

Research Article

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The Influence of Performance Feedback on Employee Performance Which is Mediated by Clarity of Performance Goals and Moderation of the Level of Autonomy in Employees in The Ministry of Transportation

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Abstract: *Performance feedback plays an important role in human resource strategies to improve employee performance through clarity of performance targets by providing good work facilities to motivate employees in carrying out activities. The aim of this research was to examine whether performance feedback would contribute to employee performance in the context of public organizations. This type of research is quantitative with a purposive sampling technique distributed through questionnaires to 110 service employee respondents within the Ministry of Transportation who are 20 years old and have worked for at least 2 years and reside in the Tangerang Regency area. Primary data analysis was carried out using the Structural Equation Modeling (SEM) method. The results of this research show that 4 of the 5 proposed hypotheses are accepted, and the work feedback variable has the greatest direct influence on the clarity of performance targets, then performance feedback has the greatest indirect influence on the relationship between clarity of work targets and employee performance. This research contributes to employees of the Ministry of Transportation in maintaining and improving employee performance by looking at several factors in the clarity of performance targets formed from performance feedback in an optimal and measurable manner. For further research, the researcher suggests that there is a need to develop variables so that other variables that are related to this research can also be used optimally.*

Keywords: *Job Feedback, Clarity of Performance Goals, Level of Autonomy, Employee Performance.*

Introduction

The ministry of transportation is an organization that is under and directly responsible to the president as head of state, where the ministry of transportation is a government agency that has the task of carrying out government affairs in the transportation sector. As one of the state ministries which has the task of providing services directly to the public in the field of transportation, it is very important to evaluate and improve the performance achievements and quality of service in this ministry.

Based on a survey conducted by Indonesia Political Opinion (IPO) which was conducted on 23-28 May 2022 involving 1,200 respondents spread throughout Indonesia, it was stated that the level of public satisfaction with the Ministry of Transportation was still very low, namely only 44%. Therefore, according to the author, it is very important to know what factors cause the performance of the Ministry of Transportation to be considered low by the public by evaluating the individual performance of Ministry of Transportation employees and several things that might have an influence on the performance of the employees themselves, through an analysis of the relationship between employee performance. with performance feedback, clarity of performance targets, and level of employee autonomy.

In his research, Latham (2017) revealed that setting performance goals can have an impact on employee performance in an organization, with clarity in determining performance can motivate employees to improve their performance. Apart from that, another factor that can have a positive impact on individual performance is performance feedback. objective and also a high leader's reputation (Martiah, 2022). Several

previous researchers suggested that performance feedback can reduce the negative effects of low goal clarity on the performance of public organizations by guiding employees to focus on the goals chosen by decision makers in the organization (Chun & Rainey, 2005; Pandey & Wright, 2006). To achieve higher performance requires increased interaction and communication between superiors and subordinates in terms of discussing organizational goals and expected behavior from employees and sharing performance information (Nielsen, 2014; Ashford et al., 2003). Thus, performance feedback may play a more important role in managing performance in the context of public organizations, due to unclear organizational goals, than in other organizational settings.

The existence of a very complex organizational structure in the government, including in the Ministry of Transportation, starting from the organization in the Technical Implementation Unit located throughout Indonesia to the Head Office of the Ministry of Transportation, allows the flow of decision making in a job to take quite a long time, and therefore more research is needed. Furthermore, how far is the level of employee autonomy in the Ministry of Transportation organization and how much does the employee's level of autonomy influence their performance.

The aim of this research is twofold. First, to examine whether performance feedback will contribute to employee performance in the context of public organizations. By analyzing data collected from public employees in local governments at the Indonesian Ministry of Transportation, we will test whether a positive relationship between performance feedback and employee performance is also found in public organizations. Structural equation modeling was adopted to estimate the hypothesized relationship between performance feedback and individual performance. Second, to investigate the performance feedback process that influences individual performance. Specifically, it focuses on the mediating role of goal clarity between performance feedback and individual performance, with the assumption that performance feedback will clarify performance goals and desired behavioral standards for employees, and ultimately help them in improving their performance. Given that public organizations have experienced lower levels of goal clarity, it is expected that performance feedback will attract critical attention from public managers as a strategy for solving this chronic problem of public organizations.

