

The Role of Justice Perception in Mediating the Influence of 360-Degree Assessment Feedback on the Performance of High Prosecutor's Office Employees in Yogyakarta

Sidqi Nurfatkhia

Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: sidqiblupblup@gmail.com

Abstract. *Employee performance is the main determinant of an agency's success in achieving its goals, including law enforcement agencies such as the Prosecutor's Office. The phenomenon of low attendance rates for morning roll calls and No Information (TAK) at the Yogyakarta High Prosecutor's Office indicates that employee performance is not optimal, while previous research results on the effect of 360-degree performance appraisals on employee performance still show inconsistent results (research gap). This study aims to analyze the effect of 360-degree assessment feedback on employee performance, both directly and through the mediation of perceptions of fairness. The study uses a quantitative approach with an explanatory survey design. Primary data were collected through a Google Form-based questionnaire distributed to 136 employees of the Development Division of the Yogyakarta Special Region High Prosecutor's Office, then analyzed using Partial Least Square-Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software version 3. The results showed that 360-degree assessment feedback had a positive and significant effect on employee performance ($t = 2.953$; $p = 0.003$), 360-degree assessment feedback had a positive and significant effect on perceptions of fairness ($t = 8.769$; $p = 0.000$), perceptions of fairness had a positive and significant effect on employee performance ($t = 3.409$; $p = 0.001$), and perceptions of fairness were proven to significantly mediate the effect of 360-degree assessment feedback on employee performance ($t = 3.328$; $p = 0.001$). These findings confirm that the effectiveness of the performance appraisal system is not only determined by the evaluation mechanism itself, but also by how employees interpret fairness in the appraisal process.*

Keywords: 360-Degree Feedback; Employee Performance; Perception of Fairness; PLS-SEM; Public Sector.

1. Introduction

Employee performance is a key driver of progress for an agency in achieving its targets and accomplishments (Evtasari et al., 2025). Good performance helps an agency achieve its goals, while poor performance hinders organizational goals. One strategic effort to improve employee performance is to consistently implement and implement performance evaluations. Wibowo (2014) states that performance appraisal is the process of measuring and evaluating individual performance, while Sulaksono (2015) emphasizes that performance appraisal is subjective because it involves human judgments of other humans. Good and reliable performance appraisals have been shown to have a strong relationship with employee work motivation (Tafonao, 2023).

One indication of suboptimal employee performance at the Yogyakarta High Prosecutor's Office is reflected in the recapitulation of morning roll call attendance data for the January 2026 period, where the number of employees with No Information (TAK) status ranged from 23 to 31 people each week out of a total of 363 employees. This condition indicates that some employees have not fully fulfilled their obligations and responsibilities as State Civil Apparatus (ASN), which in turn can hamper the effectiveness of law enforcement duties and the optimization of bureaucratic reform and public services.

The Attorney General's Office (AGO) applies the 360-degree feedback method to evaluate employee performance, which is considered capable of providing more objective assessments than one-way methods because it involves assessments from superiors, subordinates, colleagues, and even oneself (Edwards & Ewen, 1996). However, various previous studies have shown inconsistent results (research gaps) regarding the effectiveness of this method. Muh. Oky Saputra (2024) found that 360-degree assessments have a positive impact on employee satisfaction and work motivation. Conversely, Rita Widya (2004) revealed that the implementation of a 360-degree system can fail due to system misuse, limited appraiser competency, and ineffective communication patterns, so that a high level of subjectivity actually reduces the impact of the assessment on employee performance. Rochmah (nd) even found empirical evidence that partial performance assessments do not have a significant effect on directly improving employee performance.

Simamora (2006) explains that performance appraisals can fail to improve performance if the appraisal system is perceived as unfair, biased, or merely an annual administrative formality, as poor evaluations trigger employee demotivation and resistance. This finding suggests that the relationship between 360-degree performance appraisals and employee performance is not direct, but rather is mediated by employees' perceptions of organizational justice regarding the appraisal process. Anang Kistyanto (2016) proves that perceptions of distributive justice in performance appraisals significantly influence employee satisfaction with performance appraisals, which in turn influences employee performance. Trismahwati (2018) finds that 360-degree appraisals can increase positive perceptions of procedural justice in performance appraisals.

Based on the above phenomena and research gaps, this study aims to: (1) analyze the influence of employee performance appraisal using the 360-degree feedback method on employee performance; and (2) analyze the influence of employee performance appraisal using the 360-degree feedback method on employee performance mediated by perceptions of justice at the Yogyakarta High Prosecutor's Office. This study is expected to enrich the literature on public sector human resource management, particularly regarding the mediating role of perceptions of justice in the relationship between multi-source performance appraisal systems and employee performance, as well as provide practical input for the Republic of Indonesia Prosecutor's Office in developing a performance evaluation system such as MySimkari.

