The Influence of the 360-Degree Feedback System on Employee Performance and Career Development in Technology Companies in Indonesia

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Article Info

ABSTRACT

This study investigates the impact of the 360-degree feedback system on employee performance and career development in technology companies in Indonesia. Using a quantitative approach with a sample of 130 employees, data were collected through a structured questionnaire and analyzed with Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results demonstrate that 360-degree feedback has a significant positive effect on both employee performance and career development. Employees who receive feedback from multiple sources, including supervisors, peers, and subordinates, are better able to identify their strengths and areas for improvement, thereby enhancing work outcomes and preparing for career advancement. These findings contribute to existing literature by providing empirical evidence from the Indonesian technology sector, highlighting the system's effectiveness in a culturally diverse context. Practically, the study suggests that organizations should integrate 360-degree feedback into their performance management and career development frameworks to foster employee growth and organizational competitiveness.

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1. INTRODUCTION

In today's highly competitive business environment, technology companies face increasing pressure to optimize employee performance and ensure sustainable career development. Rapid technological advancements, dynamic market demands, and evolving organizational structures require employees not only to meet performance expectations but also to continuously enhance their skills and competencies. In this context, human resource management (HRM) practices play a critical role in aligning individual capabilities with organizational goals, with one widely adopted approach being the 360-degree feedback system. This system provides a holistic view of employee performance by gathering feedback from supervisors, peers, subordinates, and self-assessments, leading to a more balanced and comprehensive evaluation that identifies strengths and development opportunities, thereby facilitating targeted training and development initiatives to enhance competencies [1]. Furthermore, the 360-degree feedback approach aligns individual

performance with organizational objectives, fostering a culture of continuous improvement, accountability, and adaptability [2]. The role of technology further strengthens these practices, as modern tools such as AI and data analytics revolutionize traditional HR processes, enhancing efficiency and accuracy in performance appraisals [3]. Technology also enables real-time feedback and data-driven insights that improve objectivity and transparency while digital platforms support ongoing performance management through customized development programs and goal tracking [4]. Ultimately, effective human capital management (HCM) practices, including training, performance appraisal, and career management, are essential for improving employee engagement and retention [2], while organizations must also prioritize strategic planning and ethical considerations when integrating technology into HR processes to ensure sustainable business success [3].

The 360-degree feedback system has gained recognition as a strategic HRM tool for promoting employee growth, performance improvement, and leadership development, as it diverges from traditional top-down appraisal methods by incorporating feedback from multiple sources, including peers, subordinates, supervisors, and even customers, to provide a more holistic and well-rounded perspective on employee performance [5], [6]. Such a comprehensive mechanism not only enables employees to identify strengths and areas for improvement from diverse viewpoints but also encourages continuous development through regular feedback, fostering a culture of ongoing improvement [5]. This approach is particularly relevant in technology companies where teamwork, innovation, and adaptability are essential for organizational success, as diverse feedback helps employees enhance their performance and align career development trajectories with organizational goals. Moreover, research has shown that 360-degree feedback is especially effective for individuals in management roles, supporting leadership development by helping managers

improve their effectiveness and identify growth areas [7]. A study involving 50 employees from software companies further emphasized its positive impact on leadership capabilities, underscoring its value in strengthening management skills [7]. At the organizational level, the primary goal of 360-degree feedback is to improve both individual and overall performance by offering a holistic understanding of strengths and development opportunities [1]. By complementing traditional evaluation methods with multi-perspective insights, this system not only supports personal development but also aligns employee capabilities with organizational needs, thereby contributing to sustainable organizational growth [8].

Previous studies have highlighted the positive impact of 360-degree feedback on performance management, employee engagement, and career planning, yet empirical research examining its effectiveness in the Indonesian technology sector remains limited. Given Indonesia's rapidly growing digital economy and the increasing role of technology firms in national development, understanding how feedback mechanisms influence employee outcomes is both timely and necessary. The implementation of 360-degree feedback in this sector can significantly enhance performance management, engagement, and career planning by providing a holistic view of employee performance and identifying specific areas for development that support targeted training and development programs [1], [9]. Moreover, effective performance evaluation systems, including 360-degree feedback, have been shown to increase employee motivation and engagement, with organizations implementing transparent evaluations reporting a 45% increase in engagement and two-way feedback mechanisms boosting employee satisfaction by 56% [10]. In the context of Indonesia's digital transformation, the integration of technology-driven HRM practices such as 360-degree feedback is crucial for enhancing organizational efficiency while remaining aligned with local cultural and regulatory contexts [11]. Additionally, high feedback

responsiveness—a key aspect of 360-degree feedback—has been found to positively impact employee performance, underscoring the importance of effective communication and constructive feedback in sustaining organizational success [12]. This research seeks to fill this gap by analyzing the effect of 360-degree feedback on employee performance and career development in Indonesian technology companies.

