# PERFORMANCE APPRAISAL SYSTEM AT PT PETROKIMIA GRESIK : SYSTEM, IMPLEMENTATION, AND RECOMMENDATIONS

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**Abstrak**

*A performance appraisal system is a crucial tool for strategically managing human resources, particularly in a complex, results-based industrial environment. This study aims to describe the implementation of a performance appraisal system at PT Petrokimia Gresik, identify supporting factors and barriers to its implementation, and formulate recommendations to improve its effectiveness. Using a mixed methods case study approach document analysis, perception questionnaires, and in-depth interviews the study explores the performance management cycle from planning, monitoring, assessment, and recognition. The results indicate that although Petrokimia Gresik has established a formal performance management framework linked to company objectives, significant challenges remain, such as subjectivity in assessments, limited use of multi-rater (360°) methods, and suboptimal system digitalization. Key recommendations include the adoption of 360° feedback at the managerial level, the integration of digital applications that support auditability, and the development of a transparent incentive scheme based on performance achievements. This study contributes to the literature on industrial performance management and human resource management practices in state-owned enterprises*

## INTRODUCTION

Modern organizations today are faced with an increasingly dynamic, competitive, and results-oriented business environment. Globalization, advances in information technology, and changes in workforce demographics require companies to continuously

improve their operational efficiency and productivity (Armstrong & Taylor, 2023). In this context, human resources (HR) serve not only as the executors of organizational activities but also as the main drivers of innovation and organizational performance sustainability (Ulrich, Brockbank, Johnson, & Younger, 2020). Therefore, performance management becomes an essential instrument to ensure that every individual contributes optimally to the achievement of the organization's strategic objectives.

One of the key elements of effective HR management is the performance appraisal system. According to Mondy and Martocchio (2016), performance appraisal is a systematic process for evaluating the extent to which employees carry out their tasks and responsibilities compared with predetermined standards. This system functions not only administratively, such as providing the basis for determining salaries, promotions, or training, but also strategically, as it links individual performance, behavioral competencies, and organizational goals (Goals et al., n.d.).

An effective performance appraisal can provide constructive feedback to employees, increase work motivation, and serve as a foundation for objective HR decision-making (Bakker & Demerouti, 2017). In the context of large organizations such as State-Owned Enterprises (SOEs), a comprehensive performance appraisal system becomes crucial considering the complexity of organizational structures, large employee numbers, and high demands for public accountability (Andani et al., 2024).

As a major company in the fertilizer and chemical industry sector, PT Petrokimia Gresik plays a vital role in supporting national food security and the growth of Indonesia's agro-industry (Wikipedia, 2024). The company is a subsidiary of PT Pupuk Indonesia (Persero), responsible for providing fertilizer and non-fertilizer products for the national agricultural sector. With nearly five thousand employees and a large operational scale, a transparent, fair, and integrated performance management system is required to ensure that every work unit contributes to achieving corporate goals (Hidayati et al., 2014).

To support efficiency and competitive advantage, Petrokimia Gresik has implemented the Balanced Scorecard (BSC) system since 2018 as the basis for formulating Key Performance Indicators (KPI) for each individual (Kaplan & Norton, 1996). Through this system, the company aims to align individual targets with corporate strategic objectives across four main perspectives: financial, customer, internal processes, and learning and growth. The BSC approach is believed to be effective in transforming organizational vision and strategy into measurable operational actions (Kaplan & Norton, 2001).

However, empirical studies show that performance appraisal systems in various organizations, including in the SOE sector, still face several challenges. These challenges include assessor bias, limited continuous feedback mechanisms, lack of multi-rater evaluation, and minimal integration of digital technology for monitoring and analyzing performance results (Wirawan et al., 2024). These issues are also found in the performance appraisal system at Petrokimia Gresik, which, despite implementing KPI-based BSC, has not fully integrated real-time feedback and 360° appraisal into its processes.

Therefore, this study is driven by two main needs, namely practical needs enhancing the effectiveness of the performance appraisal system at Petrokimia Gresik through the integration of methods and technology and academic needs enriching the performance management literature within the context of SOEs facing digital transformation pressures and global competition. The focus of this study is to analyze the

performance appraisal system implemented at PT Petrokimia Gresik, with the following objectives:

1. To describe the performance appraisal system implemented.
2. To identify the obstacles and supporting factors in its implementation.
3. To provide strategic recommendations to strengthen the Balanced Scorecard-based performance appraisal system and its digitalization.