2. Research Methods

This study employed an explanatory survey research design, which aims to test hypotheses to explain causal relationships between variables (Sugiyono, 2018). This study specifically explains the influence of 360-degree performance appraisal feedback on employee performance, with perceived fairness as a mediating variable.

The population of this study was employees at the Yogyakarta High Prosecutor's Office, with a specific focus on employees in the Development Division so that respondents would have a direct connection to the performance assessment and development process. The sampling technique used a non-probability sampling method, resulting in 136 respondents who participated and completed the questionnaire.

The research data sources consist of primary and secondary data. Primary data were obtained through the distribution of a Google Form-based questionnaire containing statements related to the variables of 360-degree assessment feedback, perceptions of fairness, and employee performance. Secondary data were obtained from statistical data on morning roll call attendance and e-performance data of employees at the Yogyakarta High Prosecutor's Office. The type of data used is quantitative data measured using a Likert Scale of 1–5, with a score of 5 for Strongly Agree to a score of 1 for Strongly Disagree.

The 360-degree feedback assessment variable (X) is measured using five indicators, namely comprehensive, objective, clear, useful, and timely (Aziz et al., 2026), which are described in ten statement items. The justice perception variable (Z) is measured using three indicators, namely distributive justice, procedural justice, and interactional justice (Hariani, 2020), which are described in eight statement items. The employee performance variable (Y) is measured using five indicators, namely quality, quantity, timeliness, responsibility, and cooperation (Ananda et al., 2025), which are described in ten statement items.

3. Results and Discussion

3.1. Respondent Characteristics

The study respondents consisted of 136 employees of the Yogyakarta Special Region High Prosecutor's Office. Based on gender, the respondents were predominantly male (88 people) (64.7%) and female (48 people) (35.3%). Based on age, the majority of respondents were in the 31–40 year range (41.9%), indicating that most employees were of productive age with adequate work experience and decision-making maturity. Based on education level, the majority of respondents had a Diploma 4/Bachelor's degree (63.2%), indicating a sufficiently high educational qualification and in accordance with the competency demands of law enforcement duties.

3.2. Descriptive Analysis of Variables

The results of the descriptive analysis show that the average value of the respondent response index for the 360-degree feedback assessment variable was 112.62 (high category), the perception of fairness variable was 115.23 (high category), and the employee performance variable was 115.82 (high category). A summary of the results is presented in Table below.

Variables	Average Index Value	Category
360 Degree Assessment Feedback (X)	112.62	Tall
Perception of Justice (Z)	115.23	Tall
Employee Performance (Y)	115.82	Tall

Table Summary of Respondent Response Index Values

The item with the highest index value in the 360-degree feedback assessment variable is the statement that the assessment provides useful input for self-development (114.80), while the lowest item is the adequacy of the explanation of the work evaluation results (109.00). In the perception of fairness variable, the highest item is the superior's respectful attitude when conveying the assessment results (116.80), while the lowest item is the suitability of the assessment results with work contributions (114.40). In the employee performance variable, the highest item is activeness in maintaining harmonious working relationships within the team (121.60), while the lowest item is responsibility for the work assigned (113.40).

3.3. Evaluation of Measurement Model (Outer Model)

The results of the convergent validity test show that all statement items have loading factor values above 0.70 (ranging from 0.738 to 0.870), and all variables have Average Variance Extracted (AVE) values above 0.50, namely 0.668 for 360-degree assessment feedback, 0.666 for fairness perception, and 0.651 for employee performance. These results indicate that all indicators are valid in reflecting their respective constructs.

The discriminant validity test using the Fornell-Larcker Criterion shows that the square root of the AVE value of each variable (0.807 for Employee Performance; 0.816 for Perceived Fairness; 0.818 for 360 Degree Feedback) is greater than its correlation value with other variables, so that all variables meet the discriminant validity criteria. Furthermore, the results of the reliability test show that the Cronbach's Alpha and Composite Reliability values of all variables are above 0.90 (Table), which indicates a very good level of reliability.

Variables	Cronbach's Alpha	Composite Reliability
360 Degree Performance Appraisal Feedback	0.945	0.953
Perception of Justice	0.928	0.941
Employee Performance	0.940	0.949

Table Reliability Test Results

3.4. Structural Model Evaluation (Inner Model)

The R-Square value for the employee performance variable is 0.432, meaning 43.2% of the variation in employee performance can be explained by the research model, while the fairness perception variable has an R-Square value of 0.409 or 40.9%. Based on Hair et al.'s

(2019) criteria, both values are in the weak to moderate category, but still indicate that the model has adequate explanatory power. The Q-Square values for employee performance (0.271) and fairness perception (0.257) are both greater than 0, indicating that the research model has good predictive relevance.

3.5. Hypothesis Testing and Mediation

The results of hypothesis testing through the bootstrapping procedure are presented in Table below.

