



## EMPLOYEE PERFORMANCE ASSESSMENT USING THE 360 DEGREE FEEDBACK METHOD AT PT NUSANTARA SEBELAS MEDIKA

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### ABSTRACT

This study explores the implementation of a 360-degree feedback performance appraisal system at PT Nusantara Sebelas Medika to enhance employee evaluation. Traditional appraisal systems often suffer from bias and limited perspectives, primarily focusing on supervisors and peers. This study applies the 360-degree feedback method, involving evaluations from supervisors, peers, subordinates, self-assessments, and customers. Data were collected from 10 respondents using purposive sampling. Results indicate that this method improves objectivity, provides comprehensive feedback, and helps employees identify their strengths and weaknesses. The findings underscore the method's potential for fostering a transparent, fairer appraisal system and enhancing employee motivation and organizational performance. This study contributes to the academic literature on performance appraisal systems, particularly within the healthcare sector, by demonstrating the benefits of multi-source feedback in performance evaluation.

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## 1. INTRODUCTION

Human resources (HR) are widely recognized as a critical asset that drives organizational success and sustainability. The performance of employees is a central factor in achieving corporate goals, improving productivity, and ensuring operational efficiency. HR is not merely responsible for task execution; it plays a key role in shaping the vision, mission, and strategic goals of an organization. In today's highly competitive and fast-changing business environment, organizations must optimize their human capital to adapt to new challenges and remain competitive [1][2].

An essential component of HR management is the performance appraisal system, which serves as a tool to assess employee achievements, identify training needs, and inform decisions on promotions and career development. Traditional performance evaluation systems, however, often fall short of providing a comprehensive, objective, and transparent assessment of employee performance. In many cases, such systems rely solely on evaluations from direct supervisors or peers, leading to potential biases, subjective judgments, and incomplete feedback. This narrow perspective may fail to capture the full scope of an employee's performance, including critical soft skills such as teamwork, leadership, and communication [3]. Moreover, when employees feel that the appraisal process is biased or lacks transparency, it can undermine motivation and create a negative impact on morale and organizational trust [4].

This research aims to address these shortcomings by exploring the effectiveness of the 360-degree feedback method as an alternative performance appraisal system at PT Nusantara Sebelas Medika, a healthcare organization located in East Java, Indonesia. Unlike traditional methods, the 360-degree feedback system involves gathering performance evaluations from multiple sources, including supervisors, peers, subordinates, self-assessments, and customers. This comprehensive feedback approach is designed to provide a more objective and holistic view of an employee's capabilities, thus minimizing the risk of bias and offering clearer insights into areas for improvement [5].

A key gap in the current literature is the limited focus on the implementation of 360-degree feedback systems in the healthcare sector, particularly in Indonesia. While there are numerous studies on the advantages of multi-source feedback in other industries [6], its application within healthcare organizations, where the quality of service and interpersonal skills are paramount, has not been sufficiently explored. Therefore, this study seeks to fill this gap by examining how the 360-degree feedback method can be applied in a healthcare setting to enhance the accuracy, fairness, and transparency of employee evaluations.

The urgency of this research is underscored by the growing demand for effective HR management practices in the healthcare sector, particularly as the industry faces increasing pressure to deliver high-quality services and meet patient expectations. In healthcare, the quality of service is directly linked to employee performance, making it crucial for organizations like PT Nusantara Sebelas Medika to implement an appraisal system that not only evaluates technical skills but also encourages continuous personal and professional development. Failure to address biases and shortcomings in the current performance appraisal system could hinder the organization's ability to effectively manage and develop its human resources, ultimately impacting service quality and organizational success.

This study is expected to contribute to both academic literature and practical applications in performance management, providing valuable insights into how the 360-degree feedback system can be used to improve employee evaluation in the healthcare sector. The research will also offer recommendations for PT Nusantara Sebelas Medika to implement a more effective, objective, and transparent performance appraisal system, thereby supporting the company's long-term goals and enhancing employee satisfaction and engagement.