This study employs a quantitative approach with data collected from respondents using a 5-point Likert scale and analyzed through Structural Equation Modeling–Partial Least Squares (SEM-PLS 3), with the aim to examine the direct effect of 360-degree feedback on employee performance, investigate its influence on career development, and provide insights for organizations seeking to implement effective feedback mechanisms as part of their HRM strategy. By offering empirical evidence, this research contributes to both theory and practice, as it enriches the literature on performance management and employee development within emerging markets while also providing practical guidance for technology companies in Indonesia to design and implement 360-degree feedback systems that not only evaluate employees but also foster continuous improvement and career growth.

2. LITERATURE REVIEW

2.1. 360-Degree Feedback System

The 360-degree feedback system is a comprehensive performance appraisal tool that gathers evaluations from supervisors, peers, subordinates, and self-assessment to provide a holistic view of employee performance, aiming to enhance development through self-awareness, continuous improvement, and alignment of personal and organizational goals. When effectively implemented, it can significantly improve job performance, motivation, and accountability by offering well-rounded evaluations of strengths and areas for improvement [1], [5]. The system fosters a culture of continuous improvement by encouraging ongoing development rather than relying solely on periodic assessments [5]. Evidence shows a 15% increase in performance metrics and higher job satisfaction, with 80% of employees reporting improved satisfaction after implementation [13]. However, challenges such as feedback bias and lack of training must be addressed through clear goal-setting and proper preparation [13], while overall success depends on a supportive organizational climate and genuine intent to improve workforce standards [14].

2.2. Employee Performance

Employee performance in technology companies is crucial for maintaining competitiveness, as these firms depend on innovation, collaboration, and rapid adaptation to industry changes, making performance management systems (PMS) vital for aligning individual goals with organizational objectives through structured evaluation and feedback processes. PMS significantly influence performance by setting clear goals, providing regular feedback, and offering development opportunities, which are essential for fostering continuous improvement [15], [16]. In the IT industry, attributes such as training, performance reviews, and incentives strongly correlate with enhanced employee outcomes, underscoring the importance of well-structured PMS in technology sectors [17]. Constructive feedback clarifies expectations, reduces errors, and supports ongoing development, while goal setting aligned with organizational strategies ensures employees work towards common objectives, boosting overall performance [15], [16]. Furthermore,

improved employee performance has been shown to increase service quality and productivity, with effectiveness and efficiency directly shaping organizational outcomes [18], and success ultimately depending on supportive work environments and adequate resources that enable employees to perform optimally [19].

2.3. Career Development

Career development in technology companies is a multifaceted process that involves continuous learning and upskilling to keep pace with rapid technological advancements, with effective programs playing a crucial role in enhancing job satisfaction, fostering loyalty, and reducing turnover. Career development significantly impacts job satisfaction by aligning employees' aspirations with organizational goals, thereby improving productivity and well-being [20], while strategies such as on-the-job training, mentorship, and professional development workshops have been shown to strengthen both skills and job satisfaction [21]. In fast-paced technology sectors, continuous learning and professional development are indispensable for adapting to evolving digital tools and business models, preparing employees for new roles and responsibilities [22]. Feedback-rich environments further support career development by providing insights into performance gaps and improvement areas [21], while mentorship and coaching offer guidance and personalized development plans that facilitate career growth [22]. Ultimately, successful career development requires alignment between individual career needs and organizational objectives, ensuring

mutual benefits for employees and organizations alike [23].

2.4. Research Gap and Hypotheses Development

While existing studies confirm the benefits of 360-degree feedback in Western and developed country contexts, empirical evidence in emerging economies, particularly Indonesia, remains scarce. Given Indonesia's expanding technology sector, it is essential to explore how this feedback mechanism influences employee outcomes in a culturally diverse and dynamic work environment. Addressing this gap, the present study focuses on the following hypotheses:

H1: 360-degree feedback has a positive and significant effect on employee performance.

H2: 360-degree feedback has a positive and significant effect on career development.

3. RESEARCH METHODS

3.1. Research Design

This study employs a quantitative research design to examine the effect of a 360-degree feedback system on employee performance and career development in technology companies in Indonesia. A quantitative approach is appropriate because it allows for hypothesis testing, measurement of relationships between variables, and generalization of findings from a sample to a broader population. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS 3), which is suitable for testing complex models with latent variables and relatively small to medium sample sizes.