Relationship between variables	Coefficient (O)	T-Statistic	P-Value	Information
360° Feedback → Employee Performance	0.321	2,953	0.003	H1 accepted
360° Feedback → Perceived Fairness	0.640	8,769	0,000	H2 accepted
Perception of Fairness → Employee Performance	0.404	3,409	0.001	H3 is accepted
360° Feedback → Perceived Fairness → Employee Performance (mediation)	0.259	3,328	0.001	Significant mediation

Table Results of Hypothesis Testing and Mediation

The results of the first hypothesis test indicate that 360-degree feedback has a positive and significant effect on employee performance (coefficient = 0.321; $t = 2.953$; $p = 0.003$), thus H1 is accepted. This finding indicates that the better the implementation of 360-degree feedback—in terms of multi-stakeholder involvement, objectivity, clarity of delivery, usefulness of input, and timeliness—the higher the employee performance. This result is in line with Feedback Intervention Theory (Kluger & DeNisi, 1996), which explains that clear, specific, and improvement-oriented feedback helps individuals evaluate the gap between actual performance and expected standards, thereby encouraging adjustments in work behavior. This finding is consistent with the results of research by Muh. Oky Saputra (2024) which shows that the 360-degree method has a positive impact on employee satisfaction and work motivation.

The results of the second hypothesis test indicate that 360-degree feedback has a positive and significant effect on perceptions of fairness (coefficient = 0.640; $t = 8.769$; $p = 0.000$), thus H2 is accepted—and is the strongest influence path in this research model. These results are in line with Organizational Justice Theory (Greenberg, 1987), which explains that the involvement of multiple assessors increases the objectivity of the assessment, while the

delivery of open and understandable feedback strengthens the perception that the assessment process is carried out fairly. These findings support the results of Trismahwati's (2018) study which stated that 360-degree assessments can increase positive perceptions of procedural justice.

The results of the third hypothesis test indicate that perceptions of fairness have a positive and significant effect on employee performance (coefficient = 0.404; $t = 3.409$; $p = 0.001$), so H3 is accepted. Employees who feel the assessment process is carried out fairly, consistently, transparently, and accompanied by good communication tend to show more optimal performance, due to growing trust and commitment to the organization. This finding is consistent with the results of research by Anang Kistyanto (2016) which shows that perceptions of distributive justice have a significant effect on employee performance through the mediation of performance appraisal satisfaction.

The results of the mediation test indicate that perceptions of fairness positively and significantly mediate the effect of 360-degree feedback on employee performance (indirect effect coefficient = 0.259; $t = 3.328$; $p = 0.001$). Since the direct effect (H1) is also significant, perceptions of fairness act as a partial mediator in the relationship between 360-degree feedback and employee performance. This means that the implementation of objective and transparent 360-degree feedback not only directly improves employee performance but also works by strengthening employee perceptions of fairness towards the assessment system implemented by the organization.

4. Conclusion

Based on the research results and discussion, it can be concluded that: (1) 360-degree assessment feedback has a positive and significant effect on the performance of employees at the Yogyakarta High Prosecutor's Office; (2) 360-degree assessment feedback has a positive and significant effect on employees' perceptions of fairness; (3) perceptions of fairness have a positive and significant effect on employees' performance; and (4) perceptions of fairness are proven to positively and significantly mediate the effect of 360-degree assessment feedback on employees' performance. These findings confirm that the effectiveness of a multi-source performance appraisal system is not solely determined by the evaluation mechanism implemented, but also by the extent to which employees perceive the process as fair. Theoretically, this study strengthens the Feedback Intervention Theory (Kluger & DeNisi, 1996) and Organizational Justice Theory (Greenberg, 1987) by showing that perceptions of justice act as a psychological mechanism that bridges the influence of the performance appraisal system on employee behavior and work results, thereby broadening the understanding of performance management literature in the public sector/law enforcement context. From a managerial perspective, several implications can be recommended to the Yogyakarta High Prosecutor's Office: first, direct superiors need to provide a more detailed explanation of the assessment results and accompanied by

development directions, considering that the item on the adequacy of the explanation of the evaluation results obtained the lowest index value on the 360-degree feedback variable; second, the organization needs to ensure a more measurable match between the assessment results and employee work contributions to strengthen the perception of distributive justice; and third, work unit leaders need to conduct periodic evaluations and coaching to strengthen the sense of individual employee responsibility, as part of a strategy for continuous performance improvement, including through the development of the MySimkari system. This study has limitations, namely data collection only using a closed online questionnaire so it does not explore employee experiences in depth, and the R-Square value is still in the moderate category (40.9%–43.2%), which indicates the presence of other factors outside the model that also influence perceptions of justice and employee performance. Future research is recommended to combine questionnaires with in-depth interviews, and consider the addition of other variables such as leadership style, job satisfaction, work motivation, organizational commitment, or employee engagement, and expand the research object to other government agencies so that the research results have a broader level of generalization.

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