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Do Employees Trust 360-Degree Performance Evaluations? (A research on the Turkish Banking Sector)

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ABSTRACT

Recently performance evaluation has been emphasized and systematized in businesses because the strategic importance of human resources in creating a high-performance organization is well understood. However, this has led to arguments, since both the evaluated and the evaluator are humans. The 360-degree evaluation, which was designed to settle those arguments and to provide an objective evaluation, is now widespread in Turkey. Trust is one of the determinants of the effectiveness of performance evaluation. It is even more crucial in the 360-degree performance evaluation because so many evaluators are involved. This study tests the degree to which the employees of a bank trust the 360-degree performance evaluation. A business corporation is a socio-technical system in which many people of different abilities, dreams, and creative skills come together. Three types of behaviors are required to make the system work well. First, people must be convinced to join and remain in the organization. Second, employees must perform their job responsibilities reliably. Third, they must voluntarily dedicate their creative and innovative skills beyond any sense of duty (Werner, 2000:4). This third expectation is indispensable for organizations aspiring to high performance.