

## **Employee Perception of Employee Performance Assessment at The Ministry of Health Polytechnic Surabaya**

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### **Abstrak**

*This study aims to examine employee perceptions of performance appraisal at the Surabaya Ministry of Health Polytechnic, an institution where appraisal practices play a critical role in employee motivation and organizational development. A descriptive census approach was employed involving all 90 employees, with data collected through a validated online questionnaire and analyzed using descriptive statistics. The findings indicate that employees generally perceive the appraisal process as fair, transparent, and objective, with most respondents reporting satisfaction and motivation to improve their career development. Nevertheless, some employees still experience limited transparency and report negative effects on well-being. This study contributes by providing empirical evidence from a public higher education health institution in Indonesia, highlighting the importance of strengthening communication, feedback, and welfare considerations in appraisal practices. The novelty of this research lies in addressing employee perceptions within a state-run health polytechnic context, offering insights for improving performance appraisal systems in similar public sector institutions.*

**Keyword:** Performance Assessment; Employee Perception, Well-being; Transparency

## **INTRODUCTION**

Performance appraisal plays a strategic role in public sector human resource management, acting as a driver of better performance (Barbieri et al., 2023). The State Civil Apparatus (ASN) has duties and functions which are one of the main factors in realizing a clean, effective and efficient government (Pantow & Lambelanova, 2023). To support excellent public service, the government requires systematic performance evaluations aligned with duties and functions (Ki & Kim, 2024). To be able to find out the performance of employees, an assessment of the performance of each employee can be carried out (Amiruddin et al., 2022). With the development of dynamics in determining a policy on employee performance appraisal, it often causes different perceptions (Aguilera et al., 2024). This is because there is no objective measure as a benchmark for employee performance assessment, so it often brings to thampak yang merugikan pegawai yang dinilai (Vuong & Nguyen, 2022).

In the employee performance assessment process, each organization establishes organizational performance standards, performance dialogues and individual performance evaluations in accordance with PANRB Regulation Number 6 of 2022 (PANRB Ministerial Regulation Number 6 of 2022 concerning Performance Management of State Civil Apparatus, 2022). Organizational performance standards include quality, time required to complete tasks and outputs. Performance dialogue must be carried out regularly and continuously between Performance Assessment Officers and ASN employees in the context of decision-making to improve performance, direct and motivate subordinates to perform well, change the way of thinking and acting of employees by clarifying performance expectations, increasing internal cooperation, making decisions on changes that have an impact on strategy, increasing accountability in performance management. The benefits of the Organizational Performance Dialogue include improving organizational and individual performance, building an organizational work culture, encouraging positive interaction between superiors and subordinates, identifying employee potential/competencies as one of the employee development planning tools (Smollan & Mooney, 2024). Employee performance is influenced by stress, compensation, motivation, leadership, conflict, training, environment, and competence (Agustiasih et al., 2022; Arianto & Mildova, 2024; Dwi Fajar Andriani

et al., 2023; Kristanti et al., 2023b, 2023a; Mulkika & Rialmi, 2024; Putra, 2024; Sumarjo et al., 2023; Wibowo & Hidayat, 2023; Yuliati et al., 2023).

The perception of performance appraisal practices is an interesting recent research topic to study (Maurer et al., 2024; Uraon & Kumarasamy, 2024a, 2024b) appraisal systems play a key role in encouraging employee behavior, ensuring positive individual outcomes that ultimately result in higher performance (Micacchi et al., 2023) Performance appraisals are important for institutional innovation (Thneibat & Sweis, 2023) Performance appraisals are perceived to be satisfactory can increase innovative behavior and reduce sabotage behavior from employees (Ghazi et al., 2023) Interpersonal fairness is the main perception in assessing performance appraisal results (Taneja et al., 2023). The usefulness and accuracy of the performance appraisal process have a significant and positive relationship with employee satisfaction with their last performance appraisal (Isabel Rodrigues et al., 2023) in the context of educational institutions, norms and traditions, grouping/categorization, personal networks in culture influence academics' perception and acceptance of performance appraisals (Twal & Khair, 2023). The purpose of this study is to identify employee perceptions of employee performance assessments at the Surabaya Ministry of Health Polytechnic.

