

# Implementing a Simplified 360-Degree Performance Appraisal in a Startup: The Case of Jubo

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## Abstract

In an era where polarization threatens workplace cohesion, startups face increasing pressure to foster authentic dialogue, trust, and effective collaboration. This study investigates the implementation of a simplified 360-degree performance appraisal system at Jubo a Taiwanese health-tech startup with a diverse workforce of approximately 100 employees, currently preparing for Series C funding. While traditional top-down appraisals often reinforce hierarchical gaps and limit open communication, 360-degree feedback integrates perspectives from supervisors, peers, subordinates, and self-assessments, promoting engagement, trust, and inclusive team dynamics. However, comprehensive 360-degree systems are often resource-intensive and challenging for smaller firms to implement effectively.

Employing a longitudinal case study approach, we analyzed quantitative performance and turnover data alongside qualitative interviews from 2020 to 2024, capturing Jubo's transition from a supervisor-led model to a streamlined multi-source feedback system. Results indicate that the new system initially increased turnover—serving as a mechanism for cultural alignment—but subsequently improved retention, strengthened team cohesion, and sustained organizational performance. Qualitative evidence further suggests that the simplified approach, supported by digital tools, enhanced the quality of manager–employee dialogue, validated peer recognition, and increased transparency across teams.

Overall, the findings underscore the importance of multi-directional feedback in mitigating workplace polarization, fostering inclusive team dynamics, and supporting scalable performance management practices. The study offers practical guidance for startups seeking lightweight, cost-effective appraisal models that balance resource constraints with organizational impact, demonstrating that a streamlined 360-degree

system can strengthen communication, engagement, and organizational resilience without the administrative burden of traditional frameworks.

## **Introduction**

In an era of polarization, where diverging social and cultural values can strain trust among diverse team members, startups often grapple with limited resources and fluid structures. These conditions can amplify workplace tensions if not managed through dialogue-oriented performance practices. At Jubo (<https://www.jubohealth.com/>), a tech startup preparing for C-round funding with employees from varied backgrounds, reliance on a one-way, supervisor-led appraisal from 2020 to 2021 risked reinforcing hierarchical gaps and limiting open communication.

A 360-degree feedback approach offers multi-perspective input—supervisors, peers, subordinates, and self-review—potentially enhancing engagement, trust, and authentic dialogue. However, the standard 360-degree method can be prohibitively expensive and administratively complex for smaller firms (Melenchion et al., 2023). These challenges underscore the importance of adopting performance practices that encourage dialogue, build trust, and support inclusive collaboration (Çera et al., 2023; Murdiono et al., 2024). Thus, we propose a simplified 360-degree system for Jubo, designed to reduce overhead while capturing diverse insights.

### *Research Questions*

1. How does a simplified 360-degree appraisal influence authentic dialogue and trust in a resource-limited startup?
2. Can such a model enhance employees' job satisfaction and lower turnover in a polarized environment?

## Literature Review

### *360-Degree Feedback in a Polarized Context*

Conventional top-down appraisals often fail to incorporate multiple viewpoints (Al-Jedaia & Mehrez, 2020; Rafiq et al., 2023). By contrast, 360-degree feedback provides a more holistic assessment, helping employees identify strengths and areas for growth (Rafiq et al., 2023; Das & Rajini, 2023). In polarized contexts, where cultural or ideological divides often heighten evaluator bias, 360-degree feedback provides unique value by encouraging dialogue and consensus (Mbokota & Reid, 2022; Fan et al., 2024). However, comprehensive 360-degree systems may be overly costly and time-consuming for startups, which face resource constraints and prioritize agility (Melenchion et al., 2023; Nikam et al., 2023; Jebali & Meschitti, 2021).

### *Organizational Challenges and Risks in the High-Growth Phase Startup (A-C Rounds)*

Startups often prioritize rapid scaling over formal HR practices, especially during Series A–C growth stages (Çera et al., 2023). Rapid headcount expansion and increasingly diverse skill sets heighten organizational complexity, leading to friction and potential workplace polarization, reflected in reduced coordination and higher turnover (Melenchion et al., 2023). In such high-pressure environments, complex performance evaluation systems add administrative burden and are difficult to implement effectively, offering limited capacity to address polarization risks (Astuti & Rachmawati, 2023; Çera et al., 2023).

### *Authentic Dialogue and Trust-Building*

Feedback mechanisms transcend mere performance metrics; they are conduits for relational trust and meaningful conversations (Sharma et al., 2024). When employees perceive that diverse opinions are valued,

they become more willing to engage in honest, constructive discussions (Rafiq et al., 2023). In polarized times, facilitating these exchanges is vital to reducing conflict, fostering cooperation, and sustaining organizational resilience.

## **Methodology**

### *Case Selection: Jubo*

This study examines Jubo, a Taiwan-based health technology startup founded in 2018 that develops AI-driven SaaS solutions for the long-term care sector and employs a multidisciplinary workforce of approximately 100 employees. Positioned at a transitional growth stage between a small entrepreneurial team and a mid-sized organization, Jubo recently completed a strategic merger with Compal Healthcare & Technology Ltd. and is currently preparing for its Series C funding round, making it a pertinent context for investigating performance management transformation under conditions of organizational scaling. From 2020 to 2021, the firm adopted a supervisor-only appraisal system emphasizing goal attainment and behavioral indicators; however, following its Series A funding in 2021, rising employee turnover and emerging workplace polarization prompted the need for a more structured evaluation mechanism. In 2022, coinciding with its Series B stage, Jubo implemented a simplified 360-degree performance appraisal involving peers, subordinates, and direct supervisors to rate, providing a natural pre–post comparison for changes in communication, trust, and retention. By 2024, the system was further refined through the integration of digital tools to automate and standardize performance review processes.

### *Data Collection and Analysis*

*quantitative measures.*

Chi-square tests compare turnover rates between the old (2020–2021; supervisor-only ratings) and new (2022–2024; multi-source feedback) systems. T-tests and regression analyze year-over-year performance changes and explore correlations between performance and turnover. *qualitative measures.*

Semi-structured interviews (n = 5) with HR, managers, and employees investigate how the new system affects authentic dialogue, trust, and conflict resolution regarding polarization.

Transcripts are coded for themes and triangulated with quantitative outcomes for holistic evaluation.

## **Results**

### *Statistical Findings*

#### *overall performance*

As illustrated in the figures, overall performance has shown a generally upward trend since 2019. The data indicate a noticeable increase starting from the second half of 2020, with more significant gains observed between the second half of 2021 and 2023. A slight decline is seen after reaching a peak in the second half of 2023. With performance rising from 80.2% in 2019 to 91.9% in 2023, followed by a modest decrease to 90.7% in 2024. Notably, the upward trend appears to accelerate following the introduction of the simplified 360-degree system in 2022, suggesting a potential association between the simplified 360-degree system and improved overall performance.

#### *turnover rate*

The overall turnover rate exhibited a temporary increase following the introduction of the simplified 360-degree system in 2022. This short-term rise was most apparent during the initial implementation phase. However, after this period, the turnover rate began to decline, indicating a downward trend in the long run. The data suggests that while the system's introduction may have initially led to higher turnover, the overall trend following its implementation points toward improved retention.