From previous studies, very few have conducted research on the relationship between performance feedback on employee performance and the moderating influence of autonomy on employees. Apart from that, previous research has never addressed employee performance at the Ministry of Transportation, so the author will conduct research entitled "The Influence of Performance Feedback on Employee Performance Which is Mediated by Clarity of Performance Goals and Moderation of The Level of Autonomy in Employees in the Ministry of Transportation".

Literature Review

Performance Feedback

According to Gonzalez et al. (2014) and Nadler (1978) Performance feedback is information about the actual performance or actions of a system that is used to control the future actions of a system. Whitaker et al. (2007) stated that feedback plays an important role in improving individual performance. Apart from that, Park & Choi (2020) in previous research also said that performance feedback can contribute to improving individual performance by understanding the performance goals they need to prioritize. Performance feedback can reduce the gap between individual performance levels and the standards expected by the organization (Klein, 1991).

Based on previous research conducted by (Park & Choi, 2020) who believes that the more often a person receives performance feedback from his superior, the more information there will be regarding the performance targets that must be achieved, with the development of previous research and adapted to the object. research, Performance Feedback is measured using several dimensions including conveying information from superiors, providing rewards and punishments for performance, and conveying performance information from employees.

Clarity of Performance Goals

A clear understanding of performance goals through specific guidelines will be able to make performance better than just encouraging employees to do their work optimally without providing clear direction towards the goals and behavior they are expected to carry out (Tosi et al., 1991). Clarity of organizational goals has a direct influence on the process of channeling and focusing team motivation to achieve goals, the team will further intensify the efforts they will make to achieve goals in a more effective way (Gonzalez et al., 2014). Clarity of Performance Goals is measured using the dimensions of setting performance goals, and employee understanding of their performance goals.

Level of Autonomy

Autonomy is an internal cognitive state, which can be obtained by various involvement in decision making, which can increase intrinsic work motivation and increase personal progress (Fernandez & Moldogaziev, 2011; Conger & Kanungo, 1988; Thomas & Velthouse, 1990). Gonzalez et al. (2014) also stated that higher autonomy can provide employees with the opportunity to determine what goals they should work for the organization to be able to provide better performance and calibrate their efforts towards organizational goals and the achievement of individual goals. Employee autonomy tends to influence employee performance to be more optimal only when they feel their work has high accountability (Wallace et al., 2011).

Employee Performance

Employee performance is an achievement of the work carried out by individuals in an organization. Employee performance is greatly influenced by several factors including feedback, job autonomy and clarity of expected targets (Park & Choi, 2020). Individual performance is also greatly influenced by positive and negative developmental feedback (Zheng et al., 2015). According to Robbins (2003) employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job and in another view employee performance is a function of the interaction between ability and motivation.

Hypothesis Development

The Effect of Work Feedback on Clarity of Work Goals

Park & Choi (2020) revealed that work feedback for employees can provide targets based on significant environmental stimuli. The more feedback obtained within the team and influenced by the team context, the more likely they are to be team- and socially-oriented (Anderson 2016). Morrison (2002) stated that it is important to explore the work feedback process with what is seen from the employee's behavior, attitudes and skills-based perspective. Then work feedback has been identified as a means to provide understanding, development and facilitation that allows individuals, teams or organizations to acquire new

skills, competencies, performance and personal improvements to become more effective which can have a greater impact on the clarity of work goals (Whitaker et al., 2007).