## METHOD

This study was conducted at the Surabaya Ministry of Health Polytechnic from July to October 2024 using a descriptive census design. The descriptive approach was chosen because the purpose of the research was to provide a comprehensive overview of employee perceptions without testing causal relationships. This method was considered appropriate to map perceptions across the entire population in detail. The population in this study consisted of all 90 employees at the Surabaya Ministry of Health Polytechnic, and because every member of the population was included, the study was classified as a census. This approach ensured that the data reflected the overall perceptions of employees across institutional units.

The instrument used in this study was a structured online questionnaire with closed-ended items measured on a 4-point Likert scale (1 = strongly disagree to 4 = strongly agree). The questionnaire was developed based on theoretical frameworks and previous studies on performance appraisal perceptions. It measured several dimensions: fairness, which assessed whether employees perceived the appraisal process as just; satisfaction, which evaluated the extent to which employees were content with the system and procedures used; motivation, which explored the influence of appraisal on employees' enthusiasm to work better; and transparency, which assessed the clarity and openness of information during the appraisal process. In addition, the instrument also measured perceptions of consistency and objectivity, which evaluated whether appraisal criteria were applied uniformly and without bias; feedback, which examined the frequency and usefulness of constructive input received by employees; career development, which explored how appraisal results contributed to opportunities for professional growth; and well-being, which captured both positive and negative impacts of appraisal on employees' psychological and occupational welfare.

To ensure data quality, the questionnaire underwent expert validation by three specialists in human resource management and higher education institutions, confirming its content validity. Reliability testing was conducted through a pilot study involving 30 employees outside the main sample, and the results showed a Cronbach's alpha coefficient of 0.87, which indicates high internal consistency. After obtaining ethical clearance from the Ethics Committee of the Surabaya Ministry of Health Polytechnic and official research permission, the questionnaire was distributed online through institutional communication channels. Employees were given two weeks to complete the survey, and informed consent was obtained from all participants. Confidentiality and voluntary participation were emphasized throughout the data collection process.

Data were analyzed using descriptive statistics in the form of frequencies and percentages. The exclusive use of descriptive analysis was justified because the objective of this research was not to test hypotheses or causal relationships but rather to describe the distribution of perceptions in a complete population. Descriptive statistics were therefore sufficient to identify patterns, highlight dominant perceptions, and provide meaningful insights into how employees viewed the performance appraisal system at the Surabaya Ministry of Health Polytechnic.

## RESULT

This study involved 90 employees of the Surabaya Ministry of Health Polytechnic. The majority of respondents were female (58.9%), and most were in the middle to senior age group (41.1% aged 45–54 years and 32.2% above 55 years). More than four-fifths (81.1%) had worked at the institution for over 10 years, indicating a relatively stable workforce. Lecturers constituted the largest group (56.7%), followed by administrative staff (32.2%), reflecting the academic nature of the institution. Educational attainment was high, with 62.2% holding a master's degree, which underscores the institution's qualified human resources.

Regarding experience with performance appraisal, nearly half of the employees (46.7%) had undergone more than five appraisals, showing the systematic and regular nature of the process. However, feedback practices were less consistent; while 37.8% reported receiving frequent feedback, 26.7% stated they rarely received it. This highlights an area for improvement in follow-up communication after appraisals.

Perceptions of fairness were generally positive: 42.2% considered the process fair and 38.9% fairly fair. Similarly, satisfaction with the appraisal system was high, with 55.6% satisfied and 16.7% very satisfied. Transparency and objectivity were also positively perceived, with around 44% agreeing that the system was consistent and objective. These findings suggest that employees generally trust the integrity of the appraisal system.

Performance appraisal was also seen as influential on motivation and career development. About 42.2% of employees agreed that the appraisal motivated them, while 26.7% felt it strongly motivated them. In terms of career development, 41.1% were confident that appraisal results supported their advancement, with an additional 33.3% fairly confident. These results indicate that appraisals contribute not only to performance monitoring but also to employee development.

Nevertheless, some challenges remain. A small proportion of employees (7.8%) perceived the process as lacking transparency, and 25.6% reported experiencing negative effects of appraisal on their well-being. Although these are minority views, they signal the need to strengthen communication and welfare considerations within the appraisal system.

To provide a clearer overview, graphical representations such as bar charts and pie charts are recommended to complement the tables. These visualizations will illustrate the distribution of employee perceptions across key dimensions, making patterns more accessible and reducing redundancy in narrative reporting.

