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## Analysis applicability of 360-degree feedback performance appraisal as a new technique performance appraisal for civil servants

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### ABSTRACT

The literature on 360-degree feedback performance appraisal systems has attracted considerable attention by showing a link between behavior change and individual performance. This study aimed to analyze the strengths, weaknesses, opportunities, and threats to the 360-degree feedback performance appraisal system for Civil Servants in the City Government of Medan. To determine the participants in this study, it was calculated using the formula, Slovin. The data was collected through observations, interviews, and literature studies. Data analysis used qualitative descriptive analysis. The data results would be used to determine the strengths, weaknesses, opportunities, and threats to the implementation of the Civil Servants' 360-degree feedback performance assessment system in the City Government of Medan. The strategy of implementing a 360-degree feedback performance appraisal system as a performance assessment system for Civil Servants in the City Government of Medan was creating a joint commitment to support a fair and objective performance appraisal system, implement a 360-degree feedback performance appraisal system as an effective performance appraisal system for Civil Servants in the City Government of Medan, involving the participation of many parties to formulate assessment instruments, involving the participation of several parties at each interconnected level to act as an assessment team, improving the competence of human resources in conducting the appraisal process, establishing performance appraisal instruments that reflect aspects of actual attitudes, behaviors, morals, skills, and work outcomes, creating stages and performance appraisal standards, and using information and communication technology (ICT) in the delivery of appraisal instruments.

**Keywords:** SWOT analysis, 360-Degree feedback performance appraisal system

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## INTRODUCTION

Success in achieving the organization's plans and goals is the result of the performance of its employees. The performance of each member of the organization is directly related to the performance of the organization. Performance assessment is a major component in an organization's performance management system that serves as a tool for measuring and achieving performance plans. Njuguna and Maende (2017) explain that a performance assessment system will motivate employees to commit to their work. Iqbal, et al (2013) writes that the basic goal of a performance assessment system is to improve employee performance which will lead to organizational success. Anso (2014) mentioned that performance appraisal is used for career development, personal growth improvement, and to improve employee performance and for an organization. Deep, et al., (2014) assert that the system of performance appraisal can be used to support employees to have a great commitment to the organization.

Theoretically, many methods can be used to conduct an assessment of employee performance. The determination of performance assessment methods is based on the need and conformity to the organizational objectives and conditions of the assessment object. One effective performance assessment method used for an organization is the 360 Degree Feedback Performance Assessment. Performance assessment of 360 degrees is a performance assessment method that involves evaluation input from many levels in the company as well as from sources external (Mondy, 2008).

The implementation of the employee work performance assessment system that applies in the City Government of Medan, shows the performance assessment carried out by the superior to his subordinates. To achieve an employee performance appraisal system within a framework of maximum performance management for Civil Servants, you should use a 360-degree feedback Performance Assessment System, as mandated in the Government Regulation of the Republic of Indonesia Number 30 of 2019. Based on Article 37 in Government Regulation of the Republic of Indonesia Number 30 of 2019, it is stated that work behavior assessment can be carried out for Civil Servants Performance Appraisal Officer, colleagues at the same level, and/or direct subordinates. This is in accordance with the definition of a 360-degree feedback performance appraisal system, which is a performance assessment approach that involves more than one source for assessment information, where feedback will be obtained from subordinates, colleagues, and superiors at every level. related to assessed officers (Bateman and Snell, 2014).

The purpose of this study is: First, to explore the perception of Civil Servants in the City Government of Medan about the 360-degree feedback performance appraisal system. Second, knowing the strengths and opportunities obtained by the City Government of Medan for Civil Servants about the 360-degree feedback performance appraisal system. Third, explore the weaknesses and threats faced by Civil Servants in the City Government of Medan against the 360-degree feedback performance appraisal system. The purpose of this study is to contribute thought to policymakers that a 360-degree feedback performance appraisal system can support the performance of Civil Servants in the City Government of Medan.

## LITERATURE REVIEWS

### 360 Degree Feedback Performance Assessment System

A 360-Degree feedback performance appraisal system is an approach that involves more than one source for assessment information, where feedback will be obtained from subordinates, co-workers, and superiors as well as at every level related to employees (Bateman and Snell, 2014). Eaisalou (2014) defines 360-degree performance as a formal process in which an individual receives feedback from multiple individuals or "appraisers" who regularly interact with the person being reviewed. The goal is to provide feedback to people who are assessed about their performance for their behavior, results, and potential, while identifying and setting development goals.