Work feedback provides a strong ability to direct and encourage groups towards and achieve organizational goals together, consisting of several individuals who see themselves and are seen by their work environment, and the literature on work feedback is the most extensive. In providing depth to work targets (Fernandez, 2013). In job feedback, this includes inherent familiarity with the organization as well as awareness of skills, expertise, perspectives, and how the latter can be aligned to work goals (Mulé et al., 2014). Based on the explanation above, the following hypothesis is proposed:

H¹: Work Feedback has a positive effect on Clarity of Work Goals.

The Effect of Clarity of Performance Goals on Employee Performance

Ilgen et al. (1979) underscored the positive effects of performance feedback on performance. However, empirical evidence is not always consistent with this view (Whitaker et al., 2007; Ang et al., 1993; Ashford & Black, 1996; Morrison, 2002). According to relevant analysis, the relationship between feedback and performance is unclear due to differences in research findings with inconsistent results (Kluger & Nisi, 1996). According to experts, this may occur because there is a complex and indirect relationship and there are several contextual factors between feedback and performance (Ashford et al., 2003; Whitaker et al., 2007; Morrison, 2002). Therefore, more sophisticated approaches are needed to investigate the dynamic relationships between performance feedback, contextual factors, and individual performance (Park & Choi, 2020).

Whitaker et al. (2007) explain two potential reasons, the first is that there may be several factors that can potentially mediate the relationship between feedback and performance. An example is in the employee information search model, a person tends to seek feedback to increase knowledge about work in order to improve performance for the better and reduce uncertainty in the work process Whitaker et al. (2007) and reducing uncertainty then leads to desirable work attitudes and higher performance. Then this was also explained by Taylor et al. (1984) Employees' clear understanding of behavioral standards through feedback will produce positive changes in performance. This argument is also in accordance with the logic in goal setting theory as discussed previously. Second, feedback from different sources can produce different results. Seeking feedback from supervisors and coworkers can have a periodic influence on task performance (Renn & Fedor, 2001). Based on the explanation above, the following hypothesis is proposed:

H²: Clarity of Performance Goals has a positive effect on Employee Performance.

The Effect of Performance Feedback on Employee Performance through Clarity of Performance Goals

One of the mediating factors that intervenes in the relationship between performance feedback and performance that is often discussed is the clarity of performance goals (Park & Choi, 2020). Based on research conducted by Tosi et al. (1991) and Anderson & Stritch (2016) state that a clear understanding of performance goals through specific guidance will be able to make performance better than just encouraging employees to do their work optimally without providing clear direction towards the goals and expected behavior. Clarity of organizational goals has a direct influence on the process of channeling and focusing team motivation to achieve goals, the team will further intensify the efforts they will make to achieve goals in a more effective way (Gonzalez et al., 2014). To achieve knowledge about useful goals and contribute to the organization, clarity of organizational goals can help work teams describe what behavior should be

carried out in order to be in accordance with what the organization desires (Gonzalez et al., 2014; Gist & Mitchell, 1992).

Several previous studies consistently state that an understanding of performance goals and clear individual roles can mediate the relationship between feedback and performance (Park & Choi, 2020). Meanwhile, the inconsistent relationship between performance feedback and performance can be viewed from the perspective of role clarity, which is likely one of the factors that mediates the relationship between feedback and performance (Whitaker et al., 2007). Where they found the effect of role clarity as a mediator on the relationship between an environment that supports feedback and individual performance. In addition, Gonzalez et al. (2016) also say that feedback on greater team autonomy can improve team performance by clarifying organizational goals and communicating performance information to the work team. Likewise, (Anderson & Stritch, 2016) through their research they show that individuals who are given clear task directions can perform better than those who are not given directions. Based on the explanation above, the following hypothesis is proposed:

H³: Clarity of Performance Goals positively mediates the relationship between Performance Feedback and Employee Performance.