**Table 1. Characteristics of Respondents Blessed by Employee Perception of Employee Performance Assessment at the Surabaya Ministry of Health Polytechnic**

Characteristic	n=90	%
Sex		
Male	37	41.1
Female	53	58.9
Age (years)		
25 - 34	3	3.3
35 - 44	21	23.3
45 -54	37	41.1
>55	29	32.2
Length of Working(years)		
1-3	3	3.3
4-7	10	11.1
8-10	4	4.4
>10	73	81.1
Position		
Lecturer	51	56.7
Other	6	6.7
Management/Coordinator	4	4.4
Administrative Staff	29	32.2
Education Level		
Associate Degree	9	10.0

Bachelor (S1)	20	22.2
Magister (S2)	56	62.2
Doctor (S3)	5	5.6
Frequency of Performance Appraisals Received		
Once	9	10.0
Two to three times	20	22.2
Four to five times	19	21.1
More than five times	42	46.7
Experience getting performance feedback		
Very Rare	6	6.7
Infrequently	24	26.7
Quite often	19	21.1
Often	34	37.8
Very often	7	7.8
Satisfaction with the Performance Appraisal received		
Dissatisfied	2	2.2
Quite satisfied	23	25.6
Satisfied	50	55.6
Very satisfied	15	16.7
Performance-related Training Experience		
Have participated in training	64	71.1
Never attended training	26	28.9
Motivation for career development		
Low	2	2.2
Enough	35	38.9
High	33	36.7
Very high	20	22.2

**Table 2. Employee Perception of Employee Performance Assessment at the Surabaya Ministry of Health Polytechnic**

Perception	n=90	%
The performance appraisal process at the Surabaya Ministry of Health Polytechnic runs fairly		
Unfair	1	1.1
Fair enough	35	38.9
Fair	38	42.2
Very Fair	16	17.8
Your satisfaction with the systems and procedures used in performance appraisal		
Dissatisfied	3	3.3
Quite satisfied	29	32.2
Satisfied	44	48.9
Very satisfied	14	15.6
The results of the performance appraisal received are fair and acceptable		
Disagree	2	2.2
Simply Agree	28	31.1
Agree	43	47.8
Strongly agree	17	18.9
Performance appraisals affect work motivation		
Not affecting at all	3	3.3
Slightly affects	4	4.4

Quite Influential	21	23.3
Influence	38	42.2
Highly influential	24	26.7
Transparency of the institutional performance appraisal process		
Quite transparent	33	36.7
Highly transparent	16	17.8
Not transparent	7	7.8
Transparent	34	37.8
Consistent in your opinion performance appraisal system		
Quite Consistent	30	33.3
Consistent	40	44.4
Very consistent	15	16.7
Highly inconsistent	1	1.1
Inconsistency	4	4.4
Objectivity in your view performance appraisal		
Quite Objective	33	36.7
Objective	40	44.4
Very objective	15	16.7
Not objective	2	2.2
Satisfaction with the level of information disclosure related to performance appraisals		
Quite satisfied	35	38.9
Satisfied	38	42.2
Very satisfied	14	15.6
Dissatisfied	3	3.3
How confident are you that the results of these performance appraisals can help you in your career development?		
Pretty sure	30	33.3
Very confident	19	21.1
Not sure	4	4.4
Confident	37	41.1
How much does this performance appraisal motivate you to achieve better performance?		
Simply Motivating	29	32.2
Motivate	39	43.3
Highly motivating	18	20.0
Slightly motivating	3	3.3
Not motivating at all	1	1.1
How fair do you think the criteria used in performance appraisal in the workplace are?		
Fair	40	44.4
Fair enough	34	37.8
Very fair	14	15.6
Unfair	2	2.2
How often do you feel given constructive feedback from the results of your performance appraisals?		
Quite often	26	28.9
Infrequently	21	23.3
Very rare	3	3.3
Very often	9	10.0
Often	31	34.4
How much do you agree that there is an equal opportunity to be given an opportunity in this performance appraisal process?		
Simply agree	27	30.0