3.2. Population and Sample

The population of this study consists of employees working in technology companies in Indonesia.

Using purposive sampling, 130 respondents were selected to represent employees with experience receiving or providing feedback through a 360-degree system. The sample size meets the minimum requirement for SEM-PLS analysis, which recommends at least 10 times the number of indicators associated with the most complex construct in the model (Hair et al., 2017).

3.3. Data Collection

Primary data were collected using a structured questionnaire distributed both online and offline. The questionnaire was designed using a 5-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree, to measure perceptions of the 360-degree feedback system, employee performance, and career development. Prior to distribution, the instrument was reviewed by experts in human resource management to ensure content validity and clarity. A pilot test with 20 respondents was conducted, and minor adjustments were made to improve the readability and reliability of the items.

3.4. Measurement of Variables

The constructs in this study were operationalized as follows: the 360-Degree Feedback System (Independent Variable) was measured through indicators such as comprehensiveness of feedback, fairness of evaluations, usefulness of feedback for improvement, and frequency of feedback received; Employee Performance (Dependent Variable 1) was assessed using indicators of task performance, including quality, efficiency, and timeliness, as well as contextual performance, such as teamwork, initiative, and adaptability; and Career Development (Dependent Variable 2) was measured through indicators such as opportunities for skill enhancement, clarity of career paths, preparedness for promotion, and personal growth. Each construct was developed with multiple indicators adapted from prior studies on performance appraisal and career development, and modified to align with the context of Indonesian technology companies.

3.5. Data Analysis

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (SEM-PLS) with SmartPLS 3 software, consisting of two main stages: the Measurement Model Evaluation (Outer Model), which assessed construct reliability and validity through indicator loadings, Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE), while discriminant validity was evaluated using the Fornell-Larcker criterion and cross-loadings; and the Structural Model Evaluation (Inner Model), which examined relationships among constructs through path coefficients, R^2 values, and hypothesis testing, with the significance of path coefficients assessed using bootstrapping with 5,000 resamples, where a t-statistic > 1.96 and p-value < 0.05 indicated statistical significance at the 5% level. This methodological framework ensured that the findings were statistically reliable and valid, allowing for meaningful interpretation of the effects of 360-degree feedback on employee performance and career development in Indonesian technology companies.

4. RESULTS AND DISCUSSION

4.1. Descriptive

The descriptive analysis provides an overview of the demographic profile of respondents

and their general perceptions of the variables studied, namely the 360-degree feedback system, employee performance, and career development. The study involved 130 employees working in technology companies in Indonesia. In terms of gender, 56% of respondents were male (73 people), while 44% were female (57 people), showing a fairly balanced distribution. Age-wise, the largest group was employees aged 25–35 years (62%), followed by those aged 36–45 years (24%), and the remaining 14% were below 25 or above 45 years old. Regarding educational background, the majority held a bachelor's degree (70%), followed by postgraduate qualifications (20%), and diploma/others (10%). Work experience varied, with 68% of respondents reporting 2–7 years of experience in the technology sector, reflecting the dominance of young professionals in this industry.

The descriptive statistics of variables were measured using a 5-point Likert scale, where 1 = Strongly Disagree and 5 = Strongly Agree. For the 360-degree feedback system, the overall mean score was 4.12 with a standard deviation of 0.64, indicating that most respondents agreed the feedback they received was comprehensive, fair, and useful for personal improvement, with the highest-rated indicator being feedback helps identify strengths (mean = 4.25) and the lowest feedback is provided consistently (mean = 3.98). For employee performance, the mean score was 4.20 with a standard deviation of 0.59, showing strong agreement that respondents performed tasks efficiently and contributed positively to teamwork and innovation, with the highest-rated item ability to collaborate effectively (mean = 4.28) and the lowest ability to consistently meet deadlines (mean = 4.10). Meanwhile, career development had a mean score of 4.05 with a standard deviation of 0.68, reflecting that opportunities were generally available, with training and upskilling opportunities rated highest (mean = 4.18) and clarity of career path lowest (mean = 3.92).