To strengthen the study material of this study, it can be used several previous studies, including lusadum, and Leo (2021) explained that the 360-degree feedback performance appraisal system has a positive influence. Significant to employee productivity. Karkoulia., et al, (2019) mentions that a 360-degree feedback performance appraisal serves to improve employees' innovative work behavior. Haddad et al., (2019) wrote that the 360-Degree Performance Appraisal System has an impact on employees' perception of fairness in the assessment system implemented within the organization. Ylenia, et al., (2019) confirms that performance appraisal can drive individual innovation and creativity in the workplace. Das and Panda (2018) stated that there is a positive correlation between 360 Degree feedback performance appraisal, Organizational Justice, and Organizational Sustainability. Siddiqui (2017) argues that 360-degree feedback work helps employees in their career development, as well as improves organizational performance.

## SWOT Analysis

To know and analyze the core resources and competencies possessed by an organization, among others is through the concept of Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis, which provides an understanding that an organization must adapt its various internal activities to external realities to achieve the expected goals. Opportunities will provide opportunities for an organization, if the organization manages the resources it has to seize the opportunities that exist. (Katsioloudes, 2006).

## METHODS

### Research Design and Instrument

The method used in writing this research is the Literature Study method, namely through the collection of materials, data, and information from various literature such as books, journals, and articles related to the problems discussed. The discussion is carried out descriptively analysis to explain various things related to the title of the study.

### Participants

To determine the participants in this study, it was calculated using the formula, Slovin. The Slovin formula is used to determine the sample size of the population of 5,580 Civil Servants. The error limit used is 5% based on the agreed social sciences. The formula of Slovin can be written as follows:

$$n = \frac{N}{1 + N e^2}$$

where:

e = Error rate in sampling.

N = Population.

n = The size of the sample.

$$n = \frac{5.580}{1 + 5.580 (5\%)^2} = 373,24 = 374 \text{ People}$$

From the calculations above, it was determined that the participants would be surveyed as many as 374 people in each work unit of the City Government of Medan Regional Device Organization.

### Data Analysis

The data analysis method used in this study is a qualitative research method. Qualitative methodology refers in a broad sense to research that produces descriptive data in the form of written or spoken words of a person and observable behavior.

The stages of data analysis, namely: First, data codification is the stage where researchers name the results of research so that the classification of themes from the results of the study is obtained. Second, data presentation is the stage where researchers use matrix and diagrams to present research finding so that categories or groupings can be created. Third, withdrawal or verification is the stage where the researcher interprets the findings in the research process so that a conclusion can be determined from the findings of the data. (Afrizal, 2016).

## RESULTS AND DISCUSSION

### SWOT Analysis 360 Degree Feedback Performance Appraisal System

Based on descriptive data obtained by observation methods, interviews, and documentation search results, the author determines the performance score of the object by way of judgment (judgment value).

The rating scale for positive factors, i.e., Strength and Opportunity are:

1 = Very Weak

2 = Weak

3 = Strong

4 = Very Strong

The assessment scale for negative factors, namely Weaknesses and Threats is:

- 1 = Very Strong
- 2 = Strong
- 3 = Weak
- 4 = Very Weak

The weight value is determined based on how important the Positive Factor (Strengths and Weaknesses), and the Negative Factors (Weaknesses and Threats) are influential, which is adjusted according to the results of the review of the 360-degree feedback performance appraisal system theory. The total maximum weight value is a value of 1 (one). To facilitate the provision of value and weight, the Internal Factor Analysis Strategy (IFAS) and External Factor Analysis Strategy (EFAS) Tables will be used.

### **Internal Environmental Analysis**

Based on internal environmental analysis, Positive factors can be identified as "Strengths and Weaknesses" in the 360-degree feedback performance appraisal system staging analysis model in the City Government of Medan. The factors that become "Strengths and Weaknesses" are explained as follows:

#### ***Strength (S).***

The most dominant variables as a "Strengths" factor to support the analysis of the 360-degree feedback performance appraisal system in the City Government of Medan, among others: First, support of more than one source for performing a performance appraisal process. Second, a new perspective on assessing one's attitudes, behaviors, morals, skills, and abilities. Third, is the creation of fairness and objectivity in performance appraisal. Fourth, is the creation of quality performance appraisal data.

