



## **The study on Feedback Management and its Impact on Performance**

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### **ABSTRACT**

In a variety of contexts, including schooling, professional development, and organizational settings, feedback is crucial in influencing individual performance and boosting total productivity. In-depth analysis of the relationship between feedback and its effects on performance across several areas is presented in this research article. This study's main goal is to examine the various types of feedback and how well they work to enhance performance outcomes. To comprehend the theoretical underpinnings and models of feedback, including

the various feedback kinds, sources, and frequencies, a thorough analysis of the available literature is done. A mixed-methods research strategy is used to accomplish these goals, integrating quantitative and qualitative data collection techniques. Surveys and performance metrics are used to collect quantitative data, which analyses the relationship between feedback frequency, quality, and impact on performance indicators. Through focus groups and interviews, qualitative data is collected, providing for a deeper comprehension of the opinions and feedback experiences of the participants. To guarantee a diverse representation of feedback's impact across several areas, the study includes people from various backgrounds, including students, employees, and athletes. The study covers a substantial amount of time to account for performance changes over time brought on by continuous feedback procedures. The study's conclusions offer significant new information about the importance of feedback in raising performance. Results show a significant positive link between constructive criticism and performance enhancement, emphasizing the significance of providing precise and timely criticism. The study also outlines potential difficulties and obstructions in the feedback process, including resistance to feedback acceptance and feedback overload. Additionally, this research explores the adoption of cutting-edge feedback tools and platforms that promote effective and ongoing feedback exchange. This research also explores the role of technology in feedback mechanisms. This study has significance for many different stakeholders, such as educators, managers, coaches, and policymakers. They can create customized feedback methods and systems to maximize learning and progress by comprehending the intricacies of feedback and its effect on performance. This research report highlights the crucial impact that feedback plays in raising performance across a variety of disciplines in its conclusion. This study advances effective feedback practices, promotes excellence and continuous improvement in individual and organizational performance, and provides a wealth of references that are considered when writing the project report by establishing a thorough

understanding of feedback's effects.

**Keywords:** *Feedback Management, Performance*

## INTRODUCTION

### FEEDBACK MANAGEMENT

The management of feedback is of utmost importance in the appraisal process. It is crucial in delivering a thorough and insightful evaluation of employee performance.

Organizations can pinpoint employee performance strengths and opportunities for development through feedback management. Employees that receive regular feedback are better able to grasp their performance standards and make the required modifications to increase their productivity and effectiveness.

Setting meaningful and attainable goals is made easier for employees with effective feedback. Managers can help staff members develop SMART goals—specific, measurable, achievable, relevant, and time-bound—by giving them feedback on their present performance. SMART goals should be in line with the aims of the organization. Organizations can detect training requirements and skill shortages thanks to feedback. Managers can pinpoint areas where workers need further training or development chances to advance their skills and capacities by giving feedback on performance. Positive performance is recognized and reinforced with constructive criticism, which increases employee motivation. It aids in making employees aware of the importance of their contributions and motivates them to keep working to meet corporate objectives.

Resolving Performance Issues: Feedback management is essential in dealing with performance problems or underperformance. Managers can help staff members create action plans and overcome obstacles by giving comments on areas that need development. The premise for fair and impartial performance evaluations is feedback. It offers proof and

illustrations of employee performance, assisting in a thorough evaluation of their accomplishments and potential areas for improvement.

Enhancing Employee Engagement: Open communication and trust between managers and employees are fostered by effective feedback management. Employees are more likely to be engaged and dedicated to their work when they believe that their input and opinions are valued. An organization's culture of continuous improvement is promoted by feedback management. Organizations can foster a growth mentality, inspire creativity, and foster an environment where people aspire to excellence by regularly delivering feedback. In conclusion, feedback management is essential to the appraisal management process because it enables businesses to give staff members insightful information, foster their growth, and promote performance improvement. A more effective and driven staff results from ensuring fairness, openness, and employee participation throughout the appraisal cycle.

## **PERFORMANCE**

Performance in an organization is the assessment and measurement of how well teams, people, and the entire organization accomplish its goals and objectives. It is a crucial component of determining how well and efficiently a company carries out its goal and vision. Individual Performance: This focuses on the contributions and successes of certain workers. It includes evaluating how effectively people carry out their job duties, hit targets, and accomplish goals. Key performance indicators (KPIs) and regular performance assessments are frequently used to assess an individual's performance.

**Teamwork:** Teams and departments from different parts of an organization frequently collaborate to accomplish shared objectives. Analysis of the effectiveness of team collaboration, communication, and goal-sharing is a key component in evaluating team performance.

**Organizational Performance:** This assesses how well the complete organization performs in relation to its strategic objectives. Along with other key performance indicators, it considers financial metrics, market share, customer happiness, employee retention, and other factors. A key element in determining the overall health and success of the business is organizational performance.