## RESEARCH METHODS

### Types and Approaches of the Research

This study uses a qualitative approach with a case study method. This approach was chosen because the research aims to explore in depth how the performance appraisal system is designed, implemented, and evaluated in the real context of PT Petrokimia Gresik (Premananto & Sanwasi, n.d.). According to Creswell and Poth (2018), a qualitative approach is used when the researcher seeks to understand social phenomena from the participants' perspectives in depth, rather than merely measuring relationships between variables. This approach enables the researcher to gain contextual understanding of perceptions, experiences, and organizational dynamics related to the implementation of the performance appraisal system (Borg, 2024).

### Research Location and Time

This research was conducted at PT Petrokimia Gresik, located on Jalan Jenderal Ahmad Yani, Gresik, East Java. The location was selected based on several strategic considerations. First, Petrokimia Gresik is a subsidiary of PT Pupuk Indonesia (Persero) that has a modern HR management system and has obtained ISO 9001:2015 certification for Quality Management Systems (PT Petrokimia Gresik, 2024). Second, the company has implemented a Balanced Scorecard–based performance appraisal system since 2018, reflecting the real application of performance management theory (Kaplan & Norton, 1996). The research was carried out over five months, from January to May 2025, with several structured phases. In the initial stage, the researcher conducted preliminary observations to understand the organizational structure, assessment flow, and instruments used in performance evaluation. The next stage involved collecting primary data through interviews and direct observations of the performance appraisal process in the HR Division. This was followed by data analysis and triangulation, and the final stage consisted of validating the research findings through member checks and expert judgment. Data collection locations included the head office, the HR division, and several work units representing production, marketing, and finance functions. The selection of work units was done purposively to reflect the diversity of organizational functions (Patton, 2014).

### Research Subjects and Objects

The research subjects consisted of 15 key informants who were directly involved in the performance appraisal process. They were selected based on their roles and work experience relevant to the system under study. The composition included three managers from the HR Division, four supervisors from various operational divisions, six non-structural staff members, and two senior officials who served as validators of the research findings. Purposive sampling was used to ensure that the data obtained came from sources who truly understood the context of the phenomenon (Sugiyono, 2013). The object of the research is the employee performance appraisal system at PT Petrokimia Gresik, covering policies, procedures, indicators, and the assessment instruments used. The research

focuses on four main stages of the performance appraisal system: performance planning, monitoring, evaluation, and feedback delivery (Armstrong & Taylor, 2023).

***Data and Data Sources***

The data sources consist of primary and secondary data. Primary data were obtained through in-depth interviews with key informants and through participatory observation of the performance appraisal process. A semi-structured interview technique was chosen to allow flexibility in exploring topics more deeply according to the informants' responses (Creswell & Creswell, 2017). Interview questions covered aspects such as system design, perceptions of fairness, indicator effectiveness, and follow-up actions related to career development. Interviews were conducted in person at the informants' workplace, with durations of 30–60 minutes.

In addition, the researcher observed the implementation of the mid-year and end-year performance review meetings led by the HR Division. The purpose of these observations was to understand how the assessment process is carried out practically, including employee interactions and decision-making processes in determining performance scores. According to (Spradley, 2016), participatory observation enables the researcher to gain contextual understanding that cannot be captured solely through interviews.

Secondary data were obtained from internal company documents such as the 2023 Petrokimia Gresik Annual Report, the Performance Appraisal Guideline, and the 2023 Employee Engagement Survey. These documents were used to verify the results of interviews and observations. Academic literature, such as national and international journals discussing performance management and HR in the industrial sector, was also reviewed (Tukiran et al., 2024). Combining these types of data strengthens the interpretation of the research findings (Miles et al., 2014).

***Data Collection Techniques***

Data were collected using three main methods: in-depth interviews, participatory observation, and documentation study.

First, in-depth interviews were conducted using semi-structured interview guidelines to allow the researcher flexibility to explore answers in more detail (Creswell & Creswell, 2017). The interviews were conducted face-to-face for 30–60 minutes and recorded with the informants' permission. The questions focused on understanding the performance appraisal system, perceptions of fairness and transparency, feedback processes, and implementation challenges. The interview data were then transcribed and analyzed thematically.

Second, participatory observation was conducted to obtain empirical understanding of the performance appraisal implementation. This involved observing performance review meetings, the process of inputting performance data into the company's digital application, and the interaction dynamics between supervisors and subordinates during feedback sessions. According to (Spradley, 2016), participatory observation enables researchers to capture social and nonverbal contexts that cannot be revealed through interviews alone.

