer and every enterprise are in a struggle for establishing the optimum performance evaluation method for their needs. Dissatisfaction about performance evaluation methods at enterprises may cause personnel circulation, decreasing in motivation level and feelings of inequality. The points of view of employees about the evaluation method could be as important as psychometric validity and reliability of the method. Moreover, researches show that employee satisfaction is efficient in some factors such as yieldance, motivation and organizational decisions. Since the adopted performance evaluation method fails when employees are not

satisfied, it is essential that the process motivates employees and head their efforts towards the aims of the enterprise (Miller, 2001, s.322).

Advancing the reliability of performance criteria by providing more than one evaluation is not a new understanding. It has been known since the thirties that multiple evaluation is more valid and reliable when compared to the data provided by only one source

360 degree feedback process aggregates the highest quality performance information available from the knowledge network around the individual and reports the information(Edwards, 1996, s.5)..

Since enterprises have realized the benefits of performance evaluation and being aware of the fact that multi-directional side of work and the understandings of individuals contribute to advancing, the use of multi-source feedback process has become widespread. Since the traditional performance evaluation method can't avoid the assessment of superiors judgments, the person in charge is sole responsible for that. Even though the course of proceeding depends on the acts of the superior, the superior aren't authorised nor are they responsible (London ve Smither, 1995, s.804).

Traditional performance evaluation method not only assesses the success of employee at work, his behaviours in his duty, but also his life outside the enterprise and his personality, even though it is not needed. Consequently, it is seen that traditional performance evaluation method is deprived of systematic actions and suggestions about the futures of the employees(Canman, 2000, s.171).

Data received by many enterprises have revealed that the evaluated find the assessments with multiple evaluator more satisfying than the ones with single evaluator.

While some evaluators agree 360 degree feedback method is a development against the traditional evaluation methods, some disagree. These differences in opinions are because of the fact that the adopted traditional performance evaluation methods are settled in the enterprise(Waldman vd. , 1998, s.88).

## **Method**

Within the changing management concept, employees and employers have the constant feeling of keeping up with the changing environment. In this regard, performance evaluation activities are regarded as an indispensable element. Data obtained from the results of the performance evaluation activities, shed light on the development of the employees and enable the enterprises to stand in the fierce competitive environment. This study sets out to find out the effect of the applied performance methods on the objective of the managers. The population of the study comprises 182 hotel enterprises with five stars operating in Antalya, İzmir and Muğla with 2184 managers. Sample population was comprised of 578 managers.

## **Results**

Since performance evaluation activities are a process that deal with the efforts of employee in all its parts and that accordingly makes it possible for the enterprise to realize its aims, enterprises that operate in intense competition environment should benefit from their employees efficiently.

Hotelmen who contribute to the improvement of tourism actions in the world and in Turkey are in struggle for guiding performance evaluation actions in their executive actions in order to offer a more qualified service to their customers. Accordingly, in the study, it is tried to determine the effect of the adopted performance evaluation methods on the aim the managers want to reach. After this research done, it has been confirmed that the adopted performance evaluation methods are efficient in the aims the managers want to reach.

In other words, it has been confirmed that 360 degree feedback performance evaluation method is efficient especially in determining education and proceeding requirements that are in low-levels of factor of aim (%33,7), secondly in advancing the existing performance (%20,92); and it has been confirmed that the traditional performance evaluation method is efficient especially in advancing the existing performance(%39,7), secondly in the aims of determining education and proceeding requirements (%31,3).

### **Discussion**

Carrying into action by planning performance evaluation methods that consider the proceedings of employees and managers makes the enterprise adopt to quick changes. Since the existence of efficient and successful managers determining the aims of enterprise increase competitive power of the enterprise towards the other enterprises, it is essential enterprises use a performance evaluation method appropriate for the organizational structure.

In a research related to the application of 360 degree feedback management in Procter & Gamble firm; it is seen that Procter & Gamble firm used the data gained from the results of performance evaluation to foster and develop human sources functions such as wage increase , promotion, education, employment; in the application research to determine the views of the workers of Tommy Hilfiger Unitim Textile Wear Industry Marketing Corps. about the 360 degree feedback management, 65 per cent of the workers think that determining education and development needs is more important than objectives expected from performance evaluation process, 39.5 per cent think that it is more important to contribute to decision making about management related issues (wages, career, promotion, transfer, dismissal).

The results of the study suggest that the effect of the applied performance methods on the objective of the managers counts. The objective of the managers applying 360-degree performance evaluation method is found to be “finding out the training and development needs”, while the objective of the managers applying conventional performance evaluation methods is found to be “enhancing the existing performance.