To determine the score value of each statement on the variable "Strength", first determined the indicators of the statement to be determined into the strength possessed, ranging from the highest strength to the lowest. The overall score for the "Strength" variable is 100 percent. In the "Strength" variable, the highest strength is "Support of more than one source to carry out the performance assessment process", to the lowest strength, namely "The creation of fairness and objectivity in performance assessment, as well as the creation of performance assessment data. quality". After the strength identification process, seven forces were obtained as support in the analysis of the 360-degree feedback performance appraisal system in the City Government of Medan.

For the weight value of each statement on the variable "Strength" obtained from the assessment scale that is the value of "4" with the category "Very Strong". The total value is obtained from the multiplication between the score value and the rank scale value. The overall score for the variable "Strength" of "4" is obtained from the sum of the total value on each statement.

#### ***Weakness (W)***

Variables that can be a factor "Weakness" in influencing the analysis of the implementation of the 360-degree feedback performance appraisal system in the City Government of Medan, among others: First, need active support and commitment from the top management as well as all parties involved as appraisers. Second, is the involvement of many parties in the formulation of assessment instruments. Third, it requires direction and training for all parties who act as appraisers. Fourth, it requires long stages and time in the performance appraisal process. Fifth, information technology support is needed in presenting good assessment instruments. To meet these five points, it will take energy, and time from each individual involved as an appraiser, as well as adequate costs to support an effective appraisal process.

To determine the score value of each statement on the variable "Weakness", first determined the indicators of the statement to be determined to be weaknesses, ranging from the highest weakness to the lowest. The overall score for the variable "Weakness" is 100 percent. On the "Weakness" variable, the highest weakness is "Required active support and commitment from the top management and all parties involved as appraisers", up to the lowest strength is "Information technology support is needed in presenting the assessment instrument that is well". After the weakness identification process was carried out, seven weaknesses were obtained as vehicles in the 360-degree feedback performance appraisal system staging analysis model in the City Government of Medan.

For the weight value of each statement on the variable "Weakness", obtained from the rating scale is the value of "4" with the category "Very Strong", and the value "3" with the category "Strong". The total value of each statement is obtained from the multiplication between the score value and the rank scale value. The overall value for the variable "Weakness" of "3.4" is obtained from the sum of the total values on each statement.

Based on all the variables that are strengths and weaknesses in the analysis of the 360-degree feedback performance appraisal system in the City Government of Medan, grouping is carried out to obtain an Internal Factor Analysis Strategy (IFAS). The strength mentioned above is a supporting factor in the implementation of the 360-degree feedback performance appraisal system as an effective performance assessment system for Civil Servants in the City Government of Medan. The weaknesses mentioned above can be solved by establishing an efficient and effective performance management system policy.

The results of a study of the Internal *Factor Analysis Strategy* (IFAS) on the 360-degree feedback performance appraisal system can be seen in Table-3, below:

**TABLE 1. Internal Factor Analysis Strategy (IFAS)**

No.	Strength ( <i>Strength-S</i> ):	Score	Weight	Total
1	It involves more than one source for assessment information, where feedback will be obtained from subordinates, co-workers and superiors as well as any associated levels.	0,2	4	0,8
2	Offers a new perspective in conducting assessments of one's skills, and abilities.	0,2	4	0,8
3	Offers a new perspective on conducting behavioral assessments, or actions of a person against the values of the organization as a whole.	0,2	4	0,8
4	Open up more open communication between several parties.	0,2	4	0,8
5	Creating fairness and objectivity in performance assessments.	0,2	3	0,6
6	Quality performance assessment data.	0,2	3	0,6
7	Handle differences of opinion constructively.	0,2	3	0,6
	<i>Total Strength</i>			5
No.	Weakness ( <i>Weakness-W</i> ):	Score	Weight	Total
1	Requires active support and commitment from top management as well as all parties involved as appraisers.	0,4	2	0,8
2	Involvement of many parties in the formulation of assessment instruments.	0,3	2	0,6
3	It takes direction, and training for all parties who act as assessors, so as to have a good understanding in the performance assessment process.	0,3	2	0,6
4	The performance achievements of each individual, adjusted to the goals, objectives, and work standards of the organization.	0,3	2	0,6
5	Requires long stages and time in the performance appraisal process.	0,3	2	0,6
6	Information technology support is needed in presenting good assessment instruments.	0,3	2	0,6
7	All parties who act as assessors, must give full attention and adequate time to carry out the appraisal process.	0,3	2	0,6
	<i>Total Weaknesses</i>			4,4
	<b><i>Total (S-W)</i></b>			<b>0,6</b>