## 2. RESEARCH METHODS

This study uses a qualitative research design with an applied research approach to explore and evaluate the current performance appraisal system at PT Nusantara Sebelas Medika. The focus is to test the effectiveness of implementing the 360-degree feedback method to address limitations in traditional evaluation systems. The research is structured into three stages: pre-field, fieldwork, and post-field. In the pre-field stage, a literature review establishes a theoretical framework, followed by exploratory interviews with employees to identify key concerns. The fieldwork stage involves data collection through observations, in-depth interviews, and document analysis.

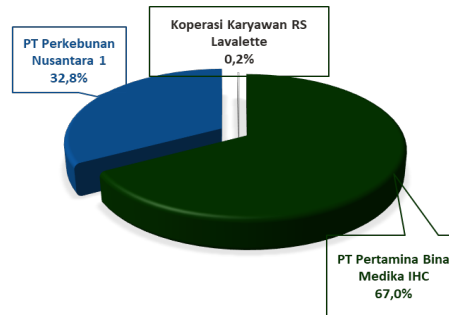
Observations provide real-time insights, interviews capture personal experiences, and document reviews offer context on current evaluation criteria. In the post-field stage, data will be analyzed using thematic analysis to identify patterns and validate findings through triangulation. A purposive sampling method will be used to select at least 10 participants from different organizational levels [7]. The 360-degree feedback instrument will assess job results, behavior, technical skills, and managerial skills, with feedback from supervisors, peers, subordinates, self-assessment, and customers. Ethical standards will be strictly followed, ensuring confidentiality and voluntary participation. The study's findings aim to improve objectivity, transparency, and fairness in employee evaluations, contributing to better performance management in organizations [8].

## 3. RESULT AND ANALYSIS

### Company overview

PT Nusantara Sebelas Medika is a healthcare services company based in Surabaya, East Java. Established in 2012, it became a subsidiary focused on managing hospitals and improving medical service quality. The company operates four main hospitals and several clinics across East Java, including Lavalette Hospital in Malang and Wonolangan Hospital in Probolinggo [9].

In 2020, PT Nusantara Sebelas Medika underwent a major restructuring, with PT Pertamina Bina Medika IHC owning 67% of the company, and PT Perkebunan Nusantara XI holding 32.8%. This restructuring aligned with the Ministry of State-Owned Enterprises' policy for consolidating state-owned hospitals to improve service quality and operational efficiency. As part of the Indonesian Healthcare Corporation (IHC), PT Nusantara Sebelas Medika aims to standardize healthcare service quality, improve patient care, and strengthen national healthcare resilience through synergies among state-owned enterprises.



**Figure 1.** Company shareholding composition  
Source: processed data (2025)

As of 2024, PT Nusantara Sebelas Medika employs a total of 974 workers, consisting of 538 permanent employees (PWTT) and 436 contract employees (PWT) [10]. In terms of educational background, the workforce is predominantly comprised of Diploma III graduates, totaling 453 individuals or 46.5% of the overall workforce. This composition reflects that the company possesses a workforce with strong technical skills to support the operations of its managed hospitals and clinics.

**Table 1.** Company workforce composition

Education	PWTT		PWT		Score		Persentase
	2023	2024	2023	2024	2023	20224	
SD	1	0	0	0	1	0	0,0%
SMP	1	1	0	0	1	1	0,1%
SMA	81	72	13	14	94	86	8,8%
D1	5	5	2	2	7	7	0,7%
D2	0	0	0	0	0	0	0,0%
D3	238	262	195	191	433	453	46,5%
D4	14	15	39	45	53	60	6,2%
S1	149	157	163	176	312	333	34,2%
S2	23	25	2	8	25	33	3,4%
S3	0	1	1	0	1	1	0,1%
Total	512	538	415	436	927	974	100,0%

Source: processed data (2025)

### Research findings

Based on observations, interviews, and document analysis, key findings were identified regarding the current performance appraisal method, the planned implementation of the 360-degree feedback method, and the factors influencing its implementation at PT Nusantara Sebelas Medika.

a. Current performance appraisal method

PT Nusantara Sebelas Medika currently uses the Employee Performance Achievement Assessment List (DP2K) method, involving only the supervisor and one peer. While this simple system provides structure, it is limited by subjective bias, lack of feedback from other stakeholders, and the absence of continuous feedback mechanisms. This has led to suboptimal employee development and aligns with Armstrong's (2014) view that such systems may undermine assessment validity and reliability.