The Moderating Effect of Autonomy Level on the Relationship between Clarity of Performance Goals and Employee Performance

Research conducted by (Park & Choi, 2020) specifically discusses employee work autonomy and clarity of performance goals can improve employee performance. Where previous research also often discusses that work autonomy has a positive impact on work performance and attitudes such as job satisfaction, organizational commitment, and work involvement, (Coye & Belohlav, 1995; Fernandez & Moldogaziev, 2011, Fernandez, 2013; Wright & Kim, 2004). According to Latham & Locke (1991) to increase the benefits of work autonomy, a clear understanding of goals is needed to help employees focus on the organization's desires for their performance.

Mulé et al. (2014) also stated that higher autonomy can provide employees with the opportunity to determine what goals they should work for the organization to be able to provide better performance and calibrate their efforts towards organizational goals and the achievement of individual goals. Although individuals with higher autonomy can take more initiative to achieve goals, it is not necessarily true that they understand the organization's goals, will have goals that are in line with the organization's goals, and take actions that are beneficial to the organization (Park & Choi, 2020). Several studies warn that autonomy can cause chaos in organizations if autonomous work teams or individuals pursue goals that are incompatible with organizational goals (Mulé et al., 2014; Haas, 2010; Wallace et al., 2011). Based on the explanation above, the following hypothesis is proposed:

H⁴: The level of Autonomy positively moderates the relationship between Clarity of Performance Goals and Employee Performance.

The Effect of Performance Feedback on Employee Performance

According to Park & Choi (2020) goal setting theory and control theory are the basis that employees who receive feedback and use it will ultimately produce better performance. In goal setting theory, it explains that to achieve a goal, feedback plays a very important role in directing individual employees to follow standards of behavior and expectations, as well as paying attention to aspects of the task indicated by feedback (Latham & Locke, 1991). Then, according to (Zhou, 2003; Kluger & Nisi 1996) performance

feedback can direct individuals in setting goals and behavior in the future to increase their productivity, which can provide a higher contribution to organizational performance.

Many studies have proven that there is a positive relationship between feedback and performance under various conditions (Favero et al., 2016; Choi et al., 2018; Guo et al., 2014; Su et al., 2019). In addition, Favero et al. (2016) also conducted research on how internal management efforts including providing performance feedback influence performance, the results of which are consistent with literature in public management, which shows that managerial efforts are effective in improving organizational performance. In addition, there is a positive relationship between the development of feedback and employee performance as evidenced by the impact of related contextual factors (Su et al., 2019). In addition, Guo et al. (2014) also proves that the development of feedback has a positive relationship with employee performance. From this description, the fifth hypothesis that can be formulated in the following research is:

H⁵: Performance Feedback has a positive effect on Employee Performance

Based on this framework, the research model includes:

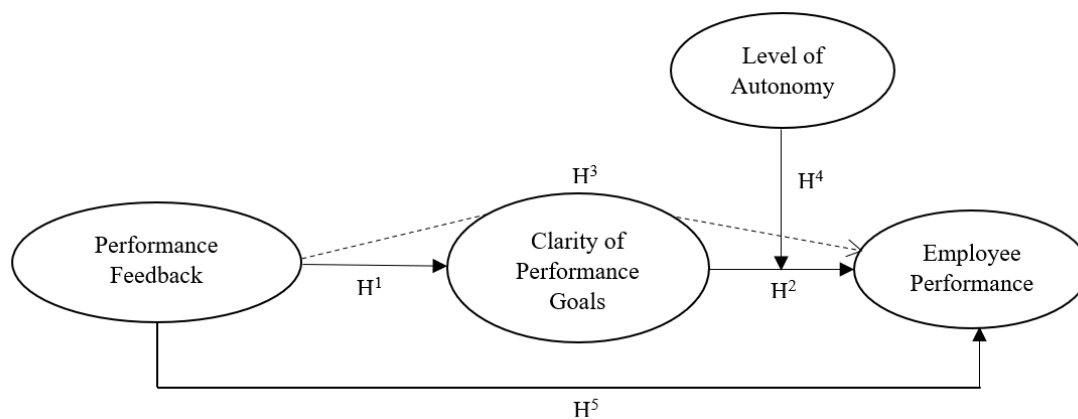


Figure 1. Research Model

Method

This research uses a quantitative research method by collecting data by distributing questionnaires online via Google Form. In this study, a Likert scale was used with a scale of 1-5 (strongly disagree to strongly agree). The performance feedback variable was measured using one question adopted from previous research (Park & Choi, 2020).