### External Environmental Analysis

Based on external environmental analysis, the negative factor can be identified as "Opportunity and Threat" in the 360-degree feedback performance appraisal system staging analysis model in the City Government of Medan. The factors that become "Opportunities and Threats" are explained as follows:

#### *Opportunity (O).*

The most dominant variables as a factor are "Opportunity" in supporting the analysis of the 360-degree feedback performance appraisal system in the City Government of Medan, among others: First, the changes in attitudes, behaviors, and morals so that it can improve individual performance. Second, the creation of innovative work behaviors, work commitments, and supporting creativity for each individual. Third, it can specifically improve individual performance, and in general, can improve organizational performance.

To determine the score value of each statement on the variable "Opportunity", it is first determined that the indicators of the statement to be determined to be "Opportunity", ranging from the highest to lowest odds. The overall score for the variable "Opportunity" is 100 percent. On the "Opportunity" variable, the highest chance that can be obtained is "the changes attitudes, behaviors, and morals so that it can improve individual performance", until the lowest chance is "specifically able to improve individual performance, and in general, can improve

individual performance" organizational performance". After the "Opportunity" identification process is carried out, seven "Opportunities" are obtained as supporting factors in the analysis of the 360-degree feedback performance appraisal system in the City Government of Medan.

The weight value of each statement on the variable "Opportunity" is obtained from the appraisal scale that is the value of "4" with the category "Very Strong". The total value of each statement is obtained from the multiplication between the score value and the rank scale value. The overall value for the variable "Odds" of "4" is obtained from the sum of the total values on each statement.

#### **Threats (T).**

Variables that can be a "Threats" factor in influencing the analysis of the 360-degree feedback performance appraisal system in the City Government of Medan, among others: First, each individual must perform the task correctly. Second, each individual must work accurately and thoroughly. Third, each individual must comply with the provisions and standards regarding the completion of the work, time, and values of the organization. Fourth, every individual must be able to communicate and cooperate.

To determine the score value of each statement on the "Threats" variable, it is first determined that the statement indicators be determined to be a threat to the presence of resource weaknesses, ranging from the highest threat to the lowest. The overall score for the "Threat" variable is 100 percent. In the variable "Threats" which is the highest threat that can occur is "Every individual must perform the task correctly", to the lowest threat the psychological state that binds a person to be able to do work according to the provisions", standards, and values that apply within the organization" After the identification process of "Threats" which can occur due to various weaknesses, six threats were identified that became inhibiting factors in the analysis of the 360-degree feedback performance appraisal system in the City Government of Medan.

The weight value of each statement on the variable "Threat" is obtained from the ranking scale i.e., the value "4" with the category "Very Strong", and the value "3" with the category "Strong". The total value of each statement is obtained from the multiplication between the score value and the rank scale value. The overall score for the variable "Threat" of "3.2" is obtained from the sum of the total values on each statement.

Based on all the variables that become "Strength and Weakness" in support of the analysis of the implementation of the 360-degree feedback performance appraisal system in the City Government of Medan, grouping is carried out to obtain an External Factor Analysis Strategy (EFAS).