b. Planned implementation of the 360-degree feedback method

In response, the company plans to implement the 360-degree feedback method, gathering evaluations from multiple sources: supervisors, peers, subordinates, self-assessments, and customers. This method is expected to enhance objectivity, provide comprehensive feedback for development, increase employee involvement, and support better managerial decisions regarding promotions and training.

c. Supporting and inhibiting factors for implementation

Supporting factors for implementing the 360-degree method include strong management support, employee understanding of feedback benefits, and a communicative work culture. However, challenges such as concerns about fairness, increased resource demands, and organizational readiness may hinder the adoption of this method. Comparative studies, including those at PT Petrokimia Gresik and Bank Bukopin Syariah Medan, confirm that 360-degree feedback improves objectivity and reduces bias, as evidenced by improved performance scores in the study.

Comparative studies, including those at PT Petrokimia Gresik and Bank Bukopin Syariah Medan, show that the 360-degree feedback method improves objectivity, transparency, and trust in performance evaluations. By incorporating feedback from supervisors, peers, subordinates, and self-assessments, it reduces bias and enhances the accuracy of reviews. In our study, this method led to higher scores for the Manager Corporate Secretary (91 to 92) and Assistant Manager Marketing & Business Development (83 to 90), demonstrating its effectiveness in delivering more balanced assessments.

#### List of appraisers for the 360-degree feedback performance evaluation

The 360-degree feedback method at PT Nusantara Sebelas Medika aims to create a more comprehensive and objective performance evaluation system. It gathers feedback from five sources: supervisors, peers, subordinates, self-assessment, and external parties like customers. This multi-source approach improves assessment validity and reliability by reflecting broader perspectives on employee performance. Tailored to each position, this method captures both internal and external views, aligning with the company's focus on high-quality healthcare services. It reduces bias, enhances accountability, and supports fair decision-making regarding promotions and training, while fostering a culture of transparency and continuous improvement.

#### Data processing for 360-degree feedback performance evaluation

The evaluation criteria are based on interviews with the Vice President of Human Capital & General Affairs (HCGA) and the company's vision, mission, and core values. This ensures alignment with Key Performance Indicators (KPIs), job responsibilities, and organizational culture. The evaluation is divided into four categories: Job Results (achievement, quality, timeliness), Behavioral Aspects (core values like Trustworthiness, Competence, Adaptability), Technical Capability (skills and health), and Managerial Aspects (leadership and decision-making). This structure evaluates both quantitative performance and development potential, offering a comprehensive view of each employee's contributions. Research by Susanto & Andriana (2019) shows that the 360-degree approach reduces bias, enhances fairness, and increases employee satisfaction, as seen in the improved and balanced appraisal scores at PT Nusantara Sebelas Medika.

#### Weighting of evaluators using the analytical hierarchy process (AHP)

To account for varying interaction levels and evaluator influence, weighting is done using the Analytical Hierarchy Process (AHP). AHP, as described by Saaty (1993), breaks down complex problems into a hierarchy and assigns priority weights through pairwise comparisons. After discussions with the HCGA department, the evaluator weights are determined as follows:

**Table 2.** Evaluator Weighting Using the AHP Approach

Evaluator	Weight
Supervisor	0,50
Peer	0,20
Subordinate	0,15
Self-Assessment	0,10
Customer	0,05

Source: Processed Data (2025)

Higher weights are given to supervisors (0.50) and peers (0.20) due to their frequent interactions and greater influence on employee performance. The customer weight (0.05) remains to assess external service without dominating the results. A consistency test with a CR value of 0.08 (<0.10) confirms the weights are reliable for data processing. This weighting ensures a more objective performance evaluation, reflecting each evaluator's contribution to the employee's work.

