

360-Degree Performance Appraisal and Its Impact on Positive Psychological Capital Analytical Study Applied on a Sample of Banks in Erbil City

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Abstract:

360-degree performance appraisal has gained importance in recent years for organizations trying to expand feedback communication channels. It is most widely used as a powerful competence development tool that measures the performance of an individual within his own circle of influence: supervisors, subordinates, and peers, at the same time it is a valuable way to enhance positive psychological capital (PsyCap) (consisting of the positive psychological resource of efficacy, hope, optimism, and resilience). A questionnaire survey was implemented to collect data including eight banks working in Erbil city. The sample size was 43 heads of departments working in these banks. Descriptive statistics, reliability, and correlation were used in this study. Measured using the academic PsyCap questionnaire (A-PCQ) (Luthans & Luthans, Jensen, 2012) and (Testa, 2002, 264). The result indicated a significant relationship between 360-degree performance appraisal and positive psychological capital in terms of both total scores and sub-dimensions. Findings suggest that developing and implementing 360-degree performance appraisals within surveyed banks could increase their positive psychological capital.

Keyword: 360-degree performance appraisal – positive psychological capital – banks in Erbil city.

Citation

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1. Introduction:

Organizations need to clearly understand how they are performing, and what their key strength is so they can build upon them. In addition, what their weakness is so they can enhance them. This is where 360-degree Performance appraisal may help organizations to get back on track from a Performance Perspective (Moriarty, 2010).

Unlike traditional Performance appraisal, where employees are evaluated only by their superiors, a 360-degree Performance appraisal provides evaluations from employees' working circle of influence and has been shown to be fair and minimize bias and increase the positive Psychology of the employees which is considered as a crucial capital in the organization, due

focusing on their strong aspects rather than their problematic aspects. Studies showed that employee's positive Psychology increased when people received timely, fair, and accurate information related to their performance (Murat, 2003: 1). Thus, organizations gradually transitioned away from the traditional evaluation system to a more comprehensive approach to providing feedback characterized by 360-degree performance appraisal methodology.

Based on the above, the current study will analyze the impact of 360-degree Performance appraisal on positive psychological capital in a sample of banks in Erbil city. This study consists of four parts. The first part deals with the scope of the study and its methodology. The second part will address the concepts of 360-degree Performance appraisal as well as the concept of Positive Psychological capital along with describes their dimensions. Part three illustrates the results and determines the relationship between the study variables along with examines the impact of 360-degree Performance appraisal on Positive Psychological capital. Finally, the fourth part will clarify the most findings and presents a set of recommendations.

The scope of the study and methodology:

1.1 The scope of the study:

1.1.1 Study Problem:

Certain factors, such as an individual's characteristics of being optimistic, hopeful self-efficient, and resilient, may possibly increase the level of performance of an employee and affect organizational efficiency and effectiveness. It may, therefore, be animated for organizations to develop these Positive PsyCap factors. 360-degree performance appraisal represents tools and approaches that enhance Positive Psychological Capital elements.

Based on the above, the purpose of this study is to identify the compatibility between 360-degree Performance appraisals with positive psychological Capital, along with testing the correlation in the sample of banks in Erbil city, in this regard the most important questions that this study attempts to get a proper answer explains as follows:

- 1- Is there a correlation between 366-degree Performance appraisal and positive psychological capital collectively and individually?
- 2- Is there an impact of 360-degree performance appraisal in achieving Positive Psychological capital collectively and individually?

1.1.2 Research hypotheses:

To achieve the objectives of the study and test the theoretical framework of the study, several hypotheses carry on as follows

The first hypotheses:

H1: There is a positive correlation between 360-degree Performance appraisal and Positive Psychological capital collectively and individually.

From the first main hypothesis, there are four sub-hypotheses as follows:

H1a: There is a positive correlation between 360-degree performance appraisal and employee hope.

H1b: There is a positive correlation between 360-degree Performance appraisal and employee efficacy.