### *Qualitative Findings from Semi-structured Interviews*

Qualitative feedback collected from HR personnel, managers, and employees revealed several notable effects following the implementation of the simplified 360-degree system in 2022. HR professionals reported that the new system fostered more authentic dialogue among colleagues and enabled HR to better observe organizational dynamics, identify employees requiring support, and strengthen employee relations. They also noted that the system helped track employee satisfaction more precisely, with follow-up actions—such as supervisor changes or career counseling—leading to improved satisfaction scores.

“Employees who previously lacked confidence felt a greater sense of accomplishment regarding their personal work performance and their tasks within the company after learning that all the feedback they received was rated at the highest level. (HR01, Q2)”

From the employees’ perspectives, the system was seen as encouraging sincere communication, particularly in interactions with supervisors. Some employees appreciated the opportunity to receive feedback from peers, which helped them better understand how others perceived them. However, the quality of feedback varied depending on the level of engagement from colleagues.

“My manager summarized the feedback from peers, and it really helped me see both my strengths and what I need to improve. (Employee02, Q3)”

Managers reported that peer feedback supported more effective 1-on-1 discussions and helped them better understand team dynamics. One manager noted that peer evaluations provided valuable input for 1-on-1 meetings, especially with junior employees who tend to care more about how they are perceived by their colleagues. The system also contributed to greater transparency within teams, clarifying misunderstandings and fostering a more harmonious atmosphere. A supervisor observed that the feedback often highlighted who took initiative and led tasks, even when such leadership was not formally assigned.

“Colleagues often mentioned who acted as the task lead and offered support to others. This kind of proactive behavior wasn’t necessarily assigned by the company, but it was clearly recognized by the team. (Manager01, Q2)”

In terms of qualitative evaluation content, the new system resulted in a broader range of feedback, shifting from solely task-related comments to include interpersonal dynamics, collaboration, and individual character traits. Respondents noted an increase in positive and motivational language, including expressions of appreciation. While direct negative feedback was less frequent among peer responses, it was suggested that supervisors addressed such points privately during 1-on-1 sessions.

*qualitative findings from simplified 360-degree performance appraisal system's dashboard.*

The simplified 360-degree performance appraisal system provides clear insights at both organizational and individual levels through its dashboard. Instead of solely presenting individual scores, the system enables HR to categorize and analyze employee performance states. This visual representation not only illustrates the proportional distribution of different employee groups but also tracks historical performance trends across the company. Such information allows management to better understand the trajectory of organizational performance and formulate future talent strategies based on data-driven evidence.

The employee personal dashboard, on the other hand, offers a personalized view of appraisal outcomes. Employees can access their overall ratings, review qualitative feedback messages from peers and supervisors, and track progress across evaluation periods. In addition, the dashboard clearly indicates pending feedback tasks, ensuring that employees remain aware of their responsibilities within the appraisal cycle, which in turn encourages participation and timely feedback provision.

*Case Example: Employee Dashboard*

As the example in the picture, the employee JJ01, belongs to the Sales department and serves as a Senior Manager with six years of tenure. In the 2024-H2 appraisal, JJ01 received an overall rating of 4/5, accompanied by highly positive feedback that emphasized his indispensable role in the team, his willingness to take on additional responsibilities, and his ability to maintain a positive

atmosphere. Moving into 2025-H1, as the new round of appraisal on going, his dashboard indicates that his self-assessment has been completed and that he is required to provide feedback to his supervisor, two colleagues and a subordinate. Through this 360-degree record, both performance consistency and reciprocal responsibilities in the feedback loop can be observed.

In summary, the dual-layer dashboard design meets both macro- and micro-level needs. At the organizational level, HR staff can effectively capture performance trends and departmental situation. At the individual level, employees benefit from transparent feedback and improved visibility of their personal development. This integrated mechanism strengthens the alignment between organizational goals and employee growth.

### *Efficiency in Evaluation Management*

Another key finding relates to the efficiency of evaluation management following the introduction of the simplified 360-degree appraisal system. Under the previous mechanism, the entire evaluation process—from announcement to the release of results was completed within one week. The short duration was largely due to the limited number of participants and the reliance on a single-source evaluation approach, which restricted the comprehensiveness of the results.

In contrast, the simplified 360-degree performance appraisal system initially required a substantially longer cycle because of multi-source data collection and manual processing. Specifically, one evaluation cycle lasted 50 working days, with nearly 30 days spent by HR personnel on data consolidation and analysis. This extended duration posed challenges for timely decision-making and feedback delivery in the early stages of implementation.

With the subsequent introduction of digital tools, however, significant efficiency improvements were achieved. The evaluation cycle was reduced to 8 working days. The remaining time was primarily dedicated to communication activities and 1-on-1 feedback sessions. This shift not only streamlined administrative

processes but also enabled HR to reallocate resources to higher-value activities such as employee support and organizational development.

In summary, while the transition from the original system to the new one initially increased administrative workload and lengthened the evaluation cycle, the integration of digital tools effectively mitigated these challenges. The streamlined process now balances the depth of multi-source appraisals with enhanced efficiency, demonstrating the potential of digital solutions in optimizing human resource management practices.

## **Findings and Discussion**

### *Individual Differences in Performance Under the Simplified 360-Degree System*

Following the organization's transition from a traditional task-oriented appraisal system to a simplified 360-degree feedback system in 2022, individual differences in employee performance became increasingly visible. These differences reflect both the immediate effects of incorporating peer-based interpersonal evaluation and longer-term shifts in employees' developmental trajectories. Overall data trends indicate that the system was not only broadly adaptable but also conducive to continuous improvement across the workforce.

### *System Transition Effects: Incorporating Peer Evaluation and Interpersonal Criteria*

The shift from a solely task-focused evaluation to one that also captures collaboration and relational dynamics led to three distinct performance patterns during the initial transition:

- **Consistently High Performers** (n = 16, 30%): These employees demonstrated strong results in both task execution and interpersonal collaboration before and after the transition. The new system validated existing strengths and sustained their performance levels.

- Improving Performers (n = 24, 45%): The largest transition group benefitted from the expanded evaluation dimensions, particularly employees whose strengths in team collaboration were previously underrecognized. Some improvements were also associated with role-realignments that better matched employees' competencies.
- Declining Performers (n = 13, 25%): Despite stable task performance, these employees struggled with interpersonal expectations or adapting to relational aspects of the evaluation. In some cases, performance decline coincided with disruptive job transitions.

In total, 75% of employees (Consistent + Improving) demonstrated stable or enhanced performance during the system shift, suggesting that the new appraisal criteria aligned well with existing organizational capabilities.

*longitudinal performance trajectories: system as a driver of development*

Beyond initial adaptation, performance trends over time reflect evolving job responsibilities, role transitions, and feedback-driven development. Three major longitudinal trajectories emerged:

- Stable High Performers (n = 16, 24%): These employees maintained consistently high performance over time, supported by comprehensive skillsets and relatively stable job scopes.
- Fluctuating Performers (n = 22, 33%): Performance shifts in this group were linked to contextual factors such as job rotation, promotion into managerial roles, or personal events such as returning from extended leave.
- Improving Performers (n = 29, 43%): This group showed sustained upward trends, especially after receiving targeted feedback during structured 1-on-1 performance discussions that clarified expectations and addressed competency gaps.