**KPIs:** Key Performance Indicators These precise indicators are used to gauge the organization's progress toward its objectives. Depending on the firm, KPIs can vary, although they frequently include financial data (such as revenue and profit margins), customer satisfaction ratings, employee engagement levels, and productivity measures.

Performance management refers to the procedures and frameworks put in place to keep track of, evaluate, and enhance both individual and group performance. Setting goals, receiving regular feedback, coaching, training, and performance reviews are all common components of performance management.

**Continuous Improvement:** Companies work to continuously enhance their operations. This comprises locating potential improvement areas, evaluating performance information, and putting efficiency and effectiveness-boosting measures into place.

**Gratitude and Compensation:** Recognizing and rewarding great achievement is crucial for inspiring workers and promoting an excellence culture within the company.

Challenges relating to performance: Additionally, it is critical to recognize and manage performance-related issues including underperforming individuals or teams, process bottlenecks, or external variables that affect performance.

By offering insightful information about strengths and weaknesses and encouraging the identification of areas for improvement, a good performance management system assists organizations in aligning individual and team activities with overall strategy objectives. Organizations can improve their performance and experience long-term success by

encouraging a culture of accountability and constant improvement.

## **FEEDBACK MANAGEMENT'S FUNCTION IN PERFORMANCE**

For several reasons, feedback management is essential to performance management success.

- **Enhances Performance:** Employees who receive feedback gain insightful knowledge about their strengths and opportunities for development. They gain insight into what they are doing well and what needs to change to improve.
- **Engages and Motivates Employees:** Positive feedback encourages employees to work hard. They feel valued and more involved in their work when they are recognized for their efforts and accomplishments.
- **Identifies Opportunities for Employee Development:** Feedback management assists in identifying areas where employees need additional training. As a result, businesses can create customized training and development plans that address skill gaps and promote overall professional development.
- **Strengthens Manager-Employee Relationships:** A feedback-rich environment fosters open communication between managers and employees' remotes.
- **Continuous Improvement:** Timely and relevant feedback encourages a culture of continuous improvement within the organization. Employees are more likely to seek ways to enhance their performance when they know that their efforts are regularly assessed and valued.

## **PUEPOSE STATEMENT**

To research the function of feedback management methods inside the business and comprehend how they affect employee performance, growth, and overall effectiveness is the mission statement of the study on feedback management and its impact on performance. This

study aims to pinpoint the top feedback management techniques that can raise employee engagement and motivation while also assisting in the accomplishment of company goals and objectives.

### LITERATURE REVIEW

| S.NO. | TITLE | AUTHORS | DESCRIPTION | OUTCOME | RECOMMENDATION |
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|----|-------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | <p><b>The Role of Feedback as a Management Tool in Performance Management Program</b></p> | <p><b>Tatjana Mamula NIKOLIĆ, Nenad PERIĆ, Ana BOVAN</b></p> | <p>The purpose of this article is to convey the survey's findings regarding the value of encouraging feedback as a management tool for improving the company.</p> <p>The primary success criteria are closely related to the goals and performance of the employees as well as those of the company. The study demonstrates the value of conducting regular feedback as well as how it may foster positive interactions between management and staff, encouraging them to perform at their highest level.</p> | <p>Employees often exhibit a high level of willingness to work on enhancing their communication skills, and they believe they are somewhat or highly effective at implementing ideas and comments. Most employees will be courteous and actively listen to others, showing that they have a positive attitude about receiving comments. They feel themselves to be extremely successful in implementing suggestions, and they are prepared to work on</p> | <p>The organization should develop a feedback and incentive system that favorably promotes the intended behavior and eliminates unfavorable repercussions. Employees should have the option of further training and education. Formal feedback should be provided in the workplace during weekly scheduled meetings, and informal feedback should be planned around one-on-one sessions, carried out via email contact, and other team meetings.</p> |
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|    |                                                               |                                            |                                                                                                                                                                                                                                                                                                 | strengthening and growing their communication abilities. On the other hand, practically all workers stated that they always or almost always consider the potential rewards and drawbacks before speaking.                                                                  |                                                                                                                                                                                                                                                                                                      |
| 2. | <b>The Manager as Coach: The Role of Feedback Orientation</b> | <b>Lisa A. Steelman &amp; Leah Wolfeld</b> | <b>This study investigated the effects of the manager-as-coach process's feedback orientation. We investigated the Relationship between management feedback orientation and signs of effective coaching and subordinate feedback orientation by integrating feedback and coaching theories.</b> | <b>Employee impressions of coaching behaviors, the coaching relationship, and the feedback environment were used to determine whether managers were seen to be better coaches. These managers were defined as having a high feedback orientation. The coaching efficacy</b> | <b>Outlining performance expectations and provide continuing feedback (guidance), assisting staff in situation analysis and problem solving. Encouragement, facilitation, and pushing staff to reach their full potential A true and meaningful relationship between managers and the staff they</b> |