H1c: There is a positive correlation between 360-degree Performance appraisal and employee resilience.

H1d: There is a positive correlation between 360-degree Performance appraisal and employee optimism.

The second hypothesis:

H2: There is an impact of 360-degree Performance appraisal in achieving positive psychological capital collectively and individually.

From the second main hypothesis. There are four sub-hypotheses as follows:

H2a: There is an impact of 360-degree Performance appraisal in achieving employee hope

H2b: There is an impact of 360-degree Performance appraisal in achieving employee efficacy.

H2c: There is an impact of 360-degree Performance E appraisal in achieving employee resilience.

H2d: There is an impact of 360-degree Performance I appraisal in achieving employee optimism.

1.1.3 The significance of the study:

The importance of this study embodied through it highlights the most important organizational capital, which is human capital, and how it is affected by multi-source performance appraisal.

1.1.4 The objectives of the study:

This study is an attempt to achieve the following objectives:

1- To explain and describe the role of 360-degree performance appraisal on positive psychological capital.

2- To clarify the correlation between 360-degree Performance appraisal and the dimensions of positive psychological capital.

3- To examine the impact of 360-degree Performance appraisal on the dimensions of Positive psychological capital.

1.1.5 The theoretical study framework:

The current study, as the figure below illustrates, using the theoretical model to assess the relationship between independent Variable (360-degree Performance appraisal) with dependent Variable represents by four dimensions (Hope -efficiency - resilience – optimism).