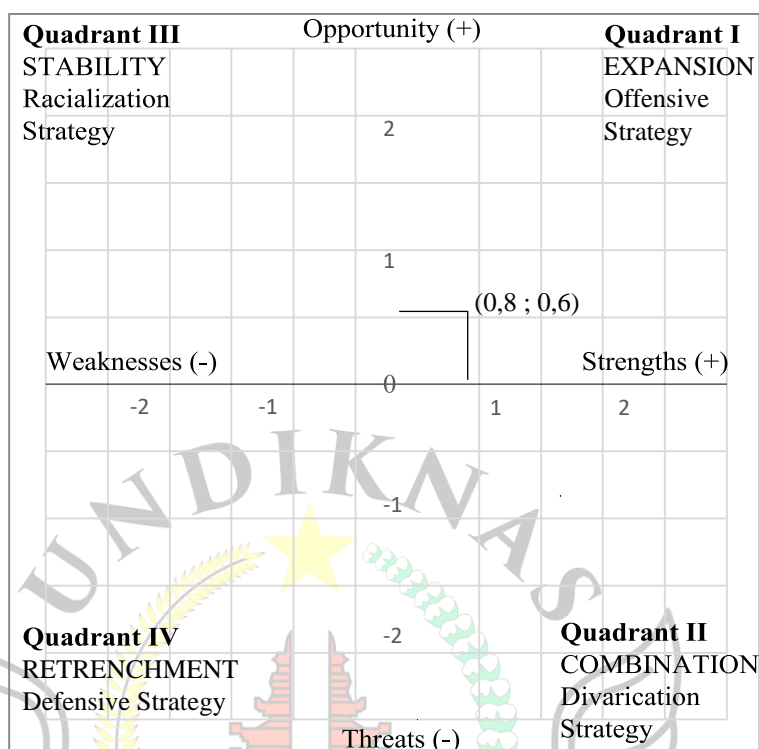
The results of the study of the External Factor Analysis Strategy (EFAS) on the implementation of a 360-degree feedback performance appraisal system as a performance assessment system for Civil Servants in the City Government of Medan, can be seen in Table-4, below:

**TABLE 2. External Factor Analysis Strategy (EFAS)**

No.	Opportunities (Opportunities-O):	Score	Weight	Total
1	It can change attitudes, behaviors, and morals so that it can improve individual performance.	0,2	4	0,8
2	Provide a unique opportunity for each individual to judge themselves.	0,2	3	0,6
3	Support the creation of innovative work behaviors for each individual.	0,2	4	0,8
4	Support the creation of a good work commitment for each individual.	0,2	4	0,8
5	Support a more effective career development process.	0,2	3	0,8
6	Encourage individual creativity in the workplace.	0,2	3	0,8
7	Improve organizational performance.	0,2	3	0,8
	<i>Total Opportunity</i>			5,4
No.	Threat (Threats-T)	Score	Weight	Total
1	Each individual must perform the task correctly.	0,4	2	0,8
2	Each individual must work accurately and thoroughly.	0,4	2	0,8
3	Every individual must be disciplined and present on time.	0,4	2	0,8
4	Each individual should always evaluate the work completed.	0,4	2	0,8
5	Each individual must communicate well and be open to others.	0,4	2	0,8
6	The psychological state that binds a person.	0,3	2	0,6

<i>Total Threats</i>	4,6
<b><i>Total (O-T)</i></b>	<b>0,8</b>

So, the internal factor evaluation value is 0.6; while the external factor evaluation value is 0.8.



**FIGURE 1. Matrix SWOT**

Based on the figure above, it can be explained that based on the weight and rating of each element in the SWOT Matrix, it is known that the position of the 360-degree feedback performance appraisal system as a performance appraisal system for Civil Servants in the City Government of Medan is in Quadrant I, namely the Quadrant of Offensive Strategy (Expansion) located at the coordinate point (0.6; 0.8). This position explains that the 360-degree feedback performance appraisal system on 'strong Internal and External Conditions', where with this condition, the 360-degree feedback performance appraisal system has a good chance to be implemented as a performance appraisal system for Civil Servants in the City Government of Medan, which is supported by various elements of strength and opportunity, and strive to minimize weaknesses and threats.

### **360-Degree Feedback Performance Appraisal System Implementation Strategy through SWOT Analysis.**

Based on the results of the SWOT analysis study of the performance appraisal system for Civil Servants in the City Government of Medan mentioned above, the author tried to outline some strategies that need to be established for the implementation of a performance appraisal system for Civil Servants in the City Government of Medan through SWOT Analysis, namely:

1. SO (Strength and Opportunities) strategy, which is a strategy that further optimizes Strength to take advantage of opportunities. The forms of the SO strategy are:
  - a) Building core competencies as an appraiser, which is the ability that must be possessed by each individual who acts as an appraiser, so as to be able to carry out the role of the assessor effectively and have a good understanding in carrying out the performance appraisal process.
  - b) Develop active support and participation from top management to support the creation of an organizational performance management system.
  - c) Building good relationships and communication for all parties involved as an assessment team, so as to have a commitment to creating harmonization in the assessment process.
  - d) Prepare information technology-based facilities in presenting good assessment instruments. This effort is one form of integrated assessment concept.
  - e) Prepare performance appraisal instruments that reflect actual aspects of attitude, behavior, morals, skills, and work outcomes.
  - f) Create stages of the performance assessment process, so as to create regularity and timeliness for

