

The Effect of Facilities, Assessment, Feedback, Employees Involvement toward Employees Performance

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Abstract: The aims of this research are to test and prove empirically: (1) the influence of facilities toward assessment. (2) The influence of facilities toward employee involvement. (3) The involvement of facilities toward feedback. (4) The influence of assessment toward employees involvement (5) The influence of feedback toward employees involvement (6) The influence of employees involvement toward employees performance. Theoretically, the result of this research is hoped to enrich and complete the references in human resources management, so it will be useful for academicians and practitioners. Population in this research are the employees who work in PT Surya Pamenang Tbk - Kediri - East Java. The sampling taken by using *stratified proportional random* technique got 150 respondents. Data analysis used in this research is *SEM (Structural Equation Modelling)*. The results of this research show that (1) The involvement of facilities has significant influence toward assessment. (2) The involvement of facilities does not have significant influence toward employees involvement (3) The involvement of facilities has significant influence toward assessment. (4) The assessment of employees' involvement has significant influence toward employees' involvement. (5) Feedback has significant influence toward employees' involvement. (6) The involvement of employees has significant influence toward employees' performance.

1 INTRODUCTION

To response free trade which was started by Asean Economy Community in 2015, and other free trade systems, it made many companies in Indonesia must prepare to compete with many companies from other countries. Therefore, it is needed qualified human resources in order to improve the performance of employees. Human resources management which deal with the relation between the employer and employee, performance agreement, involvement of facilities, assessment and feedback. All of these factors cannot be separated with the involvement of employees to increase employees' performance. Macey et al, (2009) stated that the more maximal result is important step in performance management process. Cardy (2004) said that performance management is critical aspect of effective organization. One of variables which has increased attention as main determination of performance is employees' involvement.

2 THEORY BASE

2.1 Involvement Facility

The next step is involvement facility with the main focus in identification and supplying of employees with human resources they need to be involved. As shown before, the involvement of human resources which enable employees to have significance, safe, and availability. The main activity in this step includes work design, training and social support, leadership (Gruman & Saks, 2011).

2.1.1 Work Design

It is inherent in performance concept that employees must do tasks deal with their jobs. Effective performance involves the employees to have idea and to take further step (Buchner, 2007, Giles & Mossholder, 1990). The effective cooperation management also involves employees to have opinion of their working design, the roles and tasks that they do.

2.1.2 Training and Social Support

To push involvement, training should be continuous process and it is not limited about performance evaluation in every three months or yearly. Murphy and DeNisi (2008) stated that most of the management interventionis performance whis is designed to motivate employees to perform better. However, the performance problem is less do motivation than ability. In this case, training can be solution. Schaufeli and Salanova (2007) suggested that one of keys to maintain employees involvement enable them to develop their career.

2.1.3 Leadership

The leader is a very important element to reach the success of performance management. Quality of the leader and employees relation has been proven that it relates with satisfaction of employees with their performances, appraisal and motivation to increase performance (Elicker, et al, 2006). The leaders also have important roles to push employees involvement.

2.1.4 Trainning

Murphy and DeNisi (2008) stated that most of intervention of performance management which is designed to motivate the employees to perform better. However, sometimes performance problem less relates with motivation than ability. In case such as training, it can be as solution. Schaufeli and Salanova (2007) suggested that one of keys to maintain employees involvement enable them to develop their career.

2.2 Assessment of involvement

Assessment of involvement according to Larry D. Stout in Hessel Nogi (2005: 174) stated that the measurement or assessment of organization performance is a process to record and measure achievement of activities to reach mission (mission accomplishment) through outputs which shown in products, services or process. While Bastian (2001: 330) in Hessel Nogi (2005: 173) stated that measurement and usage of performance assessment will push the achievemnet of organization's goals, and will give feedback to make better continuously.

2.3 Feedback Involvement

Feedback is the level in solving work activities which demanded by kind of work that give consequences toward work, and get direct and clear information about the effectivity in performing work (Wexleyand Yuki, 1992). Dale (1992) stressed the effective usage

of feedback to the members of organization continuously, and orientatation to tasks can influence the behaviour of employees deal with job through a process of complicated motivation. The experts say that feedback has two functions for the people who receive. The first, it deals with instruction, and the second it deals with motivation. Feedback gives instruction in explaining the role clearer, or in doing something new. On the other hand, feedback motivates at the time get reward or promise to give reward (Kreitner and Kinichi, 2004).

2.4 The involvement of Employees

The involvement of employees has received much attention, especially in populer news report from media among consulant companies. It is often said as the key of success, competitive power of organization. Schaufeli and Salanova (2007) stated that involvement is important for contemporary organization because many challenges faced. Macey, et al. (2009) stated that organization can get competitive superiority through the involvement of employees. Many writers commend that involvement is main push of individual attitude, behavior, performance and organization performance, productivity, retention, financial performance.

2.5 Performance of Employees

Theoretically, the involvement of employees relates with working achievement. According to Leiter and Bakker (2010), involvement has much implication to performance of employees. Energy and focus which are inherent in work. The involvement enables employees to express their potencies in their works totally. These energy and focus are to improve their responsibilities in working. They have capacity and motivation to concentrate only for the works they handle. Demerouti and Cropanzano (2010) conclude that involvement can improve performance as the result from some mechanisms. The conclusion supported by some studiess shows positive correlation between involvement and individual performance (Xanthopoulou, etal., 2008). The newest meta analysis found commitment, health, moving desire and performance (Halbesleben, 2010).