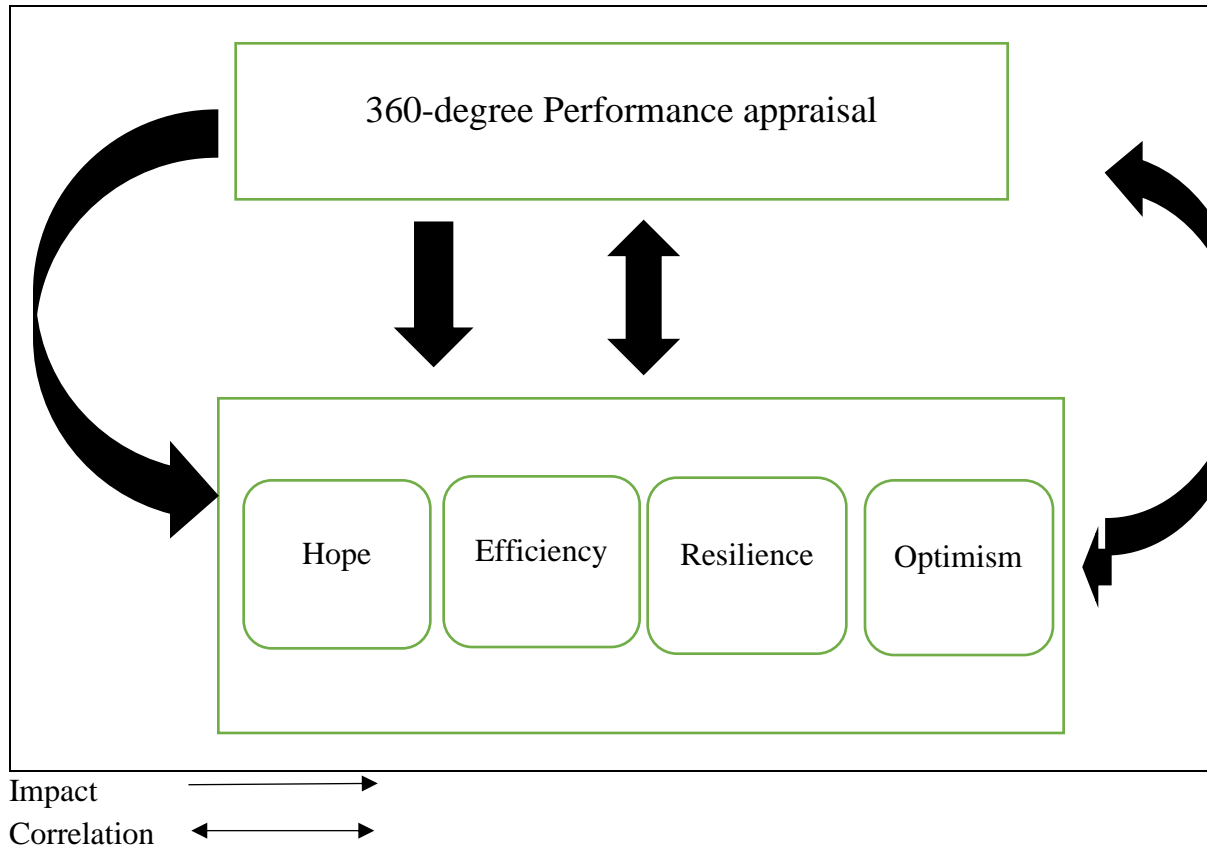


Figure (1) the study framework source (Prepared by the researcher)

2: literature review

2:1 360-degree Performance appraisal:

2:1:1: Concept of 360-degree performance appraisal:

360-degree feedback, also mention as multi-source Multikulti-rates Mr) appraisal, is where an employee receives feedback from a variety of stakeholders such as director, peers, self-subordinates, and Internal or external customers (M silverman, M. Kerrin, 2005:1). The use of three-hundred-and-sixty-degree feedback has grown significantly within the organization during the past decades due a vital area as it focuses on one of the key areas for the most organization its employee (Moriarty, 2010: 4).

Obtaining information to evaluate the performance of employees from only one source may be a cause of bias, (Antonioni and park, 2001). According to (Banu, 2009), 360-degree Performance appraisal is an effective way to obtain impartial information for the performance of

employees and how to develop them, as well as assisting management in understanding the behavior of employee from various directions, which enhances the effectiveness of the evaluation hence, the effectiveness of the organization.

The gains achieved because of relying on 360-degree performance appraisal as a method for evaluating performance and collecting information from different and diverse sources urge the organization to increase reliance on it as an advanced method for evaluating performance (Robert W. O, 2018: 3) and to develop the level of skills required in the future (Peacock 2007). For this reason, organizations add objective criteria to measure performance, and this leads to an improvement in employee performance and increases their level of self-awareness and achieves the goals of all stakeholders. This distinguishes 360-degree performance appraisal as a method for evaluating performance from the rest of the traditional methods used (Murat Yalcin, 2003).

A different advantage of the 360-degree performance appraisal for the organization were noted by Malcolm and Jackson (2002). These include a targeted training strategy based on identified needs, decisions about future employee promotions, useful criteria for award decisions, and increased staff retention (Zachary Dechev, 2010).

2:1:2 Dimensions of 360-degree Performance appraisal:

While traditional performance evaluations have only ever involved supervisors and subordinates providing comments, 360-degree performance appraisal reviews also solicit opinions from superiors, subordinates, and customers (Murat Yalcin, 2003). Due to the whole circle of sources being highlighted, 360-degree performance appraisal is often referred to as multisource as explained below:

- Self-appraisal:

It is one of the most robust processes in an organization and can Provide benefits if done precisely. Self-appraisal enhances a sense of motivation, ownership of work, and a healthy employer-employee relationship (David. A. Waldman, 1998).

The degree to which an employee is aware of their own strengths and weaknesses, as measured by how closely their self-appraisal resembles other people`s evaluations, is referred to as their level of “self-awareness” (London&Smither,1995). However, (Baruch,1996) postulates that the employee herself l himself is the most underappreciated rating source in the research on the multi-rater system (Alma Mccarthy & Thomas N. Garavan,2001). Because the disparity tends to be continually bigger, the supervisor`s lack of effective feedback techniques might make employees defensive (Kankana, 2016).