#### Assessment aspects

The four designed assessment aspects reflect a balance between performance (work results) and behavioral competency (behavioral and technical/managerial skills):

- a. Work results aspect focuses on the alignment of task achievement (job description) with the company's established performance standards. Evaluation is conducted using achievement classifications (ranging from far below target to exceeding 130% of expectations). This assessment ensures employees are evaluated objectively against clear and measurable targets.
- b. Behavioral aspect emphasizes the internalization of AKHLAK values as the core values of State-Owned Enterprises (SOEs), trustworthy, competent, harmonious, loyal, adaptive, and collaborative. The use of measurable behavioral indicators ensures that evaluation covers ethical, collaborative, integrity, and adaptive dimensions, all of which play a crucial role in fostering a productive work culture that supports corporate strategies.
- c. Technical Skills Aspect evaluates work skills, knowledge, self-development potential, and the physical and mental condition that support productivity. Referring to Noe, Hollenbeck, Gerhart, and Wright, technical skills are viewed as the foundational factors that influence work behavior and performance outcomes.
- d. Managerial Skills Aspect applies to positions such as Assistant Manager, Manager, Professional, and Top Management, encompassing leadership, decision-making, communication, subordinate coaching, as well as cost and profit sensitivity. This evaluation helps the company identify potential leaders capable of managing teams and resources efficiently.
- e.

#### **Weighting system and score calculation**

Each aspect is weighted based on the employee's job level and evaluator type (supervisor, peers, subordinates, self-assessment, and customers). Supervisors' evaluations carry the highest weight (50%-55%) due to their supervisory role, while other evaluators have weights ranging from 5%-25%. The final score is calculated by multiplying the average score for each aspect by its weight and the evaluator's weight, then summing them. This score determines performance grades (Grade I to V) and guides decisions on development, promotion, or performance improvement.

#### **Interpretation and follow-up**

The 360-degree feedback assessment provides not only a performance evaluation but also a detailed analysis of employees' strengths and weaknesses. The results guide the creation of development plans, including training, added responsibilities, career planning, and continuous performance monitoring. This system at PT Nusantara Sebelas Medika focuses on long-term competency growth, reinforcing a value-driven culture, and improving organizational effectiveness. It also helps align individual potential with company goals, supporting targeted coaching, career development, and talent retention, while promoting a culture of ongoing feedback and skill development.

#### **Employee development plan**

The employee development plan ensures continuous improvement aligned with 360-degree feedback results. It prioritizes technical and soft skills training to boost performance and support organizational goals. The plan includes three stages:

- a. Training and development plan from the previous year  
This stage documents all training programs that were previously planned, including both internal and external training, relevant to the employee's role or position. These plans are formulated based on prior performance evaluations, job requirements, and corporate strategies. Examples include leadership training for prospective managers, customer service training for frontline staff, or technical training for operational teams.
- b. Completed training and development  
This section records the realization of the previous year's development plan, detailing the training programs employees have attended and the outcomes achieved. An evaluation is conducted to measure the program's effectiveness, specifically the extent to which the training enhanced the required skills or competencies. This documentation helps management assess whether the implemented development programs have had a tangible impact on individual performance.
- c. Training needs and development plan for the following year  
This stage focuses on planning future training initiatives, based on the most recent performance evaluation results and identified areas for improvement. Development programs may include: Additional technical training (e.g., new technology utilization or professional certifications), Soft skills development (leadership, communication, problem-solving), Special assignments (job enrichment or job rotation) to broaden experience, Mentoring or coaching programs led by senior supervisors. Through this approach, employee development becomes targeted, relevant, and sustainable.

### Endorsement sheet

The endorsement sheet ensures performance appraisal results are accountable, objective, and transparent. It has two key steps: first, the employee receives official feedback and can agree or disagree with the results, documenting any objections in writing. Second, the evaluating officer provides a response, either clarifying or reinforcing the appraisal. This process helps resolve disputes fairly, reduces conflicts, and strengthens trust in the system. By allowing employees to express concerns and receive clear responses, it fosters healthy communication and perceptions of fairness, ultimately boosting employee satisfaction, motivation, and loyalty.

### Signatory process

To ensure the validity of the performance appraisal process, each evaluation result must be signed by relevant parties. For the Supervisor Evaluation Form, signatures are required from the evaluator, their superior, the superior one level above the employee, and the employee. The Peer Evaluation Form requires signatures from the peer and the employee. For the Subordinate Evaluation Form, signatures are provided by the subordinate and the evaluated employee. The Self-Evaluation Form is signed by both the evaluator's supervisor and the employee. This signatory process ensures agreement, validation, and transparency, minimizing disputes and supporting accountability. It also upholds Good Corporate Governance (GCG) principles, ensuring that decisions are based on accurate, approved, and ethically accountable data.