Notably, 67% of employees (Stable + Improving) maintained or improved performance over time, with nearly half demonstrating continued improvement rather than plateauing.

### *Turnover Rate: Trends and Interpretation*

An analysis of turnover data reveals that following the implementation of the new performance appraisal system, the turnover rate initially increased in 2022 but gradually declined thereafter. This trend suggests that the organization was in a transitional phase, adjusting to the new system. During this period, employees who were not aligned with or adaptable to the new approach tended to leave voluntarily, effectively serving as an early-stage filtering mechanism. The observed trend aligns with the findings of Li et al. (2022), who found that moderate levels of employee turnover can be beneficial for organizational revitalization and renewal, while excessively high turnover is associated with poorer future firm performance. This negative effect is particularly evident in small firms, younger organizations, or companies with lower labor intensity. As such, turnover rate may serve as an indirect indicator of employee satisfaction and alignment with organizational systems (Li et al., 2022).

### *Fostering Genuine Dialogue*

In the transformation of performance management systems, fostering genuine dialogue has emerged as a key objective to ensure effective communication and ongoing development. Budworth and Chummar (2022) emphasize that effective feedback not only enhances employee skill development but also builds deeper trust and understanding between managers and employees. Through regular and structured conversations, employees gain clarity on the gap between their performance and organizational expectations, allowing them to make informed adjustments.

#### *the importance of one-on-one assessment meetings*

During the appraisal, managers need to conduct one-on-one (1-on-1) meetings with each employee, which serve as a vital bridge for internalizing feedback and turning it into actionable steps. Abdikheir, et al. (2023) highlight that effective implementation of performance appraisal feedback

can significantly improve organizational performance. Similarly, Cederblom (1982) underscores the importance of performance appraisal interviews in fostering two-way communication. These sessions enable employees to understand the rationale behind their evaluations and give managers an opportunity to better understand employee perspectives and needs.

Moreover, 1-on-1 conversations act as a catalyst for transparent communication within teams, improving workplace atmosphere and collaboration. Peer feedback also serves as supporting data during 1-on-1s, which helps employees accept managerial suggestions and viewpoints more openly.

*perspectives of different stakeholders: HR, managers, and employees*

The implementation of the simplified 360-degree performance appraisal system has elicited diverse positive responses from key organizational stakeholders, including human resources (HR) staff, managers, and employees. Across these groups, the system is generally regarded as fostering more authentic and constructive dialogue, particularly through the incorporation of structured one-on-one (1-on-1) meetings.

From the HR perspective, the new system supports the facilitation of peer feedback and the promotion of open communication across teams. One of the notable advantages is the use of simplified, structured forms in place of more resource-intensive, complex 360-degree feedback systems. This approach not only reduces administrative costs but also enhances HR's capacity to identify employees who may require targeted coaching or support interventions (Federici et al., 2019).

From the managerial perspective, the new system provides access to structured and relevant peer feedback data, which can be effectively integrated into 1-on-1 meetings. Managers reported that this information enhances the credibility of their feedback and supports more evidence-based discussions with team members. Additionally, the increased transparency enabled by peer input contributes to improved team cohesion and the cultivation of a more open and collaborative team climate.

From the employee perspective, 1-on-1 conversations with managers are generally perceived as more valuable and impactful than peer feedback. Many employees emphasize the significance of managerial sincerity during these discussions. Nevertheless, the perceived effectiveness of the entire process largely depends on the degree to which employees engage meaningfully with the evaluation system and perceive it as relevant and constructive. Furthermore, the opportunity to express appreciation toward peers within the system has also been highlighted by employees and HR staff as a positive element. Such expressions of gratitude are seen as reinforcing interpersonal bonds and fostering a more harmonious and supportive team environment.

In conclusion, one-on-one interviews are perceived by all stakeholder groups as a critical component of the new system. They function not only as a platform for feedback delivery but also as a mechanism for building trust, mutual understanding, and collaborative problem-solving within teams.

#### *Impact of HR Practices and Managerial Insights*

HR practices not only influence organizational structures but also reshape the dynamics between managers and employees. Federici et al. (2019) found that well-designed HR systems can enhance the quality of manager–employee relationships, particularly in identifying individuals who may benefit from targeted support such as internal transfers or communication coaching. Under the newly implemented system, managers are able to utilize feedback data to gain a more comprehensive understanding of their team members and offer more personalized, actionable guidance during one-on-one sessions.

A key advantage of the new approach lies in its operational simplicity. Unlike conventional 360-degree feedback systems that typically require the deployment of expensive and complex platforms, the simplified 360-degree performance appraisal system relies solely on standardized forms and commonly available spreadsheet software such as Microsoft Excel. This significantly reduces implementation and maintenance costs. The streamlined nature of the system enhances usability without compromising data

quality, making it particularly well-suited for startups and smaller organizations. These entities often allocate the majority of their resources toward business development and revenue-generating functions, leaving a limited budget for administrative systems. In this context, the new performance appraisal system presents a cost-effective yet strategically valuable alternative—one that not only aligns with financial constraints but also improves the overall efficiency and effectiveness of performance management processes.

### *Employee Perspectives on the New System*

The introduction of the simplified 360-degree performance appraisal system has had a multifaceted impact on employees. It has helped them better understand their roles and performance levels within the organization, leading to different outcomes such as sustaining performance, making improvements, or considering resignation. The system has also improved employee interaction with both managers and cross-functional colleagues.

On an emotional level, the new process allows employees to express appreciation to their collaborators, fostering a more positive workplace atmosphere. This open and two-way communication not only increases employee engagement but also helps managers better understand employees' work situations and needs from a broader perspective (Budworth & Chummar, 2022).

The effectiveness of the simplified 360-degree appraisal system in reducing turnover and strengthening organizational culture can be explained through the mechanism of mutual understanding. By systematically collecting multi-source feedback, companies are able to gain deeper insights into employees' needs, concerns, and aspirations. At the same time, the process allows employees to better understand organizational goals, vision, and expectations through structured evaluations and one-on-one discussions. This reciprocal exchange not only enhances employees' sense of recognition and belonging but also enables the organization to respond more precisely to individual and collective needs. Consequently, the system contributes to lower turnover rates while fostering stronger cultural alignment between the workforce and the organization's long-term vision.

## **Limitations and Future Research**

This study examines the implementation of a simplified 360-degree performance appraisal in a startup context, but several limitations should be noted.

### *Case-Specific Context*

The research focuses on a single Taiwanese health-tech startup, limiting external validity. Findings may differ in organizations with varying size, industry, maturity, leadership, or cultural norms.

### *Feedback Quality and Bias*

Data relies on interviews and peer evaluations, which are prone to social desirability bias and interpersonal sensitivity. Peer feedback tended to be overly positive or vague due to limited feedback training and lack of standardized rubrics. Although the simplified system reduced administrative burden, it may have compromised consistency and developmental usefulness. Future implementations could incorporate lightweight training or feedback templates.