The population of this study is government employees who provide services to the community, the sample in this study is government employees, namely the Ministry of Transportation who provide services to the community, with a sample size of at least 110 people (5 x N) where N is the total number of questionnaire questions. 22 questions, in determining the sample the author used the Purposive Sampling method with a minimum age requirement of 20 years and having worked for a minimum of 2 years. To ensure data quality, data feasibility tests will be carried out in the form of validity and reliability tests.

The data collection technique begins with distributing an initial questionnaire (pretest) to 30 respondents and validity and reliability tests will be carried out using it. The convergent validity test is used to test validity, while AVE (Average Variance Extraction) is used to test reliability. According to Hair et al. (2021), a construct is said to be very reliable if the composite reliability value reaches 0.70 and the AVE is greater than 0.50. In previous tests in this research, the AVE value was greater than 0.50 so it could be said

to be valid. For this pre-test reliability test, it can be seen from the Composite Reliability (Cr) value and Cronbach's alpha value. A variable can be considered reliable in composite reliability if its value is greater than 0.70, and the Cronbach's alpha value can be considered reliable if it is at least 0.70. In this pretest, the Composite Reliability and Cronbach's Alpha values were both greater than 0.70, so it can be said that all the variables in this study were reliable. Based on the results of the pretest on 30 respondents, there were 4 variables with an Average Variance Extracted (AVE) value > 0.50 , then Composite Reliability (Cr) and Cronbach's Alpha > 0.70 , so this test can be declared valid and reliable, so the research can be continued.

Then, analysis of primary data totaling 110 respondents uses the Structural Equation Modeling method which will test the outer model and inner model. Outer model testing consists of convergent validity, discriminant validity, reliability, collinearity, adjusted R square and model test (Goodness of Fit). Meanwhile, in testing the inner model with the criteria p-value, t-statistics, original sample.

Outer Model Testing

Table 1. Outer Model Results

Variable	Indicator	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
Performance Feedback	PF1	0.807	0.669	0.828	0.886
	PF2	0.820			
	PF3	0.815			
	PF4	0.806			
Clarity of Performance Goals	CPG1	0.748	0.599	0.834	0.882
	CPG2	0.708			
	CPG3	0.798			
	CPG4	0.838			
	CPG5	0.773			
Level of Autonomy	LA1	0.743	0.672	0.838	0.891
	LA2	0.881			
	LA3	0.872			
	LA4	0.772			
Employee Performance	EP1	0.720	0.589	0.912	0.928
	EP2	0.776			
	EP3	0.789			
	EP4	0.783			
	EP5	0.788			
	EP6	0.748			
	EP7	0.835			
	EP8	0.745			
	EP9	0.716			

Source: Researcher-processed data findings, 2024

Convergent validity can be determined by looking at the loading factor value in the outer loading table and can also be seen through the Average Variance Extracted (AVE) value. The fixed quantities that must be met to measure convergent validity are > 0.7 for the loading factor value and > 0.5 for the AVE value. In this research measurement of 22 indicators, the results obtained for 22 indicators had a loading factor value > 0.7 , so it was stated that the 22 indicators were acceptable and the AVE value was > 0.5 .

Discriminant validity describes that one latent variable is different from other latent variables (Hair et al., 2021). There are three methods that can provide an explanation of the discriminant validity test,

namely the Fornell-Larckel criteria, Cross Loading, and Heterotrait-Monotrait Ratio (HTMT). The Fornell-Larckel criterion illustrates that a latent construct must better explain the variance of its own indicators than the variance of other latent constructs (Hair et al., 2021). The measurements in this study all variables met the criteria.