- the completion of the assessment process.
- g) Prepare operational standards of work as a measure in conducting the individual performance assessment process.
  - h) Creating a simple bureaucracy in the assessment process, making it easier to give and receive feedback.
2. WO (Weakness and Opportunities) strategy, which is a strategy that minimizes Weakness by utilizing the opportunity. The forms of the WO strategy are:
    - a) Building an organizational performance management system, so that it can support the creation of overall organizational performance.
    - b) Building information technology-based facilities in presenting good assessment instruments, so as to provide ease, speed, and accuracy of performance assessment results.
    - c) Building an effective performance scoring system, so as to support a more effective career development process.
    - d) Presenting performance appraisal instruments that are reflected with aspects of actual attitudes, behaviors, morals, skills, and work results, so as to guarantee the quality of assessment results.
    - e) Support the creation of fairness and objectivity in performance appraisal, so as to provide opportunities for a person to improve individual performance.
    - f) Support an open and quality performance assessment process, so as to change attitudes, behaviors, morals, and good work commitments for each individual.
    - g) Conduct briefings, and training for all parties who act as an assessment team, so as to have a good understanding of the performance assessment process.
    - h) Increase the important role of all parties acting as an assessment team, so as to be willing to give full attention and adequate time to carry out the assessment process.
  3. ST (Strength and Threats) strategy, which is a strategy that uses Strength to overcome Threats. The forms of the ST strategy are:
    - a) The City Government of Medan must make the 360-degree feedback performance appraisal system an effective performance assessment system for Civil Servants in the City Government of Medan.
    - b) The City Government of Medan must make the 360-degree feedback performance appraisal system a performance management system to support the planning and career development of Civil Servants.
    - c) The City Government of Medan must implement a 360-degree feedback performance appraisal system as an information technology-based system to support ease, speed, and accuracy in the process of performance appraisal.
    - d) Adjusting the rules, work standards, and values of the organization that have been established as supporting resources in compiling the instrument of the 360-degree feedback performance appraisal system.
    - e) The use of a 360-degree feedback performance appraisal system, can reflect performance appraisal reviewed from aspects of attitudes, behavior, morals, skills, and actual work outcomes.
    - f) The use of a 360-degree feedback performance appraisal system, can support the involvement of more than one source for assessment information.
    - g) The use of a 360-degree feedback performance appraisal system, can support the creation of good cooperation and communication from all parties involved as an assessment team.
    - h) The use of a 360-degree feedback performance appraisal system, can support employee career planning and development.
  4. WT (Weakness and Threats) strategy, which is a strategy that minimizes Weakness and avoids Threats. The forms of the WT strategy are:
    - a) Building a shared commitment to support a good organizational performance management system.
    - b) Implement a 360-degree feedback performance appraisal system as a performance assessment system for Civil Servants in the City Government of Medan.
    - c) Prepare information technology-based facilities in presenting good appraisal instruments, so as to provide ease, speed, and accuracy of performance assessment results.
    - d) Prepare performance appraisal instruments that reflect actual aspects of attitude, behavior, morals, skills, and work outcomes.
    - e) Prepare the stages and standards of performance appraisal as a form of guideline for the assessment team in the performance appraisal process.
    - f) Conduct briefings, and training for all parties who act as an assessment team, so as to have a good understanding of the performance appraisal process.



- g) Preparing an employee career development program as a form of appreciation for each individual who has good performance.

## CONCLUSIONS AND SUGGESTION

Based on the results of the discussion of this study, it was concluded that the strategy of implementing a 360-degree feedback performance appraisal system as a performance assessment system for Civil Servants in the City Government of Medan, including First, creating a joint commitment to support a fair and objective performance appraisal system. Second, Implement a 360-degree feedback performance appraisal system as an effective performance appraisal system for Civil Servants in the City Government of Medan. Third, it involves the participation of many parties to formulate assessment instruments. Fourth, it involves the participation of several parties at each interconnected level to act as an assessment team. Fifth, Improving the competence of human resources in conducting the appraisal process. Sixth, establish performance appraisal instruments that reflect aspects of actual attitudes, behaviors, morals, skills, and work outcomes. Seventh, Create stages and performance appraisal standards. Eighth, The use of information and communication technology (ICT) in the delivery of appraisal instruments.

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