### *Limited Observation Period*

The two-year implementation window (2022–2024) reflects initial outcomes but may not capture long-term cultural or behavioral shifts. Extended longitudinal studies are needed to assess sustainability.

### *Lack of Control Group*

Without a control group or staggered rollout, causality cannot be verified. Improvements may stem from concurrent organizational changes or external factors.

### *Directions for Future Research*

Future studies may:

- Conduct multi-case comparisons across industries or regions.
- Track long-term effects over multiple years.
- Apply experimental or quasi-experimental designs to strengthen causal claims.
- Examine applications in remote/hybrid settings.
- Test peer feedback training or standardized rubrics to improve specificity.
- Explore how team dynamics and power relations shape perceived fairness in evaluations.

### **Conclusion**

This study demonstrates that a well-designed, resource-conscious 360-degree feedback system can help startups effectively address key human resource challenges, particularly those related to communication gaps, team trust, and employee retention. By leveraging a simplified, multi-directional feedback mechanism, startups like Jubo can mitigate hierarchical imbalances, promote authentic dialogue, and foster a more collaborative, inclusive, and transparent workplace culture.

Beyond its practical application, this study also contributes to academic discourse on performance appraisal systems in resource-constrained environments. By combining empirical evidence with stakeholder insights, it lays the groundwork for further inquiry into how startups can adopt cost-effective, trust-building HR strategies. The following sections synthesize the broader implications and actionable outcomes of this research.

### *Practical Framework for Startups*

This study provides a scalable blueprint for startups by outlining key success factors in implementing a simplified 360-degree feedback system, such as limited rater pools, succinct surveys, and well-timed feedback intervals. This approach enables startups to manage polarization effectively without the administrative burden of a full-scale performance appraisal system, bridging theoretical insights and real-world HR constraints. By leveraging this framework, startups can navigate the challenges of resource constraints while enhancing employee satisfaction and fostering a collaborative, transparent workplace culture.

### *Improving Satisfaction and Reducing Turnover*

Aligning with prior findings (Murdiono et al., 2024), the study anticipates that implementing a simplified 360-degree feedback method will lead to increased employee satisfaction and reduced turnover. This feedback mechanism strengthens employees' sense of inclusion and support, which is crucial for retaining talent, especially in lean startup environments. Moreover, by reducing hierarchical imbalances through multi-directional feedback channels, the system encourages employees to voice concerns more openly, creating an environment that fosters authentic dialogue. This is particularly important in polarized times, where open communication allows teams to surface and address value-based disputes transparently, leading to a more cohesive and resilient organization.

### *Enhancing Team Understanding, Collaboration, and Self-Development*

A simplified 360-degree feedback system not only provides comprehensive feedback to individual employees but also enhances team understanding and collaboration. By promoting an inclusive organizational culture, it helps to navigate the challenges of a polarized workplace. Through multi-faceted feedback,

employees can increase their self-awareness and receive valuable suggestions for development, ultimately leading to improved individual and organizational performance. This feedback system also encourages authentic dialogue among diverse teams, breaking down communication barriers inherent in traditional one-way performance evaluations. This fosters a culture of openness and continuous improvement, which is essential for both individual and collective growth.

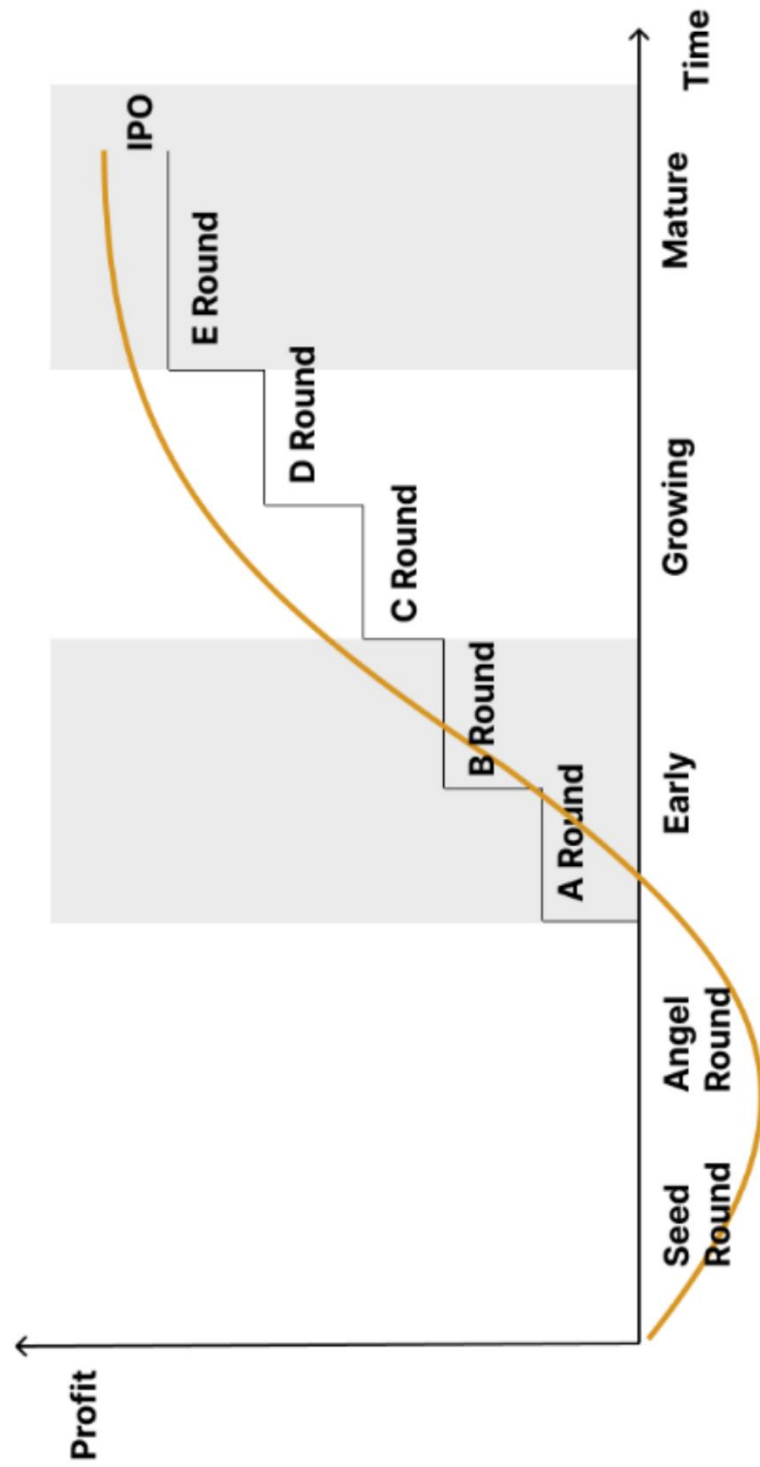
### *Expanding Theoretical Foundations & Exploring Forward-Looking Applications*

This research expands theoretical understanding of performance appraisal methods, particularly in resource-constrained environments. By providing a framework for the application of simplified 360-degree feedback in startups, the study contributes to the ongoing development of performance appraisal research. Furthermore, it offers valuable insights into how such feedback systems can be used to foster organizational dialogue, mutual understanding, and collaboration in polarized times. This work sets the stage for future studies by offering data-driven insights and analytical models, ensuring that future research can further explore the long-term applications and potential improvements of these simplified feedback systems.