Based on the calculation results, the overall cross loading value of the UBK, KSK, TO and KP measurement items has a greater value and is strongly correlated with the main variable it measures compared to other variables, and indicates that the variable has good discriminant validity.

The Heterotrait-Monotrait Ratio (HTMT) compares the geometric root of the average correlation between measurement items with the average correlation of measurement variables between items. The Heterotrait Monotrait Ratio (HTMT) value for each research variable is 0.90 as stated by Henseler et al. (2015), offers strong discriminant validity. In the research findings, all variable relationships show a standard value of <0.9.

According to Hair et al. (2021) the CR value can be said to be reliable if it has a value > 0.7. Based on the calculations, the results showed that all latent variables (constructs) had a Composite reliability value > 0.70. Then in the Outer VIF Value table, the VIF value is <5 which indicates the indicator does not have collinearity problems (Hair et al., 2021). Based on calculations, it shows that all indicators have a VIF value < 5, so that all indicators do not experience multicollinearity problems.

The coefficient of determination value explains to what extent the exogenous variable is able to explain the endogenous variable. Based on calculations, it is known that the Performance Feedback variable is able to explain the Performance Goal Clarity variable by 30.3%, while the remaining 69.7% is explained by other variables not examined in this research. The variables Performance Feedback, Clarity of Performance Targets and Level of Autonomy were able to explain the Employee Performance variable by 69.1%, while the remaining 30.9% was explained by other variables not examined in this research.

Table 2. Hypothesis Test Results

	Hypothesis	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
UBK → KSK	H1	0.557	5.525	0.019	The data support the hypothesis
KSK → KP	H2	0.344	3.621	0.000	The data support the hypothesis
UBK → KSK → KP	H3	0.191	3.220	0.001	The data support the hypothesis
KSK → TO → KP	H4	-0.002	0.040	0.484	Data do not support hypothesis
UBK → KP	H5	0.344	3.905	0.000	The data support the hypothesis

Source: Researcher-processed data findings, 2024

Results and Discussion

The first finding in this research explains that performance feedback can increase the clarity of performance targets for employees within the Ministry of Transportation. Judging from employee responses related to performance feedback received from superiors, it can provide a lot of information regarding performance targets that must be achieved, so that employees can formulate optimal monthly and annual performance targets. Then the superior will provide criticism and input on employee performance that is less than optimal so that they can complete the work well, in this way the organization provides rewards in the form of payment for optimal employee performance. The age factor has a big impact on employees, because employees can make measured decisions about each job. The results of this research are in line

with previous research which states that performance feedback has an impact on the clarity of work goals (Morrison, 2002; Fernandez, 2013).

The second finding proves that clarity of performance targets can improve employee performance. The results of this research were obtained, and it was proven that if an employee is used to doing their work every day, they will be enthusiastic and continue to carry out the activities they are carrying out and complete their work effectively and efficiently, so that it can encourage employees to increase their activities. Then employees will understand well the monthly and annual performance targets based on the vision and mission of the place they work. The employment status factor can provide clarity on employee performance targets so that it can improve employee performance in each echelon unit. Thus, these findings are in line with previous research which states that clarity of performance targets has an impact on employee performance (Morrison, 2002; Whitaker et al. 2007).

The third finding in the results of this research also proves that clarity of performance targets is able to act as a mediator between performance feedback and employee performance in the Ministry of Transportation environment, this is because clarity of performance targets that arise from the feedback received by employees is considered capable of encouraging good performance values employee. Then, by continuing to give the best appreciation from superiors for the performance that has been carried out, employees can make decisions independently for the work they are responsible for. In this case, the superior also provides rewards in the form of payment for optimal employee performance, so that it can motivate employees to improve performance both individually and in teams. The factors of employment status, age and length of service of employees play an important role in improving employee performance. Then, employee performance feedback can encourage their performance well. Thus, this finding is in line with previous research which states that clarity of performance goals can mediate between performance feedback and employee performance (Tosi et al., 1991; Anderson & Stritch, 2016).

