The Effect of 360° Performance Appraisal in Decreasing Social Loafing in a Team

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Abstract

This research is aimed to determine the effect of 360° performance appraisal in decreasing social loafing in a team. 360° performance appraisal which is applied in this research is the appraisal to measure the individual job performance based on peer evaluation, leader evaluation or follower evaluation, and the individual being evaluated will also evaluate him/her self based on the same behavior indicator. This research is an experimental research, by operating pre-test and post-test design. Subject of the research are 40 individuals which are consist of 20 individuals in experiment group and the remain 20 individuals in control groups. Subject educational background is college student and has team work experiences in college student organization. In the experiment group, treatment of 360° performance appraisal will be applied after the task completed, and in the control group (non treated group). Social loafing scale is developed based on the aspect in social loafing operational design. Job performance appraisal can decrease social loafing in a team, this is shown by the differences that occur between before 360° performance appraisal and after 360° performance appraisal. The experiment group indicates the decrease in social loafing when the 360° job performance appraisal is given as a treatment.

Keywords: social loafing, 360° performance appraisal

1. INTRODUCTION

The implementation of the work in the form of the team is one alternative to the completion of work as the efficiency and increase productivity. Reference [1] stated that at present, the business world more using teamwork. The importance of team work in the formal organization cannot be separated from excess team members that enhance creativity, ability in problem-solving and innovation, the quality of decisions, work processes better, improving the quality of products or services, and communication skills. Along with the advantages of the team, then there are also drawbacks as the impact arising from the merger of several different individuals, one of which is social loafing [2].

Reference [3] defines *social loafing* as a situation when someone in a group do the reduction effort compared to when he was working alone. *Social loafing* as one of the consequences of social effects can occur in all settings including in your organization or company. The study to reduce *social loafing* more involved the students rather than research directly using individual. This is due to the presence of trouble to bring the employee or member of the organisasi in the laboratory situation for research form experimentation.

The team will make it easy for someone to hide when they did not contribute. The difficulty level of the task group also make individuals tend to reduce his business This happens because the end result of the task is a top achievement assessment group [4].

Reference [5] stated there are four components that are involved in the performance assessment process namely appraisers, which assessed, assessment methods and results. About assessor, there are 360º assessment, this assessment involves the source of appraisers from superiors, peers, subordinates even customers so thorough information that can be obtained upon the performance of an individual. According [6] assessment is a great fit for organizations that introduce the team's performance.

Team performance is measured on the success of the objectives are achieved, it will encourage the achievement and performance of individuals is ignored. The implication of the team will easily reduce its contributions to the team because it is not visible. Human nature in theory X, someone who is not monitored will underemployed. Then comes the issue of social loafing. According to social comparison theory, it is described equity theory [7], that individuals compare themselves with other individuals or members. Individuals comparing the input and its outcome, that everything he has contributed in the work of the group and something that he has received for his work. When individuals conclude their injustice, they will make a number of reactions. One of them will change its contribution, which can reduce its business to align with other individuals.

The implication of this social theory in the world of work is the performance appraisal process should be clearly communicated and measurable, albeit in the form of work group or team so that someone will realize the cause for him to get the outcome is greater or smaller than the other individuals. By doing this

research will be the result of the influence of performance appraisal 360º to reduce social loafing on the team.

2. METHODS

This type of research used in this research is experimental research, using pre-test and post-test group design. In the experimental group after the task is complete would be treated in the form of a 360 ° assessment of performance, while the control group was not treated.

Subjects in this study consisted of 40 people consisting of 20 people in the experimental group and 20 people in the control group. This study will be conducted in a student organization. Research to reduce social loafing involves more students than directly using individual research. This is due to the difficulty to bring employees or members of the organization in situations experimental laboratory.

360º performance assessment is assessment used to measure the behavior of individual work based on evaluations from peers, superiors or subordinates, and the individual concerned will also assess themselves with the same behavioral indicators. Prior to the assessment, the individual is involved in determining aspects of assessment and indicators that will be used as a standard in judging. Assessment form and the data will be collected and analyzed. Results of the assessment will only be known by the individuals concerned. While the scale of social loafing is developed based on the aspect in the operational definition of social loafing, namely the reduction of effort when working in a team, have no initiative or work-based instruction only when carrying out the tasks of the team, relying on other colleagues to complete the work team, and expect co-workers finish the job.