- Peer appraisal:

When rater and rates are at the same organizational level and have established a working relationship, this is referred to as peer appraisal. (Edwards & Ewen, 1996). Peers are frequently

the most appropriate judges of their colleague's performance in organizations that are downsizing, reducing hierarchies, and using more teams and groups (Gorpada, 2000). Peer reviews are almost always suitable for developmental purposes, but it might not be wise to place too much emphasis on them to get paid work or promotions.

- Subordinate appraisal (Upward feedback):

The 360-degree appraisal's main benefit is that it gives subordinates a chance to give input to superiors (Kankana, 2016). Particularly useful information on performance characteristics related to managerial and supervisory actions is provided by the subordinate ratings (London & Smither, 1995). Typically, subordinate appraisal is most advantageous when employed for supervisor and evaluation validity and developmental purposes (Rubin, 1996).

- Customers appraisal

Customers' appraisal refers to evaluation or feedback provided by users of Products or Services Companies. Customer feedback is particularly useful for assessing team or organizational outcomes, after which it can be an individual team member. The limitations of customers' appraisal toward organizational employees are due to a lack of interest in the work Processes, regulations, and resources (Moriarty, 2010).

-Supervisor appraisal:

This is the most basic form of appraisal or the traditional part of the 360-degree performance appraisal where the employee's Performance and responsibilities is rated by the supervisor (Chopra, 2014, 388). The supervisor is the fittest Candidate to assess the performance of his employees due to his familiarity with employee's performance and depending on this appraisal, the visor has the authority to redesign and reassign the work (Noe et al, 2000).

2:2 Positive Psychological capital:

2:2:1 Concept of positive psychological capital:

The idea of positive Psychological Capital was established within positive organizational behavior (POB). Positive Psychological capital can be defined of features which that be improved with experience or education in particular increasing the performance of the employee in work life and improving organizational performance (Luthans, 2004: 3). A crucial contribution of (PsyCap) is putting the emphasis on human strength and virtue to prevent negative outcomes and enhance overall wellbeing (Djourova, 2018). However, (Psyncap) has developed through all positive thinking concepts through tries to make people's lives meaningful and tries to bring out the potential that people do not use. (Envick, 2005; 34).

In general employees with high (Psyncap) have rich psychological resources and a positive emotional state, and they become stronger and more optimistic, especially against the difficulties at work (Biricik, 2020), can be considered as an asset of individual characteristics, promote people in effectively dealing with everyday life: acting proactively, trusting in their possibilities, and

looking positively at the future scenarios without being discouraged by the difficulties (Santisi et al, 2020).

2:2:2 Dimensions of Positive Psychological capital:

The resources that make positive psychological capital were derived by Luthans (2002) based on scientific criteria of having theory and research. The four that best met these inclusion criteria were hope, efficacy, resilience, and optimism (HERO):

-Hope: One's capacity for goal setting, self-motivation, and the capacity to proactively choose alternate paths while reaching goals (Snyder, 2000). Hope is made up of two components: way of power thinking (the capacity to come up with alternate routes to accomplish a goal in the face of hurdles) and willpower (the individual's agency and commitment to achieve their goals) (Herbert, 2011).

In conclusion, optimistic people are typically risk-takers who are resolute in their pursuit of goals to identify how best to put their aspirations into action (Barbosa, 2017).

-Efficacy: According to Luthans (2002), efficacy- also known as self-efficacy- is a person's conviction (or confidence) about their skills to mobilize the motivation, courses of action, and cognitive resources necessary to successfully carry out a specific activity within a given context (McGee, 2011). When choosing a goal, the individual with a strong self-perception of their capability would aim higher than those with lower self-confidence (Jourova, 2018). In terms of work-related results, hope, and self-efficacy is typically seen as the most crucial factors because they enable people to have faith in their cognitive resources and their capacity to inspire motivation (Hodges, 2010).