Research Method

3 RESEARCH METHOD

3.1 Research Method

This research can be categorized as explanatory research, namely research which explain causal relation among variable through hypthotesis test.

Causal design is useful to analyze the effects between one variable to others, or how a variable influences other variables (Umar, 2000). The location of this research is in P.T. Surya Pamenang Tbk- Kediri.

3.2 Variable Measurement Technique

The sample taken in this research is by using stratified proportional random technique sampling. It was done because the position levels of employees are different. In determining the number of samples, it is based on opinion of Riscoe (1975) which was quoted by Sekaran (1992:253).

4 RESULT OF THE RESEARCH AND DISCUSSION

The measurement of facilities, appraisal, feedback, employees involvement and the effects performance of employees. After each factor measured by using first order, the next it is inserted significant indicators to test completely which explain the influence of performance agreement, facilities, assessment, feedback, employees involvement and the effects toward performance of employees. By using Structural Equation Modelling (SEM), it resulted Goodness of Fit Index for measurement model of structural model, the influence of performance agreement variable (X), facilities (Y1), assessment (Y2), feedback (Y3), employees involvement (Y4) and the effects toward performance of employees (Y5) in Table 5.21 as follows:

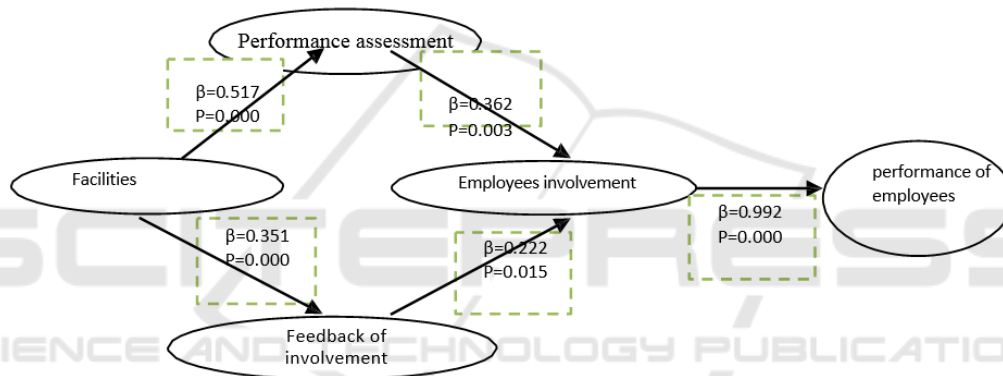


Figure 1: The last structural model of data processing result.

Table 1: Coefficient Line (standardisation registration) influence among variables.

			Estimate	S.E.	C.R.	P	Note
Y2	<---	X	0.517	0.080	4.778	***	Significant
Y4	<---	Y1	0.091	0.089	0.610	.542	not significant
Y3	<---	Y1	0.351	0.103	3.744	***	Significant
Y4	<---	Y2	0.362	0.100	2.945	.003	Significant
Y4	<---	Y3	0.222	0.050	2.426	.015	Significant
Y5	<---	Y4	0.992	0.232	6.896	***	Significant

5 CONCLUSION

5.1 The Influence of Involvement Facilities (X) with Involvement Assessment (Y2)

The result of this research is in line with the research result from Poursafar, et al,(2014) which stated that there is correlation between involvement facilities and involvement assessment. The employees in doing

their jobs have matched with instruction, coordination, and training from the leader in designing work. The employees also feel that they get support from society, so the action of employees in work is been involved in evaluation of performance, assessment process, and training as the company's goals.

5.2 The Influence of Involvement Facilities (X) Toward Employees Involvement (Y4)

The result of this research is not in line with the research result of Marisa Salanova, et al., 2008 which stated that involvement facilities has significant influence toward employees involvement. It means that PT Surya Pamenang–Kediri gives priority to employees involvement than their involvement facilities. The leader coordinates more intensively to the employees to increase productivity, and also to give appreciation to the employees who have good achievement. The company can rise profitability by giving reward, so they have pride and saatisfaction of their works. The next, leader designs work, reschedule, makes working method which supported and agreed by the employees.

5.3 The Influence of Involvement Facilities toward Involvement of Feedback

This research supports the research result done by Atwater,et.al, (2007) that showed significant effects between involvement of facilities and feedback given by manager of the company. It means that P.T. Surya Pamenang–Kediri, has reached effectivity in working. Information got from the employees revealed that leadership also ran well. The leader makes coordination in working include giving direction in designing or arranging job description of the employees, so that in line with the goals of the company.

5.4 The Influence of Involvement Assessment toward Involvement of Employees

The result of this research supports the opinion of Rosemary Fisher,et al.,2014, which stated that assessment involvement influence involvement of employees. It means that in doing assessment toward involvement of employees which deal with evaluation of performance, assessment and training to fulfill the goals of thecompany has increased productivity and profitability, so the employees feel satisfied and proud of working in this company.

5.5 The Influence Involvement of Feedback toward Involvement of Employees

The company -P.T. Surya Pamenang- in involvement of feedback which include effectivity, information delivering, and feedback of performance has supported productivity and profitability of the

company, so the employees feel satisfied and proud to work in this company. The result of this research supports Atwater, et.al,(2007) and Aguinis et.al, (2012) which stated that involvement of feedback has positive influence significantly toward involvement of employees.

5.6 The Influence of Employees Involvement toward Performance of Employees

The result of this research supports the opinion of Swarnalatha and Prasanna (2012) which stated that involvement of employees has positive and significant influence toward toward the performance of employees.

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