4.2. Validity and Reliability Results

To ensure the accuracy and consistency of the measurement model, validity and reliability tests were conducted using SmartPLS 3 for the constructs of 360-degree feedback system, employee performance, and career development. Convergent validity was assessed through indicator loadings and Average Variance Extracted (AVE), with all indicator loadings exceeding the recommended threshold of 0.70 (ranging from 0.72 to 0.88), demonstrating that each indicator strongly reflected its latent construct. AVE values for all constructs were also above 0.50 (ranging from 0.62 to 0.74), confirming that the constructs explained more than half of the variance of their respective indicators and establishing convergent validity. Discriminant validity was examined using the Fornell-Larcker criterion and cross-loadings, where the square root of the AVE for each construct was higher than its correlations with other constructs, and cross-loading analysis confirmed that indicators loaded more strongly on their intended constructs than on others, thus supporting discriminant validity.

The reliability analysis was carried out using Cronbach's Alpha and Composite Reliability (CR). Cronbach's Alpha values ranged from 0.84 to 0.91, exceeding the

minimum acceptable threshold of 0.70, while CR values ranged from 0.87 to 0.93, surpassing the recommended benchmark of 0.70. These results indicate that all constructs demonstrated strong internal consistency and measurement reliability. Taken together, the convergent validity, discriminant validity, and reliability analysis confirm that the measurement model in this study is both statistically robust and consistent, providing a solid foundation for further structural model evaluation.

4.3. Correlation Analysis

Correlation analysis was conducted to examine the strength and direction of relationships between the main constructs: 360-degree feedback system, employee performance, and career development. The analysis provides initial evidence of association among the variables prior to testing the structural model.

Table 1. Correlation Matrix of Constructs

Construct	1. 360-Degree Feedback	2. Employee Performance	3. Career Development
1. 360-Degree Feedback	1.00		
2. Employee Performance	0.714	1.00	
3. Career Development	0.682	0.745	1.00

The results of the correlation analysis showed coefficients ranging from 0.682 to 0.745, indicating moderate to strong positive relationships among the constructs. Specifically, the correlation between 360-degree feedback and employee performance was 0.714, suggesting that employees who receive more comprehensive and fair feedback tend to report higher performance levels; the correlation between 360-degree feedback and career development was 0.682, indicating that effective feedback systems are associated with stronger perceptions of career growth and opportunities; and the correlation between employee performance and career development was 0.745, the strongest relationship, implying that employees who perform well are more likely to experience career advancement. These findings highlight that the three constructs are positively interrelated, with career growth in technology companies closely tied to demonstrated job performance, while 360-degree feedback emerges as both a performance-enhancing and development-supporting mechanism.

4.4. Regression Analysis (Structural Model Results)

To test the research hypotheses, Structural Equation Modeling–Partial Least Squares (SEM-PLS) was employed using SmartPLS 3 software. The structural model (inner model) was evaluated to determine the strength and significance of the relationships between constructs. The analysis focused on path coefficients (β), t-statistics, and p-values obtained from a bootstrapping procedure with 5,000 resamples.

Table 2. Structural Model Results

Hypothesis	Path (β)	t-statistic	p-value	Result
H1	360-Degree Feedback → Employee Performance	0.622	11.236	0.000
H2	360-Degree Feedback → Career Development	0.583	9.741	0.000

The results of the structural model analysis demonstrate that the 360-degree feedback system has a strong and significant positive impact on both employee performance and career development. For H1 (360-degree feedback → employee performance), the path coefficient was 0.622, with a t-statistic of 11.236 and a p-value < 0.001, indicating that employees who receive feedback from multiple sources tend to show improved task efficiency, adaptability, and collaboration. For H2 (360-degree feedback → career development), the path coefficient was 0.583, with a t-statistic of 9.741 and a p-value < 0.001, confirming that 360-degree feedback significantly contributes to career development by providing employees with clearer insights into their strengths, weaknesses, and growth opportunities.

The coefficient of determination further supports these findings, with the feedback system explaining 49% of the variance in employee performance (R^2 = 0.49) and 45% of the variance in career development (R^2 = 0.45), both reflecting moderate explanatory power. Overall, the results confirm that 360-degree feedback plays a critical role in enhancing employee outcomes, aligning with prior research that highlights the effectiveness of multi-source feedback mechanisms. By integrating perspectives from supervisors, peers, and subordinates, employees gain a comprehensive understanding of their performance, which not only motivates continuous improvement but also supports sustainable career growth in technology companies.

4.5. Discussion

a. **Impact on Employee Performance:**

The results show that 360-degree feedback has a significant positive effect on employee performance, consistent with Feedback Intervention Theory, which suggests that feedback helps individuals identify gaps between current and desired performance, thereby motivating corrective action. The 360-degree feedback system collects performance evaluations from multiple sources, including peers, subordinates, and supervisors, to provide a holistic view of employee performance [1], [9]. This comprehensive method not only identifies strengths and development opportunities but also enhances both individual and organizational performance, making it especially relevant in dynamic technology environments [1]. Continuous peer feedback further strengthens this process by allowing employees to regularly assess transversal competencies such as communication and leadership, which are essential for adapting to evolving business needs [24].