-Resilience: Resilience is the capacity of an individual to successfully navigate a variety of challenges, such as failure, trauma, personal and familial issues, and work-related issues (Ciftci, 2021). Although it is frequently said that resilience is a reactive process, it may also be seen as a proactive process in which people identify the risks and personal resources that have an impact on employee outcomes (Masten, 2001). Employees with high resilience, however, are recognized as having strong communication skills, no trouble establishing friends, great self-esteem, and the ability to take care of others. (Ciftci, 2021).

- Optimism: An optimist is someone who harbors optimistic expectations for favorable outcomes (Chai, 2016). Tiger (1971) provides a furthermore detailed definition of the optimism construct, defining it as a state of mind accompanied by an interpretation of the social or material world that the individual believes to socially desecrate for his or her benefit or enjoyment (Seligman, 1998). According to studies, managers should place a high priority on optimism when hiring new staff members because it has been shown to be correlated with reduced levels of work-related stress (Prasath, 2015). (Schneider, 2001).

3. Methodology:

3.1 Study methods:

The current study is a quantitative study, a questionnaire was used to collect data. The researcher resorted to using the questionnaire because of the nature of the current study, which measures the behavioral and psychological aspects of the respondents. The population is eight banks working in Erbil city, and the sample is the head of the department in these banks. The data was collected over a period of two months.

3.2 Study approach:

To achieve the objectives of the study, descriptive and analytical approaches were as opted.

3.3 Data collection methods:

The study relied on the survey questionnaire to examine the study hypotheses and access to their results. The questionnaire consists of two sections. Section one presents questions related to the independent variable (360-degree Performance appraisal). The second section presents questions related to the dependent variable (Positive Psychological Capital). Likert scale, ranging from 1-5 was used when designing the questionnaire. The table below gives more details about the instruments of the Questionnaire in the table (1).

Table (1) questionnaire instruments

Study variable	Sub- variable	No. of items	Items	Sources
A 360-degree performance appraisal		14	X1 – X14	(Testa, 2002)
Positive Psychological capital	Hope	16	Y1-Y16	(Luthans & Luthans, Jensen, 2012) (A-PCQ)
	Efficacy			
	Resilience			
	Optimism			

Source: prepared by the researcher

4. Results and outcomes

4.1 Reliability Analysis

The table below (2) illustrates the Cronbach's alpha test for the whole questionnaire. The coefficient alpha ranges in values from Zero (no reliability) to one (perfect reliability). The table shows that Cronbach's alpha for the whole questionnaire is 0.963, which is considered high reliability.

Table (2) Reliability Statistics

	Cronbach's Alpha	N of Items
360-degree performance appraisal	.927	14
Positive psychological capital	.934	16
Whole Questionnaire	.963	30

4. 2 Descriptive Statistics:

4.3 360-degree performance appraisal:

Table (3) illustrates the frequency distribution, percentages, means, and standard deviations of 360-degree performance appraisal questions, which includes fourteen questions from (X1 – X14) with a general average of mean and standard deviations (3.561), (1.018) respectively. From table (3) and depending on the percentage of the respondents, it is obvious that X7 which states "Performance appraisal reflects objectively my performance." is the most elements that have contributed to the enhancement of the 360-degree performance appraisal variable agreement, since the mean and standard deviation supports the values of (4.00, 0.926) respectively. On the other hand, X11 have the lowest contribution that states, "The salary is an adequate reflection of my performance." this supports the values of the mean and standard deviation of (2.74, 1.093) respectively.