Third, documentation study was used to complement field data. Examined documents included performance appraisal forms, KPI guidelines, reward and punishment policies, and annual evaluation reports. Document analysis provides factual and objective data that can validate interview and observation findings (Beletskiy, 2011). With these combined techniques, the researcher aims to achieve optimal depth and

accuracy of information.

## Data Analysis Techniques

Data were analyzed qualitatively using the interactive analysis model by Miles, Huberman, and Saldaña (2019), which consists of three main steps: data reduction, data display, and conclusion drawing (Kalpokaite & Radivojevic, 2019). Data reduction involved selecting and focusing information relevant to the research objectives. Then, the data were presented in thematic narratives, comparison tables, and direct interview quotes to clarify the meaning of the findings. The final step was drawing and verifying conclusions by comparing field findings with theories and official company documents.

In addition, this study also applied thematic analysis as described by (Braun & Clarke, 2022) to identify patterns and themes emerging from the data. The main identified themes include perceptions of appraisal fairness, effectiveness of feedback mechanisms, involvement of multi-rater evaluation (360° feedback), and readiness for system digitalization. Some numerical data, such as KPI achievements, were analyzed descriptively to provide quantitative context for qualitative findings.

## Data Validity Testing

Data validity was ensured using several techniques recognized in qualitative research. First, data and source triangulation were conducted by comparing information from various types of data (interviews, observations, and documents) to ensure consistency (Patton, 2014). Second, member checks were conducted, in which the analysis results were confirmed with informants to ensure that the researcher's interpretation aligned with the intended meaning (Lincoln & Guba, 1985). Third, expert opinion validation was carried out by two HR management experts from Universitas Airlangga to assess conceptual consistency and relevance of the findings (Raco, 2018). Additionally, the researcher prepared an audit trail documenting all research processes systematically to ensure traceability and transparency (Miles & Huberman, 1994).

This research was conducted by adhering to ethical standards in social research. Each informant received a complete explanation of the research objectives and was assured confidentiality of their identities. Participation was voluntary through written informed consent, and all data were used solely for academic purposes. These ethical principles were applied to ensure that the research process respects the rights, privacy, and integrity of informants (Creswell & Creswell, 2017).

Overall, this research method was designed to provide deep, valid, and accountable understanding of the performance appraisal system at PT Petrokimia Gresik. The combination of qualitative approach, case study method, and use of secondary data makes this study not only descriptive but also analytical and reflective. The findings are expected to contribute practically to HR management development in SOEs and academically to the literature on performance management in national strategic industries.

## RESULTS AND DISCUSSION

### Company Overview

PT Petrokimia Gresik is a company engaged in the fertilizer and chemical industry, located in Gresik Regency, East Java. Established in 1972, the company is part of the PT Pupuk Indonesia (Persero) holding group and is one of the largest fertilizer producers in Southeast Asia (PT Petrokimia Gresik, 2024). The company's vision is "To become a highly competitive and sustainable agro-industry solution company." To

achieve this vision, the company emphasizes production efficiency, technological innovation, and human resource development.

Organizationally, PT Petrokimia Gresik has a complex corporate structure, comprising more than 4,500 permanent employees spread across 17 directorates and supporting divisions (PT Petrokimia Gresik Annual Report, 2023). As a manufacturing-based company, the work system at Petrokimia Gresik requires a balance between production targets, workplace safety, and administrative performance. Therefore, performance management becomes a strategic aspect to ensure that every individual contributes to the corporation's goals (Kaplan & Norton, 2001).

Since 2018, PT Petrokimia Gresik has implemented the Balanced Scorecard (BSC) system as the foundation of corporate performance management. This system is oriented toward four main perspectives: financial, customer, internal business processes, and learning and growth (Kaplan & Norton, 1996). The use of the BSC allows the company to assess performance not only from the financial aspect but also from the perspective of human resource development and innovation.

In human resource management, the company has adopted a digital-based Performance Management System (PMS) integrated with the Human Resource Information System (HRIS) application. Through this system, the processes of performance planning, evaluation, and feedback are carried out online. The objective is to enhance objectivity, transparency, and efficiency in the evaluation process (Hidayati et al., 2014).

## Research Findings
### Work Planning Stage

In the planning stage, the company establishes individual performance targets derived directly from the organization's Key Performance Indicators (KPIs). This process begins at the start of each year with the preparation of the Corporate Work Plan and Budget (RKAP). Organizational targets are then translated into divisional, unit, and individual KPIs. Each employee, together with their supervisor, prepares a Performance Agreement containing indicators, quantitative targets, and the competencies that must be achieved (Armstrong & Taylor, 2023). Interview results show that most employees understand the relationship between individual KPIs and organizational goals, but challenges remain in formulating measurable indicators. One supervisor stated:

"*Sometimes the indicators are too general. For example, 'improving work efficiency,' but the quantitative measures aren't clear. So sometimes it becomes subjective at the end of the evaluation.*" (Interview, HR Manager, March 2025).