Furthermore, the fourth research proves that the level of autonomy is not able to play a role in providing an impact between the clarity of performance targets and employee performance in the Ministry of Transportation environment, this is because autonomy tends to have a negative impact on employee performance to be more optimal only when they feel their work has high accountability. Then employees often replace or represent their superiors to take part in meetings related to their work without having to be accompanied by their superiors. Employees also often replace their superiors when there are certain activities and are often asked by their superiors to do their superiors' work so that employees feel that the work is not their responsibility and there is a high risk in carrying out this work. The factors of employee age and length of service also have a big impact, because employees who have worked for a long time will basically find it difficult to give orders, which are then strengthened by their employment status so that the level of autonomy does not have an effect on employee performance. Thus, the level of autonomy has a weakening impact on the relationship between clarity of performance goals and employee performance. This finding is not in line with research from (Haar & Spell, 2009; Theurer et al., 2018) which states that the level of autonomy is able to moderate the relationship between clarity of performance goals and employee performance.

The final results of this research prove that performance feedback can improve employee performance in the Ministry of Transportation environment. This can be seen from several aspects of employee responses that performance feedback given by superiors provides high enthusiasm for employees and increases their role in work when employees receive feedback. If the performance is in line with what is being done, the employee will work optimally. Then, when employee performance in public services is less than optimal,

superiors always provide constructive criticism and input in order to minimize errors in completing work. Echelon unit factors and employment status enable employees to receive criticism from superiors so that feedback can be applied to employees. Evaluation results of employee performance are continuously carried out so that employees are able to carry out their work well. This finding is in line with previous research which states that performance feedback has an impact on employee performance (Su et al., 2019; Park & Choi, 2020).

Conclusion

This research examines the influence of performance feedback on employee performance which is mediated by clarity of performance targets and moderated by the level of autonomy in employees within the Ministry of Transportation as the research object. Based on the findings of this research, it can be concluded that in order to improve employee performance within the Ministry of Transportation, superiors must always provide support and appreciation that can motivate employees to be optimal in carrying out their activities. Then, to be able to increase the clarity of performance targets within the Ministry of Transportation, superiors must prioritize several factors formed from performance feedback in an optimal and measurable manner. Then, in order to increase the clarity of performance targets regarding employee performance within the Ministry of Transportation, superiors should not give job authority to employees, this is because the job authority given by superiors to employees within the Ministry of Transportation tends to lighten the workload of superiors. In this case, the employee feels that this work is not a priority for his duties and responsibilities.

Limitation

There are several limitations or limitations that can be corrected and developed in this research. First, in this study the respondents studied were environmental employees of the Ministry of Transportation, most of whom were under echelon I of the Transportation Human Resources Development Agency and not from all Echelon I in the Ministry of Transportation. As a result, these findings cannot represent all employees within the Ministry of Transportation, therefore for further research the researcher provides input to expand the demographics of respondents for more comprehensive results. Second, the variables in this research still need development so that other variables that are related to this research can also be used with various factors. Therefore, for further research, researchers provide input to add other variables.

Suggestion

Based on these results, if superiors want to increase the clarity of performance targets with employee performance, the company does not make the level of autonomy a priority in a strategy within the Ministry of Transportation, because the level of autonomy can cause Then by looking at the aspect of performance feedback, the higher the performance appreciation that will be achieved. given by superiors, the higher the employee's performance in carrying out their work.

Managerial Implications

This research has several managerial implications for improving employee performance. From the research above, it is known that performance feedback has an impact on employee performance. Next, clarity of performance targets can have an impact on employee performance. Apart from that, clarity of performance targets can be an intermediary between performance feedback and employee performance.

Furthermore, the level of autonomy is not able to play a role in providing an impact between the relationship between clarity of performance targets and employee performance.

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