Table (3) frequency distribution of 360-degree performance appraisal variable

	Strongly agree		Agree		Uncertain		Disagree		Strongly Disagree		Mean	Std. Deviation	Rank
	N.	%	N.	%	N.	%	N.	%	N.	%			
X1	10	23.3	14	32.6	13	30.2	5	11.6	1	2.3	3.63	1.047	8
X2	4	9.3	21	48.8	10	23.3	6	14.0	2	4.7	3.44	1.007	10
X3	4	9.3	25	58.1	5	11.6	3	7.0	6	14.0	3.42	1.200	11
X4	6	14.0	20	46.5	10	23.3	4	9.3	3	7.0	3.51	1.077	9
X5	5	11.6	16	37.2	11	25.6	6	14.0	5	11.6	3.23	1.192	12
X6	12	27.9	17	39.5	10	23.3	3	7.0	1	2.3	3.84	.998	4
X7	14	32.6	18	41.9	9	20.9	1	2.3	1	2.3	4.00	.926	1
X8	5	11.6	24	55.8	9	20.9	5	11.6	0	0.0	3.67	.837	7
X9	11	25.6	20	46.5	6	14.0	5	11.6	1	2.3	3.81	1.029	5
X10	10	23.3	24	55.8	4	9.3	5	11.6	0	0.0	3.91	.895	2
X11	2	4.7	11	25.6	8	18.6	18	41.9	4	9.3	2.74	1.093	14
X12	11	25.6	20	46.5	7	16.3	4	9.3	1	2.3	3.85	.998	3
X13	6	14.0	23	53.5	10	23.3	3	7.0	1	2.3	3.70	.887	6
X14	1	2.3	19	44.2	12	27.9	6	14.0	5	11.6	3.12	1.074	13
General Average of 360-degree performance appraisal questions											3.561	1.018	

4.4 Positive psychological capital

Table (4) illustrates the frequency distribution, percentages, means, and standard deviations of Positive psychological capital questions, which it includes sixteen questions from (Y1 – Y16) with a general average of mean and standard deviations (3.761), (0.993) respectively.

- **Hope:** From table (4) and depending on the percentage of the respondents, it is obvious that Y4 which states "I can think of many ways to reach my current work goals." is the most element that has contributed to the enhancement the Hope agreement, since the mean and standard deviation supports the values of (4.09, 0.921) respectively. On the other hand, Y3 has the lowest contribution that states "I am meeting the work goals that I have set for myself." this supports the values of the mean and standard deviation of (3.49, and 1.162) respectively.

- **Efficacy:** From table (4) and depending on the percentage of the respondents, it is obvious that Y8 which states "I feel confident helping to set targets/goals in my work" is the most element that has contributed to the enhancement of the Efficacy agreement since the mean and standard deviation supports the values of (3.91, 0.967) respectively. On the other hand, Y7 has the lowest contribution that states "I feel confident presenting information to a group of colleagues." this supports the values of the mean and standard deviation of (3.84, 0. and 974) respectively.

- **Resilience:** From table (4) and depending on the percentage of the respondents, it is obvious that Y12 which states " I usually manage difficulties one way one another at work" is the most element that has contributed to the enhancement of the Resilience agreement, since the mean and standard deviation supports the values of (3.98, 0.988) respectively. On the other hand, Y10 has the lowest contribution that states "I can get through difficult times at work because I've had trouble before" this supports the values of mean and standard deviation of (3.40, 1.094) respectively.

- **Optimism:** From table (4) and depending on the percentage of the respondents, it is obvious that Y13 which states "When things are uncertain for me at work, I usually expect the best." is the most element that has contributed to enhancement the Optimism agreement, since the mean and standard deviation supports the values of (3.63, 1.070) respectively. On the other hand, Y14 has the lowest contribution that states "I always look on the bright side of things regarding my job." this supports the values of the mean and standard deviation of (3.21, 0.965) respectively.

Table (4) frequency distribution of Positive psychological capital variable

		Strongly agree		Agree		Uncertain		Disagree		Strongly Disagree		Mean	Std. Deviation
		N.	%	N.	%	N.	%	N.	%	N.	%		
Hope	Y1	14	32.6	20	46.5	6	14.0	2	4.7	1	2.3	4.02	.938
	Y2	15	34.9	18	41.9	6	14.0	3	7.0	1	2.3	4.00	1.000
	Y3	9	20.9	15	34.9	9	20.9	8	18.6	2	4.7	3.49	1.162
	Y4	16	37.2	19	44.2	4	9.3	4	9.3	0	0.0	4.09	.921
	General Average of Hope											3.9	1.005