The procedure consisted of: Stage Preparation Research: (a) Preparation of 360º performance appraisal form, (b) Preparation of the perception of the scale of social loafing, and (c) Trial scale of perceptions of social loafing. Phase Perlaksanaan Research: (a) pre-test of the experimental group and the control group (b) treatment was given to the experimental group in the form of performance appraisal 360º (c) post-test experimental group and the control group

Technical analysis of the data used in this research is the analysis of variance (ANOVA) repeated measure to see the differences between the experimental groups were treated in the form of performance assessment 360º with a control group that was not treated, and to see the difference in pre-test and post-test in the control group and the experimental group.

3. RESULTS AND DISCUSSIONS

3.1 Description Data Research

A minimum score of perceptions of social loafing research subjects that can be obtained is 32 and the maximum score is 160. The mean hypothetic is 9, while the standard deviation (σ) is 21. The mean score obtained in the experimental group before the performance assessment 360º is 104.25 with a deviation standard (σ) amounted to 12.212, while the average after the implementation of performance assessment 360º for 73 with a standard deviation (σ) of 11. 211.Based on the results of the category, in the control group the percentage of subjects who entered the category of being is 70% in pre-test and 65% in pre-test. This shows that no significant changes during the pre-test and post-test. While the experimental group was categorized as medium, high, and very high at the pre-test was 60.01% and at the post-test 10%. This shows a decrease in the percentage of subjects who scored high social loafing.

A. Result

The hypothesis of this study is no influence of a 360° assessment of performance against social loafing. Rate the performance of 360° can reduce social loafing on the team. Analysis of difference in mean score pre-test in the control group and the experimental group showed that the two groups there was no significant difference. The result of the difference between the experimental group and control group obtained the result t = 0.589, p = 0.559 (p> 0.05), which means that based on the pre-test scores showed no loafing social differences between the experimental group and the control group. This means that the experimental group and the control group were in the same condition when given a pre-test. Furthermore, the experimental group was given treatment that performance ratings of 360°. While the control group was not given any treatment. One month after the 360° performance assessment, given the scale of the experimental group back to get the post-test scores, as well as in the control group.This study measured social loafing twice (pre-test and post-test) on two groups of subjects (experimental group and the control group), therefore do Repeated Measures ANOVA analysis. ANOVA summary table in attachment. Based on the test results of data analysis through the Tests of Within-Subjects Effects showed there was a significant interaction between group and change the perception scores with F = 215.668; p = 0.000; p <0.05.

In other words, there is a change score pre-test and post-test in the experimental group. The result of the analysis test of Between Subject Effects obtained value F = .3868, p = 0.000 (p <0.05). These results indicate that there is social loafing score difference between the experimental group and control group after the experimental group was given treatment in the form of a 360° assessment of performance.

The effective contribution of treatment is 360 ° assessment of performance capable of lowering social loafing is 63.5% (R Square = 0.635).

B. Discussions

The main objective of this study was to prove the hypothesis that there are significant 360° assessment of performance against social loafing. Rate the performance of 360 ° can reduce social loafing on the team. Results of data analysis repeated measures ANOVA showed that there is a decrease social loafing after treatment by 360 ° assessment of performance. From the results of statistical descriptive data shows that the average score of social loafing experimental group before treatment in middle category, after the experimental group were given a 360º performance evaluation, the average score of social loafing experimental group experienced a decline that is at the low category. While based on the category showed that the experimental group were categorized as medium, high, and very high at the pre-test was 60.01% and at the post-test 10%, this indicates a decrease in the percentage of subjects who scored high social loafing.

The results of data analysis also indicates that there is a social loafing score difference between the experimental group and control group due to the provision of treatment in the form of a 360° assessment of performance. From the results of statistical descriptive data shows that the experimental group experienced a decrease social loafing after being given a 360º performance assessment. The average score of social loafing experimental group in posttest decreased so get in on the low category, while the average score of social loafing on posttest control group remained in the moderate category.