Strongly agree	23	25.6
Agree	38	42.2
Disagree	2	2.2
How confident are you that the outcome of these performance appraisals can affect the awards or incentives you receive?		
Pretty sure	30	33.3
Very confident	18	20.0
Not sure	9	10.0
Confident	33	36.7
How satisfied are you with the support provided by your boss or management in your performance appraisal process?		
Quite satisfied	32	35.6
Satisfied	37	41.1
Very satisfied	18	20.0
Dissatisfied	3	3.3
To what extent does this performance appraisal inhibit or support the development of your potential in this workplace?		
Enough Support	32	35.6
Support	39	43.3
Inhibit	1	1.1
Highly supportive	18	20.0
How confident are you that this performance assessment can contribute to improving the overall performance at the Ministry of Health Polytechnic of the Ministry of Health Surabaya?		
Pretty sure	31	34.4
Very confident	22	24.4
Not sure	2	2.2
Confident	35	38.9
How confident are you that there are aspects of performance appraisal that can be improved to better support the achievement of organizational goals?		
Pretty sure	33	36.7
Very confident	17	18.9
Confident	40	44.4
How confident are you that this performance appraisal process has a positive impact on your well-being at work?		
Pretty sure	29	32.2
Very confident	21	23.3
Not sure	7	7.8
Confident	33	36.7
How much of a negative impact do you feel from this performance appraisal process on your well-being at work?		
Negative impact	6	6.7
Enough negative impact	23	25.6
Very negative impact	5	5.6
Slight negative impact	19	21.1
No negative impact	37	41.1

Source: Primary Data, 2024

In terms of the frequency of performance appraisals, the majority of employees (46.7%) have received performance appraisals more than 5 times, which shows that the performance appraisal process at the Surabaya Ministry of Health Polytechnic takes place regularly and systematically. As many as 22.2% of employees have received a performance assessment 2-3 times, and 21.1% have received it 4-5 times. Only 10.0% have only received a performance assessment once. This indicates that the performance appraisal system at this institution is running well and continuously, although there is an opportunity to increase the frequency of appraisals for employees who have only received a one-time



appraisal. However, in terms of performance feedback, there are still opportunities for improvement. Although 37.8% of respondents get feedback frequently, there are 26.7% who rarely get it, and 6.7% who are very rare. As many as 21.1% admitted to receiving feedback quite often, while only 7.8% felt very often. This shows the need for improvement in providing performance feedback to employees so that they can improve and improve their performance more effectively.

Satisfaction with the performance assessment is also quite positive. The majority of respondents, namely 55.6%, were satisfied with the performance assessment received. As many as 25.6% felt quite satisfied, and 16.7% were very satisfied. Only 2.2% were dissatisfied. This high level of satisfaction shows that the performance assessment system at the Surabaya Ministry of Health Polytechnic is quite effective and well received by employees. In terms of performance-related training, as many as 71.1% of respondents admitted that they had participated in performance-related training, while 28.9% had never participated in training. The high participation in this training shows that the Surabaya Ministry of Health Polytechnic supports the development of employee competencies through training. Finally, in terms of motivation for career development, most employees have high motivation. A total of 38.9% had sufficient motivation, 36.7% had high motivation, and 22.2% had very high motivation. Only 2.2% had low motivation. This high level of motivation reflects that the employees of the Surabaya Ministry of Health Polytechnic have a good spirit in developing themselves and their careers. Overall, this study shows that employees at the Surabaya Ministry of Health Polytechnic have a positive perception of performance appraisal, high satisfaction, and strong motivation to develop their careers. Nonetheless, there is room to improve the frequency and quality of performance feedback provided to employees.

One of the main aspects of this study is the perception of employees towards fairness in the performance appraisal process. Based on the data, around 42.2% of employees feel that the performance assessment process at the Surabaya Ministry of Health Polytechnic is fair, with an additional 38.9% stating that it is quite fair. This shows that the majority of employees feel that this system is fair, in accordance with the purpose of the study to measure perceptions related to fairness. Fairness in performance appraisal is a key component in shaping employees' positive perception of the existing system.

This study also aims to identify the level of employee satisfaction with the performance appraisal system and procedures. The results showed that 48.9% of employees were satisfied, and 32.2% were quite satisfied with the assessment system implemented. Only 3.3% were dissatisfied, indicating that the majority of employees were sufficiently receptive to the procedures and systems used. This relatively high level of satisfaction shows that employees' perception of the performance appraisal system is generally positive.

This research also focuses on the impact of performance appraisal on employee motivation and career development. Based on the survey results, 42.2% of employees stated that performance appraisal had an effect on work motivation, while 26.7% stated that it was very influential. These results reinforce the research objective in identifying how performance appraisals can motivate employees to achieve better work outcomes. In addition, 41.1% of employees felt confident that performance appraisals could help their career development, with an additional 33.3% stating that they were quite confident. This shows that the perception of employees on the impact of performance appraisal on career development is very positive.