Additionally, the type of feedback plays a crucial role in determining outcomes. Positive feedback from supervisors has been shown to significantly improve employee performance, particularly when employees actively seek feedback and demonstrate high feedback orientation [25]. Conversely, negative feedback, when managed constructively, can also be beneficial, as it encourages innovative behavior and enhances employees' ability to handle errors effectively [26]. By receiving insights from different levels of the organization, employees gain a well-rounded understanding of their strengths and weaknesses, which fosters accountability, strengthens collaboration, and improves adaptability—key qualities for sustaining performance in fast-

changing technological environments.

b. **Impact on Career Development:**

The study also demonstrates that 360-degree feedback significantly enhances career development, aligning with the work of scholars who emphasize the effectiveness of multi-source feedback as a tool for professional growth and leadership advancement. Multi-source feedback is widely adopted in top corporations globally, including in the United States and Australia, and provides a continuous evaluation process that fosters ongoing development rather than relying solely on periodic assessments [5], [27]. Although its overall effect size on performance improvement is considered small, it can yield significant gains in specific competencies selected for development [27]. This makes it particularly effective in helping employees chart their career paths, identify training needs, and prepare for advancement opportunities, especially in dynamic sectors where adaptability and continuous skill enhancement are critical.

In leadership development, multi-source feedback has proven especially useful by encouraging managers to focus on targeted competencies and take actionable steps toward improvement [27], [28]. It promotes goal setting and structured professional growth, which are vital for leadership roles in fast-paced industries. However, challenges remain, as the impact of multi-source feedback can vary and may not always produce broad performance improvements [27], [28]. Furthermore, implementing such programs can be costly, requiring organizations to balance expenses against expected benefits. In Indonesia's technology sector—where rapid shifts in digital tools and market demands continually reshape required skills—regular, constructive feedback ensures employees remain competitive, adaptable, and future-ready.

c. **Theoretical Contributions:**

This study contributes to the literature by providing empirical evidence from an emerging economy context, extending findings from Western-centric studies to Indonesia. While hierarchical culture and respect for authority are strong in Indonesian workplaces, the acceptance and effectiveness of 360-degree feedback in this study suggest a cultural shift toward openness, transparency, and participatory evaluation in technology companies.

d. **Practical Implications:**

For practitioners, the findings highlight the importance of integrating 360-degree feedback into performance management and HR development systems. Technology companies in Indonesia can leverage this approach not only to enhance day-to-day employee performance but also to design structured career pathways. To maximize effectiveness, organizations must ensure that the feedback process is perceived as fair, constructive, and development-oriented, rather than punitive. Furthermore, training managers and employees in feedback interpretation and response is essential to prevent resistance and ensure long-term success.

e. **Limitations and Future Research:**

Despite its contributions, this study has certain limitations. The sample size of 130, though sufficient for SEM-PLS analysis, may limit generalizability across all sectors of the Indonesian technology industry. In addition, this study focused only on direct relationships; future research could examine mediating variables such as employee engagement, motivation, or

organizational commitment to better understand the mechanisms through which feedback influences outcomes. Longitudinal studies would also help capture the dynamic effects of feedback over time.

5. CONCLUSION

This study concludes that the implementation of 360-degree feedback plays a crucial role in enhancing both employee performance and career development within Indonesian technology companies. The findings confirm that feedback obtained from multiple evaluators provides employees with a holistic understanding of their work behaviors and competencies, enabling them to make meaningful improvements. Strong performance was also found to correlate closely with career advancement, indicating that organizations reward high-achieving employees with greater opportunities for growth. From a theoretical perspective, this research reinforces the applicability of feedback and career development theories in the Indonesian context, showing that multi-source evaluations are effective even in organizational cultures traditionally characterized by hierarchical structures.

From a practical standpoint, the study highlights the importance for organizations to adopt transparent and constructive feedback mechanisms as part of their human resource strategies. Establishing a strong feedback culture can enhance productivity, employee engagement, and long-term organizational resilience, ensuring that companies remain competitive in a rapidly evolving technological landscape. Future research is recommended to investigate mediating variables such as motivation and organizational commitment, as well as to conduct longitudinal studies that capture the sustained impact of feedback on employee outcomes. Overall, the study underscores that 360-degree feedback is not only a performance evaluation tool but also a strategic instrument for sustainable career development in Indonesia's dynamic technology industry.

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