## Appendices

Fig.1 The Life Cycle of a Startup

[Position. **Literature Review** – *Organizational Challenges and Risks in the High-Growth Phase (A-C Rounds)*]



**The Life Cycle of a Startup (Adapted from Xiao, Youhe (2019).)**

Fig.2 The old and new process of Jubo's performance appraisal system

[Position. Methodology – Case Selection: Jubo]

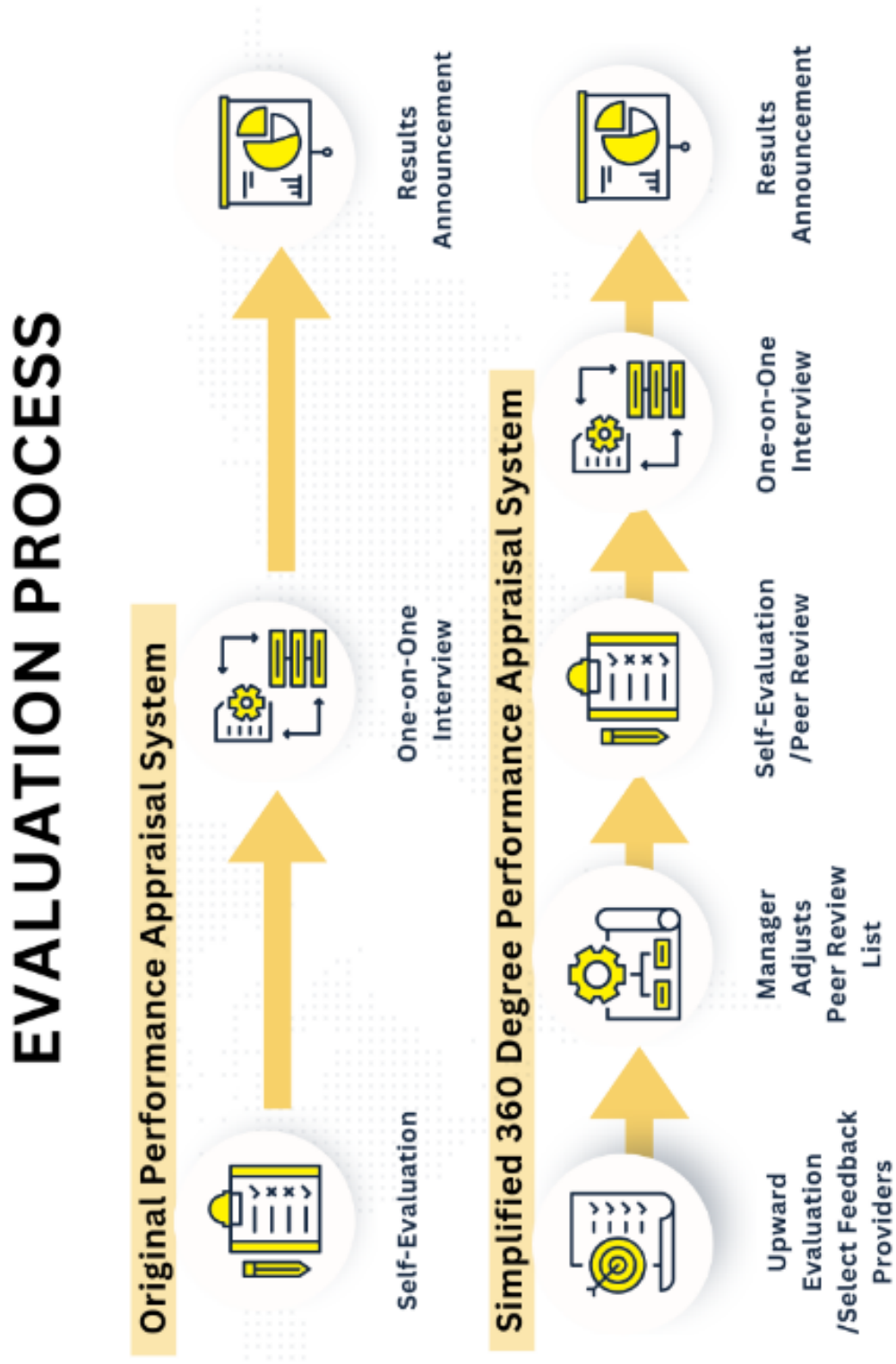


Fig.3 The feedback source and the key focus of simplified 360 performance appraisal system in every characters.

[Position. Methodology – Data Collection and Analysis]