This condition aligns with the findings of (Bakker & Demerouti, 2017), who explain that role and goal clarity is an important factor in increasing work motivation. Unclear targets may lead to role ambiguity and reduce the effectiveness of the performance system.

### Performance Monitoring Stage

The monitoring stage is carried out periodically through monthly evaluation meetings in each division. These activities aim to assess the extent to which KPI achievements align with the plan. The digital HRIS system helps managers monitor staff performance in real time through dashboard reporting. Observation results indicate that performance monitoring at Petrokimia Gresik is well structured, but not yet fully optimal because not all indicators are supported by automated data. Several units still conduct manual data input, which may cause delays in data updates (PMS Evaluation Report,

2023).

Effective performance monitoring has been shown to increase employee engagement. According to (Bakker & Demerouti, 2017), supervisor support through feedback and regular monitoring strengthens job resources, which in turn enhances work engagement. In the context of Petrokimia Gresik, this is evident from the increase in job satisfaction scores from 74% in 2022 to 81% in 2023 (Employee Engagement Survey, 2023).

## Performance Evaluation Stage

Performance evaluation at PT Petrokimia Gresik is carried out twice a year, at mid-year and end-year. The assessment includes two main aspects: work results (performance result) and work behavior (competency behavior). The weighting is set at 70% for results and 30% for behavior. The evaluation process uses a multi-rater appraisal (360° feedback) approach, involving direct supervisors, peers, and subordinates (PT Petrokimia Gresik, 2024). This system is considered more objective because it reflects performance from multiple perspectives (Bracken & Rose, 2019).

However, field findings show several challenges, particularly regarding consistency among raters. Some employees perceive a tendency toward leniency bias—raters tend to give high scores to avoid conflict. This issue is also found in the studies of DeNisi and Murphy (2017), which explain that interpersonal bias is a common challenge in human-driven performance appraisal systems.

## Feedback and Follow-Up Stage

The final stage is providing feedback on performance evaluation results to employees. This process is conducted through a Performance Review Meeting between supervisors and subordinates. Feedback is given individually and is aimed at improving performance and formulating an Individual Development Plan (IDP). Research findings show that most employees consider the feedback process helpful in understanding their strengths and weaknesses. However, some noted that follow-up actions such as training or job rotation are not always consistently carried out. One administrative staff member said:

"*After the evaluation, usually we just sign the results. Sometimes there's no follow-up, like training based on the recommendations.*" (Interview, HR Staff, April 2025).

According to Armstrong and Taylor (2023), effective feedback should be followed by competency development and relevant reward systems to foster sustainable performance improvement.

## Discussion

Based on the research findings, the implementation of the performance appraisal system at PT Petrokimia Gresik is generally aligned with modern performance management principles. The Balanced Scorecard–based system helps ensure that individual performance supports the company's strategic objectives. However, in practice, several key challenges remain, namely the clarity of performance indicators, evaluation consistency, and the follow-up of feedback.

First, from the perspective of the Job Demands–Resources (JD–R) theory (Bakker & Demerouti, 2017), the performance appraisal system at Petrokimia Gresik has provided job resources in the form of goal clarity, supervisor support, and digital tools. However, high job demands such as production targets and administrative pressure can create job strain if not balanced with adequate organizational resources.

Second, in the context of performance motivation theory by Locke and Latham (2019), the success of a performance system depends on clear goals and specific feedback. At Petrokimia Gresik, goal clarity is good at the organizational level, but still weak at the individual level. This causes some employees to feel they do not fully understand the relationship between their personal KPIs and the company's overall performance.

Third, from the perspective of organizational justice theory (Colquitt et al., 2013), perceived fairness in the appraisal process strongly influences employee satisfaction and commitment. Although the company has implemented a multi-rater system, subjective perceptions regarding appraisal results still often arise. Therefore, rater training is needed so they can provide fair and consistent assessments.

Fourth, based on systems analysis (Daft, 2021), the success of a performance appraisal system depends not only on technical design but also on effective feedback loops. The findings show that the follow-up of appraisal results has not been fully integrated with HR development programs. This indicates a need for synchronization between HRD, work units, and the training division in implementing performance evaluation outcomes.