Efficacy	Y5	14	32.6	18	41.9	8	18.6	1	2.3	2	4.7	3.95	1.022
	Y6	11	25.6	20	46.5	7	16.3	5	11.6	0	0.0	3.86	.941
	Y7	12	27.9	17	39.5	9	20.9	5	11.6	0	0.0	3.84	.974
	Y8	14	32.6	18	41.9	7	16.3	4	9.3	0	0.0	3.98	.938
	General Average of Efficacy											3.91	.968
Resilience	Y9	9	20.9	16	37.2	14	32.6	3	7.0	1	2.3	3.67	.969
	Y10	6	14.0	16	37.2	13	30.2	5	11.6	3	7.0	3.40	1.094
	Y11	6	14.0	17	39.5	11	25.6	7	16.3	2	4.7	3.42	1.074
	Y12	15	34.9	16	37.2	9	20.9	2	4.7	1	2.3	3.98	.988
	General Average of Resilience											3.61	1.031
Optimism	Y13	11	25.6	13	30.2	11	25.6	8	18.6	0	0.0	3.63	1.070
	Y14	3	7.0	15	34.9	14	32.6	10	23.3	1	2.3	3.21	.965
	Y15	5	11.6	15	34.9	19	44.2	4	9.3	0	0.0	3.49	.827
	Y16	7	16.3	14	32.6	13	30.2	9	20.9	0	0.0	3.44	1.007
	General Average of Optimism											3.442	.967
General Average of Positive psychological capital											3.761	.993	

4.5 Testing the study Hypotheses:

4.6 Testing the first main hypotheses:

To test the first main hypothesis Pearson correlation analysis administrated. Table (5) refers to the existence of a positive correlation between 360-degree Performance appraisal and Positive Psychological capital as the value of the correlation coefficient (0.893**) at the level of significance (0.01) and reached the value of significance at (0.000). Therefore, the first main hypotheses were accepted which states that there is a significant positive correlation between 360-degree Performance appraisal and Positive Psychological capital.

Table (5) Correlations between study variables

	Dependent variable Positive Psychological Capital	Sig. (2-tailed)	N
Independent variables 360-degree Performance appraisal	.893**	.000	43

** . Correlation is significant at the 0.01 level (2-tailed).

4.7 Examining first Sub- Hypothesis:

Table (6) indicates the value of the Pearson correlation coefficient between 360-degree performance appraisal and Positive Psychological capital dimensions (hope, efficacy, resilience,

optimism). From the table () it can be noticed that statistically there is a positive correlation between 360-degree performance appraisal and Positive Psychological capital dimensions (hope, efficacy, resilience, optimism) since (.791**), (.778**), (.881**), and (.684**) respectively. The correlation between 360-degree performance appraisal and resilience is considered the strongest relationship between the variables. However, the weakest positive correlation is between 360-degree performance appraisal and optimism. Consequently, the entire first sub hypothesis is accepted.

Table (6) Correlations between 360-degree performance appraisal and Positive Psychological capital dimensions

Positive Psychological capital dimensions	360-degree performance appraisal	Sig. (2-tailed)	Results of first sub hypotheses
Hope	.791**	.000	Accepted
Efficacy	.778**	.000	Accepted
Resilience	.881**	.000	Accepted
Optimism	.684**	.000	Accepted

** . Correlation is significant at the 0.01 level (2-tailed).

4.8 Testing the second main hypothesis:

Table (7) explains the model summary of the study, the independent variable (360-degree Performance appraisal) as represented by the adjusted (R^2) illustrates 79.8% in achieving positive psychological capital. As a result, this means that other elements not studied in this study contribute 20.2% of the positive psychological capital.

Table (7) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.893 ^a	.798	.793	.32151	.798	162.257	1	41	.000

a. Predictors: (Constant), A

From table (8) the significance value is 0.000 which is less than 0.05. This, therefore, means that the model is statistical significance in predicting how 360-degree Performance appraisal impact on positive psychological capital. Furthermore, the overall model was significant as at a 5% level, the F calculated of significance was 162.257. Consequently, the second main hypothesis, which states that there is an impact of 360-degree Performance appraisal in achieving positive psychological capital collectively, is accepted.