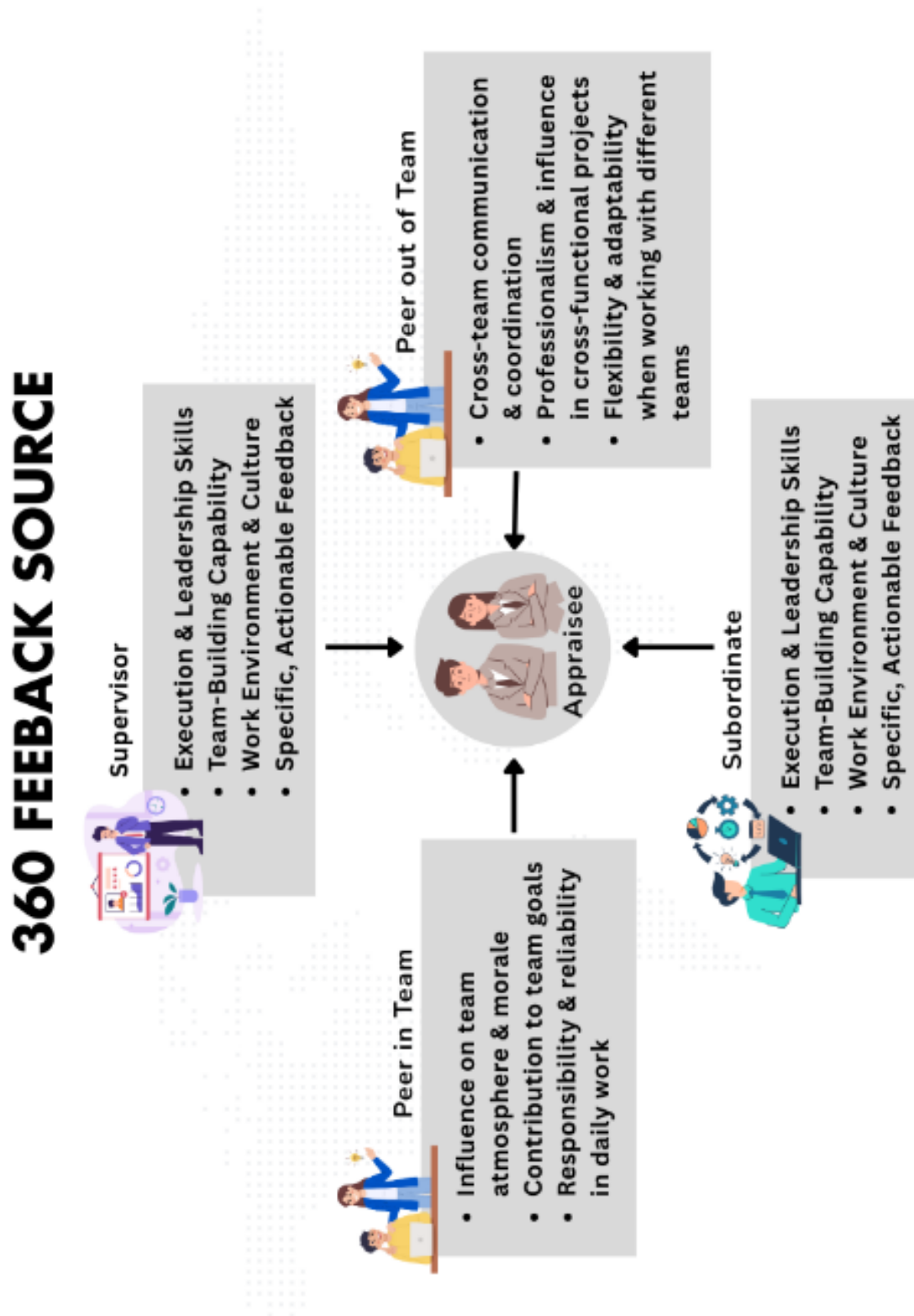


Fig.4 Employee Average Overall Performance

\*2022 only evaluate once due to the introduction of simplified 360-degree performance appraisal system

[Position. **Result** – Data Collection and Analysis – statistical findings]

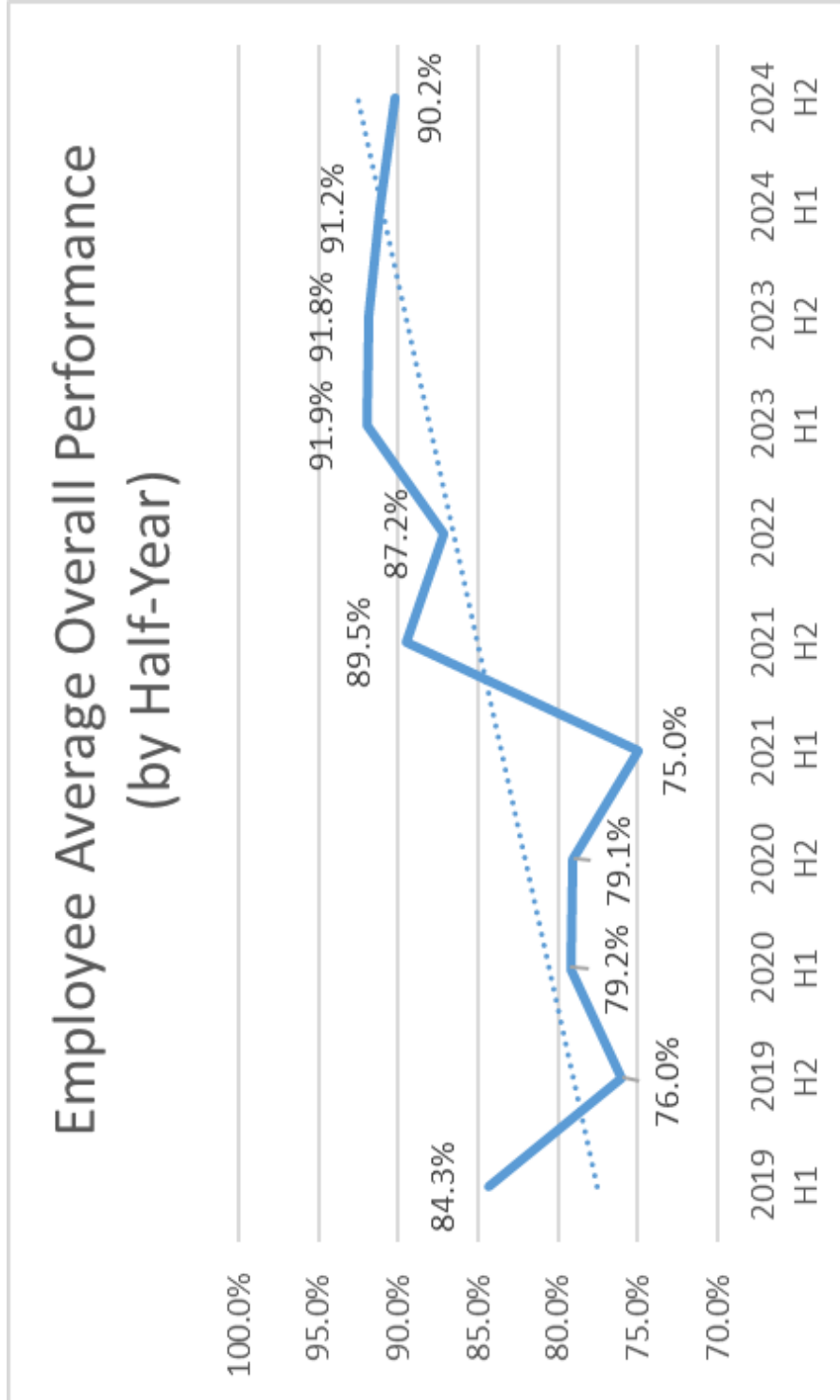


Fig.5 Turnover Rate with Company Headcounts

\*2022 only evaluate once due to the introduction of simplified 360-degree performance appraisal system

[Position. **Result** – Data Collection and Analysis – turnover rates]