This study also aims to identify employee perceptions of transparency and consistency in the performance appraisal process. The survey results showed that 37.8% of employees felt that this process was transparent, and 36.7% stated that it was quite transparent. Although most feel that transparency is good, there are still 7.8% who feel that this process is not transparent. On the other hand, 44.4% of employees felt that the system was consistent, with an additional 33.3% stating that it was quite consistent. Only a small percentage feel that this system is inconsistent. This positive perception shows that most employees feel that the performance appraisal system is running with good openness and consistency.

This study also emphasizes the importance of objectivity in performance assessment. A total of 44.4% of employees feel that this system is objective, with an additional 36.7% stating that it is quite objective. This positive perception shows that the majority of employees feel that performance appraisals are carried out without bias and based on objective criteria. In addition, the feedback received by employees was also considered quite constructive, where 34.4% of employees stated that they often received feedback, and 28.9% stated that it was quite frequent.

Another objective of this study is to measure employees' perception of the impact of performance appraisal on their well-being. From the survey results, 36.7% of employees feel confident that performance appraisals have a positive impact on their well-being, and 32.2% say they are quite confident. Although most employees feel a positive impact, there are still 25.6% who feel a negative impact to a considerable extent. This suggests that despite the general perception of positive performance appraisals, some employees feel that certain aspects can be improved to reduce the negative impact on their well-being.

## DISCUSSION

The present study highlights that employees at the Surabaya Ministry of Health Polytechnic perceive the performance appraisal process as generally fair, transparent, and objective, with positive effects on satisfaction, motivation, and career development. These findings confirm the importance of performance appraisal in shaping employee outcomes, as emphasized in prior studies (Taneja et al., 2023). At the same time, the presence of minority perceptions of limited transparency and negative well-being effects indicates that appraisal systems may not be equally beneficial for all employees, signaling areas that require refinement.

A critical comparison with earlier studies demonstrates both alignment and divergence. (Maurer et al., 2024), for instance, revealed that appraisal frameworks in healthcare institutions can influence not only individual performance but also organizational culture, stressing the role of transparent dialogue between managers and staff. In line with these results, the current study shows that employees value fairness and feedback, yet gaps in communication persist, limiting system effectiveness. Similarly, (Ghazi et al., 2023) argued that when appraisal legitimacy is questioned, employees may engage in sabotage or reduce innovative behavior. While most respondents here reported satisfaction, the minority expressing dissatisfaction highlights the potential for disengagement if transparency and welfare concerns are neglected.

Theoretically, this study contributes to organizational justice theory by illustrating how fairness, objectivity, and transparency in appraisal processes shape employee motivation, satisfaction, and career confidence. By focusing on a public higher education health institution—a context often overlooked in appraisal research—this study extends the literature that has predominantly examined corporate or general public sector settings (Twal & Khair, 2023). Thus, the findings enrich theoretical understanding by emphasizing the role of institutional context in moderating perceptions of appraisal systems.

In terms of practical implications, the study underlines the need to enhance feedback mechanisms and address well-being concerns in performance appraisal. Consistent with (Smollan & Mooney, 2024), performance expectations can generate both positive and negative outcomes depending on organizational culture. Therefore, managers should ensure that appraisal is not merely evaluative but also developmental, integrating structured feedback, coaching, and mentoring to balance accountability with employee growth. In addition, improving transparency and clarity of criteria may prevent misunderstandings and reinforce trust in the appraisal process.

Overall, this study confirms that performance appraisal in public higher education health institutions must be evaluated not only in terms of procedural fairness but also for its developmental and psychological impacts. The novelty of this research lies in its focus on employee perceptions within a state-run health polytechnic, offering empirical evidence from an underexplored institutional setting and expanding theoretical discourse on performance appraisal in the public sector.

## CONCLUSION

This study shows that employees at the Surabaya Ministry of Health Polytechnic generally perceive the performance appraisal system as fair, transparent, consistent, and objective, with positive impacts on motivation, satisfaction, and career development. Nonetheless, a small proportion of employees expressed concerns about transparency and reported negative effects on well-being, suggesting the need for improvements in communication, feedback, and welfare support.

The findings imply that while performance appraisal in public higher education health institutions fulfills its evaluative function, greater emphasis should be placed on developmental aspects to strengthen trust and employee engagement. Future research could explore causal relationships between appraisal perceptions and long-term employee outcomes or compare institutional contexts



across different public sector organizations. By focusing on a state-run health polytechnic, this study contributes novel insights into performance appraisal practices in an underexplored institutional setting.

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