Table (8) ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
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1	Regression	16.772	1	16.772	162.257	.000 ^b
	Residual	4.238	41	.103		
	Total	21.011	42			

a. Dependent Variable: positive psychological capital

b. Predictors: (Constant), 360-degree Performance appraisal

4.9 Testing second Sub- Hypothesis:

From the table below (9) the results presented to explain that there is a significant impact of 360-degree performance appraisal on hope as the outcomes shown that F calculated is 68.353 and revealed by a sig F change (p-value) of 0.000, 360-degree performance appraisal illustrates 79.1% impact on hope as represented by the (R^2). Moreover, there is a significant impact of 360-degree performance appraisal on Efficacy as the outcomes showed that F calculated is 62.753 and revealed by a sig F change (p-value) of 0.000, 360-degree performance appraisal illustrates 77.8% impact on Efficacy as represented by the (R^2). In addition, the results explain that there is a significant impact of 360-degree performance appraisal on Resilience as the outcomes show that F calculated is 142.605 and revealed by a sig F change (p-value) of 0.000, 360-degree performance appraisal illustrates a 99.1% impact on Resilience as represented by the (R^2). Finally, the results illustrate that there is a significant impact of 360-degree performance appraisal on Optimism as the outcomes show that F calculated is 36.104 and revealed by a sig F change (p-value) of 0.000, 360-degree performance appraisal illustrates 68.4% impact on Optimism as represented by the (R^2). This infers that all the second sub-hypotheses are accepted.

Table (9) regression analysis of the impact of 360-degree performance appraisal on Positive Psychological capital dimensions

	Unstandardized Coefficients		Standardized Coefficients	T	F Change	R Square	Sig. Change	F	Results of second sub Hypotheses
	B	Std. Error	Beta						
Hope	.851	.103	.791	8.268	68.353	.625	.000		accepted
Efficacy	.845	.107	.778	7.922	62.753	.605	.000		accepted
Resilience	1.035	.087	.881	11.942	142.605	.777	.000		accepted
Optimism	.709	.118	.684	6.009	36.104	.468	.000		accepted

5. Conclusion and recommendation

5.1 Conclusion

The result of the study indicated a positive correlation between 360-degree performance appraisal and positive psychological capital individually and in total, as there is a positive relationship between the main variable as well as between the independent variable with all the four dimensions of the dependent variable (Hope- efficacy- resilience- optimism). The research also showed that the largest association between the variables was found between resilience and 360-degree performance appraisal, while optimism and 360-degree performance appraisal had the least positive relationship.

In addition, there is an impact of 360-degree performance appraisal on positive psychological capital through the high level of employee resilience when they are facing difficulties.

Finally, a 360-degree performance appraisal raises a person`s awareness of how their performance is perceived by those around them and how it contrasts with how they perceive it themselves. By soliciting feedback from all sides, including supervisors, colleagues, subordinates, and customers, 360-degree performance appraisal aims to give bank employees the most accurate picture of their performance evaluation possible.

5.2 Recommendation:

- 360-degree Performance appraisal should be fully utilized in more organizations today for both evaluative and development purposes. It enhances employee performance, which subsequently enhances their Positive psychology.
- Due to the numerous benefits that might result from using 360-degree performance appraisal, managers should give this practice more consideration.
- Effective evaluation both the employee and the boss need to put in substantial preparation time. They must be aware of the purpose of appraisal as well as its goals and anticipated outcomes.
- Banks management should give an explanation to their employees related to their salary that considers it at the inadequate reflection of their Performance or make adjustments to increase their positive psychology.
- Banks management should encourage team spirit building among their employees by exchanging information between them and helping each other`s, which is considered an important dimension of positive, psychological capital.
- This study was conducted in the Private sector. The same study can be conducted in the public sector.

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