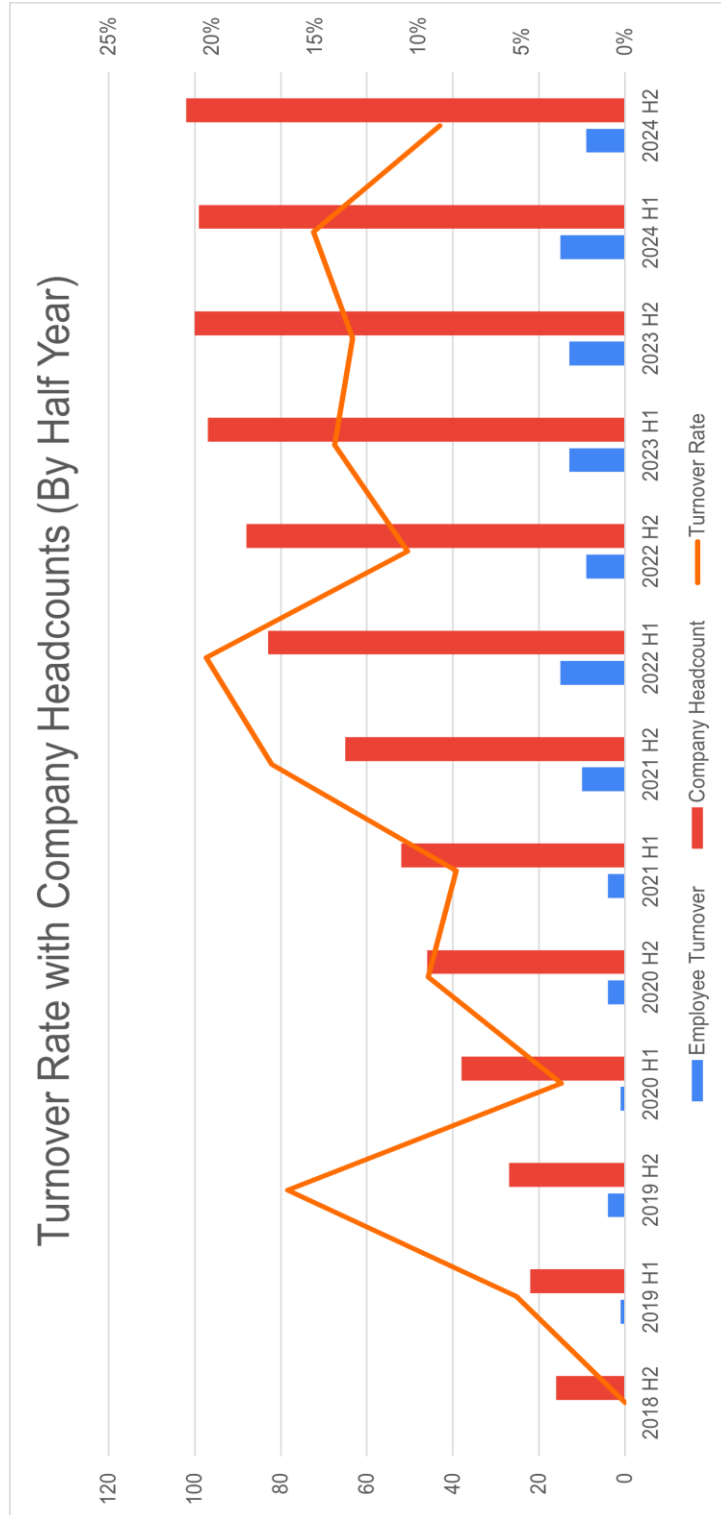


Fig.6 The System HR Dashboard

[Position. **Result** – *Qualitative Findings from Semi-structured Interviews – qualitative findings from simplified 360-degree performance appraisal system's dashboard*]

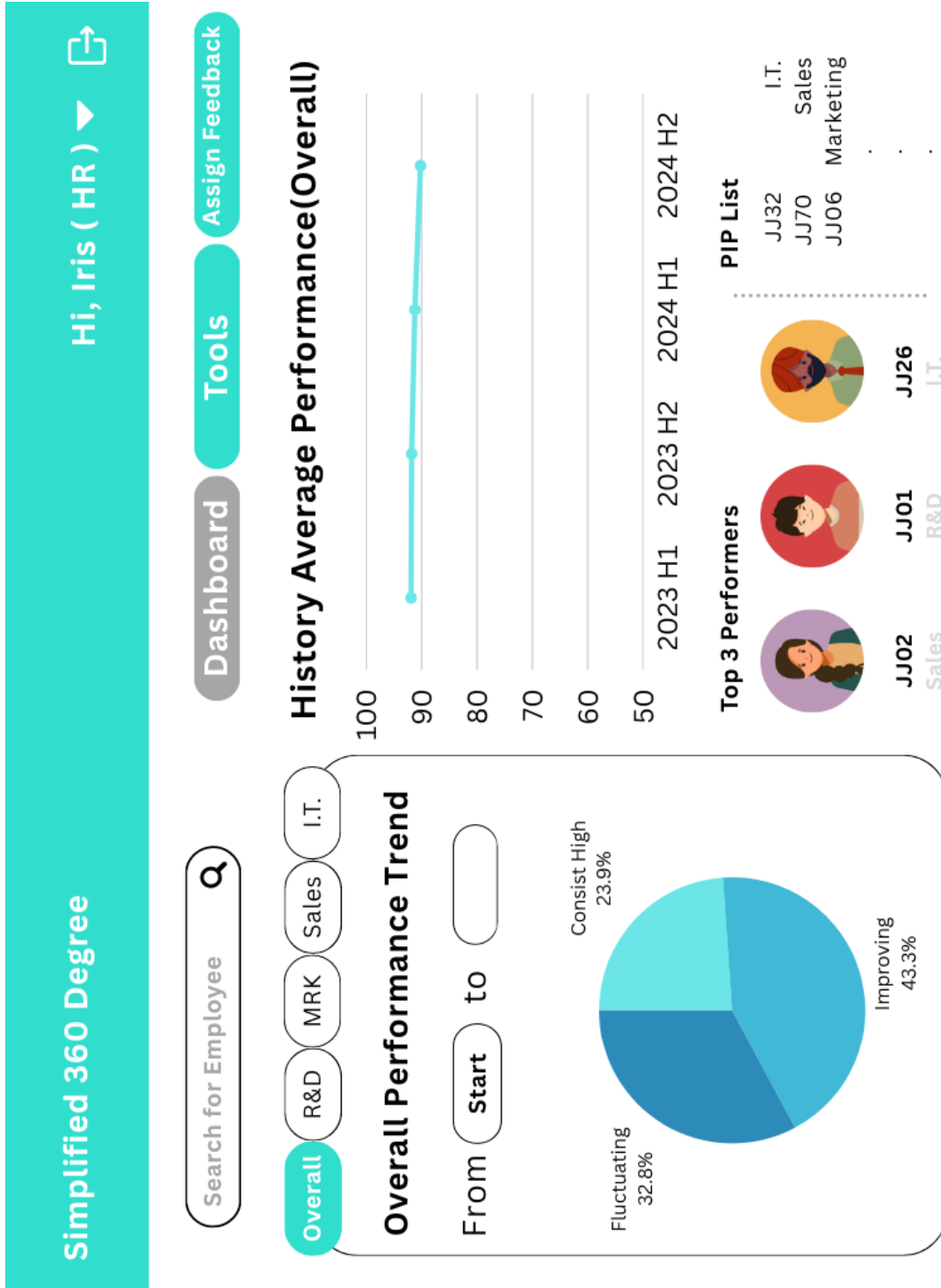



Fig.7 The System Employee Dashboard

[Position. **Result** – *Qualitative Findings from Semi-structured Interviews – qualitative findings from simplified 360-degree performance appraisal system's dashboard*]

Simplified 360 Degree
Hi, JJ01 ( Employee ) [↗](#)



**JJ01**


Department: Sales  
Role: Senior Manager  
Supervisor: JJ00  
Tenure: 6 years

**2025 H1 ( January - June )**


Self Assessment ✔


Overall Rating: —

**You Need to Feedback:**




↑ JJ00






↓ JJ12



↔ JJ05



↔ JJ03

[View Feedback](#)

**2024 H2 ( July - December )**

Overall Rating: **4/5**  
Sales/ Manager

**Feedback Message**  
 " You're amazing! You are an indispensable part of the team. Respect."  
 "Thank you for always bringing me laughter and positive energy every day. You always worry about me being taken advantage of by other vendors, and you step up to take on responsibilities that aren't even yours. You are truly an irreplaceable member of the project team. Jesus loves you!"