Thus, it can be concluded that the performance appraisal system at PT Petrokimia Gresik has shown a positive direction toward becoming a performance-driven organization. However, improvements are still needed in indicator validity, rater training, and follow-up of appraisal results to ensure the system's impact is more optimal and sustainable.

### *Main Findings*

Based on the analysis conducted, it can be concluded that the performance appraisal system at PT Petrokimia Gresik shows a positive direction toward becoming a performance-driven organization, although it still faces several conceptual and technical challenges in its implementation. One of the main findings of this study is that clarity of individual performance targets is not yet fully balanced with the complexity of company performance indicators. Although the Balanced Scorecard framework provides a strong strategic foundation, at the individual level, inaccuracies in indicators are still found, resulting in differing interpretations in measuring work outcomes. These inaccuracies create tendencies for subjective assessments, particularly in administrative and non-productive positions where outcomes are not always quantifiable (Kaplan & Norton, 2004).

In addition, the study found that consistency among raters remains a significant issue. Although the company has implemented a multi-rater or 360° feedback system to reduce individual bias, in practice it has not fully eliminated the influence of subjectivity and interpersonal relationships. Some raters tend to give high scores to avoid workplace tension, a phenomenon known as leniency bias (DeNisi & Murphy, 2017). This reduces the reliability of appraisal results and potentially weakens the system's function as a basis for decision-making related to promotions, training, and incentives. Therefore, continuous training is required so raters can evaluate objectively and based on data rather than personal preferences.

Another finding is that the integration of digital technology through the Human Resource Information System (HRIS) has significantly improved the efficiency and transparency of the appraisal process. The system allows real-time performance monitoring and speeds up employee data recap processes. However, field observations show that not all performance indicators can be measured automatically through the

digital system. Some work units still rely on manual input, making data accuracy and timeliness a challenge. In the context of the JD–R theory, this indicates that organizational resources in the form of technology have not fully balanced the high job demands in operational lines (Bakker & Demerouti, 2017).

On the other hand, feedback mechanisms and follow-up of appraisal results have been formally implemented through Performance Review Meetings between supervisors and subordinates. However, the effectiveness of this process varies across divisions. Some employees report that the feedback given tends to be administrative and does not touch on deeper competency development aspects. In addition, recommendations from appraisal results are not always integrated with training plans or clear career path programs. This indicates a gap between the evaluation stage and development follow-up, whereas in performance management theory, appraisal processes should serve as the starting point for continuous improvement for both individuals and the organization (Armstrong & Taylor, 2023).

Another important finding is that the linkage between the performance appraisal system and corporate strategy has been established but still in a top-down manner. This means that the company's strategic direction is translated into unit performance indicators, but not all employees fully understand the contribution of their roles to corporate goals. This reduces employees' sense of ownership of organizational targets. From the perspective of organizational justice theory, perceived transparency and relevance of the appraisal system strongly determine employee satisfaction and commitment (Colquitt et al., 2013). Therefore, a more participatory performance communication approach is needed, where employees are not only objects of assessment but also active subjects in formulating and evaluating work targets.

Overall, this research emphasizes that the performance appraisal system at PT Petrokimia Gresik has a strong methodological foundation aligned with modern performance management principles. However, the system's success still depends on how well the company strengthens rater consistency, optimizes digital technology use, and connects appraisal results with career development and performance reward policies. Thus, an effective appraisal system is not merely an administrative tool but also a strategic instrument in building a high-performance culture focused on results and continuous learning.

## CONCLUSION

This study shows that the performance appraisal system at PT Petrokimia Gresik has applied the principles of a Balanced Scorecard–based Performance Management System that integrates work results, behavior, and competence. This system plays an important role in ensuring alignment between individual performance and the company's strategic goals. Nevertheless, its implementation still faces obstacles such as inaccuracies in individual performance indicators, lack of rater consistency, and suboptimal digital data integration in the HRIS system.

In addition, the periodic Performance Review Meeting mechanism has improved performance communication between supervisors and subordinates, but follow-up in the form of competency and career development has not yet run systematically. Employees still perceive performance appraisals as administrative activities rather than professional development instruments. This indicates the need to strengthen managerial capacity and increase the use of appraisal results in training, promotion, and reward policies.

Overall, the performance appraisal system at PT Petrokimia Gresik is on the right track toward a performance-based work culture. To enhance its effectiveness, the company needs to clarify individual performance indicators, train raters to be more objective, and ensure appraisal results are fully integrated with human resource development systems. With these steps, the performance system can become a strategic instrument in building an adaptive, productive, and sustainable organization.

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