### Results of the existing performance appraisal

**Table 3.** Results of the existing performance assessment of PT Nusantara sebelas medika

No	Employees evaluated	Level	Employee evaluator	Value	Score	Final score
1	Manager Corporate Secretary	Supervisor	Corporate Secretary	92	85	91
		Coworkwr	Manager Medical Operation	89	85	
2	Ast. Man. Marketing & Business Development	Supervisor	Marketing & Business Development	87	85	83
		Coworker	Ast. Man. Investment Procurement & IT	78	85	

Source: processed data (2025)

The performance appraisal at PT Nusantara Sebelas Medika is done annually, involving a supervisor and a peer. The Corporate Secretary Manager scored 91, exceeding the target of 85, while the Assistant Manager of Marketing & Business Development scored 83, below the target.

### Results of the performance appraisal using the 360 degree feedback method

**Table 4.** Results of the 360 degree feedback method performance assessment of PT Nusantara sebelas medika

No	Employee evaluator	Level	Employee evaluator	Score	Target	Final score
1	Manager Corporate Secretary	Supervisor	Corporate Secretary	92	85	92
		Coworker	Staff Corporate Secretary	90	85	
		Subordinate	Manager Medical Operation	88	85	
		Self assessment	Manager Corporate Secretary	96	85	
		Customer	Petugas Ekspedisi sebagai Jasa Pengiriman Surat Menyurat	94	85	

No	Employee evaluator	Level	Employee evaluator	Score	Target	Final score
2	Ast. Man. Marketing & Business Development	Supervisor	Manager Marketing & Business Development	90	85	90
		Coworker	Ast. Man Invesment, Procurement, & IT	88	85	
		Subordinate	Staff Marketing & Business Development	86	85	
		Self assesment	Ast. Man. Marketing & Business Development	95	85	
		Customer	Petugas HSE sebagai Pengguma Jasa Medical Checkup	92	85	

Source: processed data (2025)

PT Nusantara Sebelas Medika has implemented the 360-degree feedback method to improve evaluation objectivity. This method involves five evaluators: Supervisor, Peers, Subordinates, Self-assessment, and Customers. The Corporate Secretary Manager (92) and Assistant Manager of Marketing & Business Development (90) exceeded the target of 85, with weights assigned as follows: Supervisor (50%), Peers (20%), Subordinates (15%), Self-assessment (10%), and Customers (5%). This approach reduces bias and offers a more comprehensive view of performance. Studies show 360-degree feedback improves performance by 15%, boosts communication, self-awareness, and job satisfaction, while enhancing fairness and supporting continuous improvement and alignment with organizational goals.

#### Comparison of results: 360-degree feedback and existing appraisal system

**Table 5.** Comparison of existing assessment with the 360 degree feedback method assessment model

No.	Comparison factor	Existing	360 Derajat
1	Assessment aspect	1. Work result	1. Work result
		2. Character/behaviour	2. Character/behaviour
		3. Technical skills	3. Technical skills
		4. Manajerial skill	4. Manajerial skills
2	Evaluator		1. Supervisor
		1. Supervisor	2. Coworker
		2. Coworker	3. Subordinate
			4. Self
			5. Customer

Source: processed data (2025)

A comparison of the existing appraisal method and the 360-degree feedback method revealed key differences. While both assess work results, behavior, technical skills, and managerial abilities, the 360-degree feedback method includes feedback from a wider range of evaluators: supervisor, peers, subordinates, self-assessment, and customers, compared to just a supervisor and a peer in the existing system. Results showed that the Corporate Secretary Manager's score increased from 91 to 92, and the Assistant Manager's score rose from 83 to 90 with the 360-degree method. The higher scores can be attributed to broader evaluator input, which uncovers positive aspects missed by supervisors or peers, as well as the subjective nature of self-assessments and supportive subordinate evaluations.

**Table 6.** Comparison of final assessment outputs

No.	Assessed employee	Existing	360 Degree	Target
1	Manager corporate Secretary	91	92	85
2	Ast. Man. Marketing & Business Development	83	90	85

Source: processed data (2025)

The 360-degree feedback method reduces bias by including feedback from multiple sources, such as supervisors, peers, subordinates, self-assessments, and customers, enhancing evaluation validity and improving performance scores. A T-test shows significant differences between the two methods ( $p = 0.008$ ), indicating the 360-degree method provides more objective and accurate results. The weighting scheme, with supervisors holding the highest weight (50%), ensures a balanced appraisal. This method typically leads to higher scores and improved validity, capturing strengths in teamwork, customer relations, and collaboration that may be overlooked in traditional evaluations [11].