[View Result](#)

Start Date	End Date	Title

*Table.1 Comparison of Evaluation Management Efficiency (Old vs. New System)*

[Position. **Result** – *Qualitative Findings from Semi-structured Interviews – qualitative findings from simplified 360-degree performance appraisal system's dashboard*]

<b>Item</b>	<b>Original System</b>	<b>New System (Manual)</b>	<b>New System (With Digital Tools)</b>
<b>Total Cycle Duration</b>	~1 week	50 working days	30 working days
<b>HR Processing Time</b>	Minimal (not specified)	30 working days	8 working days
<b>Other Time Allocation</b>	Form filling, manager's evaluation, result release	Manual data consolidation and communication	Mainly communication activities and 1-on-1 feedback sessions
<b>Reason for Duration</b>	Fewer participants, single-source evaluation	Multi-source data collection and manual handling	Streamlined via automation, enabling focus on higher-value HR tasks

*Survey Questionnaire (HR Staffs, Chinese Original)*

**Introduction**

Dear Participant,

Thank you for taking the time to complete this questionnaire. The purpose of this survey is to explore the application of a simplified 360-degree performance appraisal system in startups and its impact on fostering authentic dialogue and organizational trust. Through your valuable input, we hope to gain deeper insights into how this appraisal system can function effectively in resource-constrained environments. All responses will be treated anonymously and used solely for academic research purposes.

We are seeking ways to continuously enhance employee satisfaction and team collaboration, and your observations and opinions are essential. Please take a few minutes to help us better understand the practical effects of the simplified 360-degree appraisal system. Together, we can contribute to building a more collaborative and communicative future for Jubo.

When answering the following questions, please reflect on and compare the appraisal methods used before 2022 with those adopted from 2023 onward, and share your perspectives on both past and current practices based on your own experience.

Q1	Since the introduction of the simplified 360-degree appraisal system, what changes, if any, have you observed in employee satisfaction with the company? <i>(Short-answer: Please provide concrete examples from your work experience, or data-supported outcomes.)</i>
Q2	Compared to the period before the simplified 360-degree appraisal system, have you observed noticeable changes in employees' behavior, work attitudes, or career planning? <i>(Multiple-choice: Please select all that apply)</i> <input type="checkbox"/> Behavioral improvement/optimization <input type="checkbox"/> Changes in work attitudes <input type="checkbox"/> Adjustments in career planning <input type="checkbox"/> Other (please specify): _____
Q2-1	<i>(Short answer: Please briefly describe your observations of employees.)</i>
Q3	Has the simplified 360-degree appraisal facilitated communication between employees and supervisors, or among employees themselves? If so, has it improved team collaboration? <i>(Short answer: Please share concrete examples or stories to illustrate how the appraisal has enhanced team collaboration.)</i>

Q4	<p>Have employees ever voluntarily expressed that they improved their performance based on appraisal feedback?</p> <p><i>(Short answer: Please describe specific cases or feedback that illustrate these success stories.)</i></p>
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*Survey Questionnaire (Supervisors, Chinese Original)*

<p><b>Introduction</b></p> <p>Dear Participant,</p> <p>Thank you for taking the time to complete this questionnaire. The purpose of this survey is to explore the application of a simplified 360-degree performance appraisal system in startups and its impact on fostering authentic dialogue and organizational trust. Through your valuable input, we hope to gain deeper insights into how this appraisal system can function effectively in resource-constrained environments. All responses will be treated anonymously and used solely for academic research purposes.</p> <p>We are seeking ways to continuously enhance employee satisfaction and team collaboration, and your observations and opinions are essential. Please take a few minutes to help us better understand the practical effects of the simplified 360-degree appraisal system. Together, we can contribute to building a more collaborative and communicative future for Jubo.</p> <p>When answering the following questions, please reflect on and compare the appraisal methods used before 2022 with those adopted from 2023 onward, and share your perspectives on both past and current practices based on your own experience.</p>	
Q1	<p>Do you feel that the new simplified 360-degree appraisal has made it easier for you to engage in open and honest conversations with colleagues and to better understand their work situations?</p> <p><i>(Short-answer: Please share a memorable story or experience.)</i></p>
Q2	<p>In the simplified 360-degree appraisal, how has feedback from colleagues been helpful to you?</p> <p><i>(Multiple-choice: Please select all that apply)</i></p> <p><input type="checkbox"/> Gained clearer understanding of employees’ perspectives on work</p> <p><input type="checkbox"/> Increased sense of trust</p> <p><input type="checkbox"/> Improved team collaboration</p> <p><input type="checkbox"/> Other (please specify)</p>
Q2-1	<p><i>(Short answer: Please share your experience.)</i></p>
Q3	<p>Imagine you are having a one-on-one conversation with a colleague. The simplified 360-degree appraisal has enabled more genuine communication, perhaps even leading to discussions about future career planning. Please share your feelings or actual experiences from such a conversation.</p> <p><i>(Short answer: Please share a story or experience.)</i></p>

Q4	In the simplified 360-degree appraisal, was there a particular conversation that especially enhanced team collaboration? Please describe a moment that left a strong impression on you. <i>(Short answer: Please share a story or experience.)</i>
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*Survey Questionnaire (Employees, Chinese Original)*

<p><b>Introduction</b></p> <p>Dear Participant,</p> <p>Thank you for taking the time to complete this questionnaire. The purpose of this survey is to examine the implementation of a simplified 360-degree performance appraisal system in startups and its impact on fostering authentic dialogue and organizational trust. Through your valuable input, we hope to gain deeper insights into how such a system can operate effectively under resource-constrained conditions. All responses will be treated anonymously and used solely for academic research purposes.</p> <p>We understand that performance appraisals may sometimes feel stressful; however, this questionnaire is designed to give you the opportunity to share your genuine experiences and constructive suggestions. We believe that your feedback can help our team grow stronger and improve further. Please take a few minutes to share your thoughts with us.</p> <p>When answering the following questions, please reflect on and compare the appraisal methods used before 2022 with the simplified 360-degree appraisal adopted in 2023. We kindly ask you to respond based on your own experience.</p>	
Q1	<p>Has the simplified 360-degree appraisal provided you with more opportunities for genuine dialogue with supervisors or colleagues?</p> <p><i>(Single-choice question)</i></p> <p><input type="checkbox"/> Yes, it has been very helpful</p> <p><input type="checkbox"/> Yes, but with limited impact</p> <p><input type="checkbox"/> No, about the same as before</p> <p><input type="checkbox"/> No, it has been ineffective</p>
Q1-1	<i>(Short answer: Please share your experience.)</i>
Q2	<p>In your opinion, how effective is this appraisal system in facilitating constructive feedback?</p> <p><i>(Five-point Likert scale (e.g., 1 = Not effective at all, 5 = Very effective))</i></p>
Q3	<p>During the appraisal process, have you observed noticeable improvements in team transparency and trust? Did this lead to more open and honest collaboration?</p> <p><i>(Short answer: Please share a story or experience.)</i></p>

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