Team work that is usually focused on the end result, while in the process of achieving results appear this social loafing. Based on the theory of social loafing, if a person feels that given greater input and will get the same output, it will reduce the effort he will rely on other colleagues on the grounds will get the same output. Completion of a task or project, involving teams will pose many obstacles in the process, both from the beginning of the formation of the team until the execution of the work. This is possible because the team was formed incidentally, that is to say when there will be a task that requires some expertise in a certain time, after a goal is accomplished team will be disbanded.

One of the advantages of performance appraisal of 360 ° is that the evaluation team did not just come from superiors but also from peers, subordinates and themselves also conduct an assessment of personal performance so that information obtained about the individual performance more accurately and comprehensively and to have a more complete picture about the behavior of individuals. The assessment process also improves the individual's awareness of the strengths and shortcomings of individuals and the necessary development and development planning

will be done. The scoring system is increasing trust, cooperation and communication between the participants and assessed as well as the participation of management and are also considered more fair, in terms of content is deemed more appropriate to the context of work and feedback is more potential for the development and goal setting.

The use of performance assessment as a 360 ° assessment instrument (evaluation) a person who works in a more controlled team. Control here is a fellow member of the team itself by means of an agreement in the form of evaluation criteria regarding the performance of members to achieve the team's goals. With the 360 ° performance assessment of this, someone will have some sort of reference regarding the contributions that have been given at the same time can be compared with ratings from various other sources, namely superiors, subordinates or colleagues.

The decrease social loafing in the experimental group after treatment showed significant results with the predictive power of 63.5%. In other words, the assessment of the performance of 360 ° can reduce social loafing on the job that is the team, while 36.5% decrease social loafing occurs because other variables. This is consistent with research [4] which stated that there are several factors that can affect the low social loafing is important whether or not the task, no mean task, and contributions. While research [8], shows the influence of reward and punishment for social loafing. Some research aimed at finding ways to reduce social loafing among others by identifying the performance of the individual and provide feedback on each member how the business has done [9] as well as explain the relationship of individual enterprise and the performance group [10]. Reference [1] conducted a meta-analysis of the performance assessment 360, in this study indicate that the evaluation of the contributions of individuals in the working group has a strong influence on the group to make a division of labor openly and evaluation in self managing team can reduce social loafing [11].

Regardless of the purpose of research, the results obtained can be said there is a change of social loafing although not 100% 360 performance assessment can reduce social loafing on the team. This refers to the theory of social comparison (social comparison theory) in particular equity theory of Adams [7] that individuals compare themselves with other employees or members. Individuals comparing the input and its outcome, that everything he has contributed in the work of the group and something that he has received for his work. When individuals conclude their injustice, they will make a number of reactions. One is reducing efforts to align with other team members.

Rate the performance of the 360 in this study is an assessment of all team members, including himself. Because the end result in value, will usually bring up the free-rider problem or social loafing. Therefore, the main purpose of the use of performance appraisal 360

is to reduce the problem, then the performance assessment is only involve those who are directly involved during the process of teamwork. 360 forms of performance assessment conducted by researchers incorporate feedback after filling the evaluation form. It provides lessons for each member that will benefit the improvement and self-awareness that deviant behavior will interfere with the performance of the team. Self-assessment is also a form of feedback, how people measure and compare themselves with other people's judgment, if the results obtained that he got a scoring average lower then this could be the input and self-improvement.

The results of this study have the possibility to generalize into setting organization that will carry out the work in the form of the team. In this research is only done once pengukuruan pre-test and post-test, so that the necessary measurements again and replication of research on the character of different subjects to obtain a broader generalization.

4. CONCLUSIONS

Based on the results of data analysis and discussion, it can be concluded that the assessment of the performance of 360° can reduce social loafing on the team. This is indicated by the difference between the social loafing before and after an assessment of the performance of 360°. The experimental group showed a decrease social loafing after treatment by 360° assessment of performance.

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