**Table 7.** Results of performance assessment using the 360 degree feedback method

Position	Evaluator (a)	Value (b)	Target (c)	% (d)	% x score (e)	Final score $\Sigma$ (e)
Manager Corporate Secretary	Supervisor	92	85	50%	46	92
	Coworker	90	85	20%	18	
	Subordinate	88	85	15%	13	
	Self	96	85	10%	10	
	Customer	94	85	5%	5	
Ast. Man. Marketing & Business Development	Supervisor	90	85	50%	45	90
	Coworker	88	85	20%	18	
	Subordinate	86	85	15%	13	
	Self	95	85	10%	10	
	Customer	92	85	5%	5	

Source: processed data (2025)

### Verification and validation of the 360-degree feedback performance appraisal

The 360-degree feedback method at PT Nusantara Sebelas Medika was verified and validated to ensure accurate, relevant, and aligned appraisal results. The validation process included developing a questionnaire to assess factors like information quality, implementation ease, flexibility, alignment with company goals, and compliance with timelines. Data was collected through interviews and questionnaires in June 2025. Key findings from the Vice President of Human Capital & General Affairs (HCGA) revealed that the appraisal covers job results, behavior, technical competencies, and managerial skills. The 360-degree method provides comprehensive feedback from multiple sources but is complex and time-consuming without digital systems. It is flexible, relevant to all job levels, and aligned with the company's values of collaboration and communication. The method's successful adoption requires adequate technological support to improve efficiency in data collection and processing. The study also highlights important implications for the company's performance appraisal system:

- a. Enhanced objectivity and accuracy of evaluations.  
Involving multiple parties—supervisors, peers, subordinates, self-assessments, and customers—reduces bias and results in more comprehensive performance evaluations. The broader range of evaluators ensures that the results reflect more than just the perspectives of supervisors or peers, capturing contributions that might otherwise be overlooked.
- b. Increased self-awareness and employee development.  
Feedback from multiple perspectives gives employees a clearer understanding of their strengths and weaknesses, motivating them to enhance both technical and behavioral competencies in alignment with company needs.
- c. Stronger perception of procedural fairness.  
The multi-party involvement fosters greater transparency and trust in the performance evaluation system, thereby improving employee motivation, commitment, and loyalty toward the company.
- d. Improved communication and collaboration across divisions.

The appraisal process acts as a medium for information exchange and cross-unit understanding, strengthening teamwork and cultivating a collaborative organizational culture.

For the 360-degree feedback method to be effective, PT Nusantara Sebelas Medika must provide adequate evaluator training, ensure technological support for efficient data collection and analysis, and foster a constructive feedback environment. This study shows that involving multiple evaluators supervisors, peers, subordinates, self, and customers improves the accuracy and validity of evaluations. It also emphasizes the importance of communication, evaluator training, and IT infrastructure for successful implementation. The findings confirm that the method enhances self-awareness, motivates employee development, and strengthens the fairness and transparency of the appraisal system, leading to increased employee motivation, engagement, and loyalty.

#### **4. CONCLUSION**

This study provides valuable insights into the current performance appraisal system at PT Nusantara Sebelas Medika, identifying its limitations in objectivity, fairness, and comprehensiveness. The research demonstrates that implementing the 360-degree feedback method can address these gaps by providing a more holistic evaluation from multiple sources, including supervisors, peers, subordinates, self-assessments, and customers. The findings suggest that the 360-degree feedback method can significantly improve the transparency and fairness of employee evaluations, fostering a more participatory and collaborative work culture. By employing a rigorous, multi-method approach to data collection and analysis, this study contributes to the academic literature on performance management, particularly in the healthcare sector, and offers practical recommendations for organizations seeking to enhance their performance appraisal systems. The study's recommendations aim to guide PT Nusantara Sebelas Medika in implementing a more objective and effective evaluation process, ultimately supporting better employee development and organizational success.

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