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|  |  |  |  | <p><b>indicators served as a mediator in the link between manager and subordinate feedback orientation.</b></p> | <p><b>are teaching should be prioritized. Finally, managers can learn how to foster a positive feedback environment and the context or atmosphere for coaching.</b></p> |
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**longitudi  
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managem  
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process**

**management process  
that is  
impacted by  
and contributes  
to both the feedback  
orientation of the  
individual and the  
feedback culture of  
the company.**

**factors influence  
the long-term  
impact of  
feedback.  
Expand the  
dynamic view of  
feedback  
specifically by  
first introducing  
the  
notions of  
feedback  
orientation (a  
construct at the  
individual level)  
and feedback  
culture (a  
construct at the  
organizational  
level).  
Afterward,  
explain how  
they relate to the  
long- term  
performance  
management  
system.  
Furthermore,  
discuss how a  
longitudinal  
viewpoint can aid  
in our  
understanding of  
feedback  
processes in ways**

**performance  
management cycle,  
which is a  
multistage,  
longitudinal  
process. The link  
between receiving  
and applying  
feedback, which is  
influenced by both  
an individual's  
feedback  
orientation and the  
organization's  
feedback culture, is  
crucial to a  
performance  
management cycle.  
The cycle continues  
as the person  
processes  
the feedback over  
time.**

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|  |  |  |  | <p>that are not immediately apparent when feedback processes are evaluated from a short-term or cross-</p> |  |
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|  |  |  |  | <p><b>sectional perspective. To better understand the complex impacts of interacting and overlapping feedback cycles, we provide suggestions for further research.</b></p> |  |
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| 5. | <p><b>Specificity of performance appraisal feedback, trust in manager, and job attitudes:</b></p> <p><b>A serial mediation model</b></p> | <p><b>Moon, Kwangs u</b></p> | <p><b>By examining self-reported survey data from 240 people employed in different companies throughout South Korea, it is possible to determine the potential serial mediating role of feedback acceptance and job satisfaction in the relationship between the specificity of performance appraisal feedback, manager trust, and job involvement. The SPSS PROCESS macro and a path analysis were used to evaluate the mediation model.</b></p> | <p><b>The only model of feedback acceptance that fit well was the partial mediation model. Furthermore, the acceptance of feedback by employees and job satisfaction were significantly correlated with both feedback specificity and manager trust, and job happiness was directly related to job engagement. These findings imply that an employee's acceptance of performance appraisal feedback may be positively influenced by manager trust and</b></p> | <p><b>Provide detailed performance appraisal feedback to assist workers in enhancing their output.</b></p> <p><b>Promote Manager Trust: The relationship between employees and managers depends heavily on trust. Managers should work to earn people's trust by acting competently, fairly, and openly.</b></p> |
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|    |                                                                                                 |                                          |                                                                                                                                                                                                                                                                                                                                                                                             | <p>the specificity of the input.</p> <p>Accepting the criticism might then increase engagement and job happiness.</p>                                                                                                                                           | <p>Recognize the Mediating Role of Trust: The relationship between the specificity of performance appraisal feedback and job attitudes can be mediated by trust in the management.</p>                                                                                                                                               |
| 6. | <p><b>Self-regulation for Managerial Effectiveness: The Role of Active Feedback Seeking</b></p> | <p>Susan J. Ashford and Anne S. Tsui</p> | <p>In this field study, 387 managers' behavior in requesting feedback from peers, superiors, and subordinates was evaluated. The findings imply that managers' propensity to seek out critical input improved their comprehension of how these feedback sources rated their work. The three constituencies' perceptions of the managers' overall effectiveness were further improved by</p> | <p>Results confirm that active feedback seeking is a key component of a comprehensive self-regulation process for managerial performance and show the significance of both instrumental and impression-management concerns in the feedback-seeking process.</p> | <p>Encourage managers to adopt a growth mindset, which places a strong emphasis on the idea that skills and talents can be improved through hard work and learning.</p> <p>Encourage a Feedback-Friendly Culture: Develop a feedback-friendly workplace culture that values feedback and promotes direct and open communication.</p> |

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|  |  |  | <p><b>asking for negative input.</b></p> <p><b>Contrarily,</b></p> <p><b>requesting favorable input</b></p> <p><b>reduced constituents’ perceptions of the manager’s efficacy.</b></p> |  |  |
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|    |                                                                                                                               |                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                        | <p><b>Establish Clearly Defined Performance Expectations:</b></p> <p><b>Managers should be given precise goals and objectives along with clearly defined performance expectations.</b></p>                                                                               |
| 7. | <p><b>Giving negative feedback to Millennials:</b></p> <p><b>How can managers criticize the “most praised” generation</b></p> | <p><b>Emylee Anderso (Foster College of Business, Bradley University, Peoria, Illinois, USA)</b></p> <p><b>Aaron A. Buchko (Foster College of</b></p> | <p><b>According to demographic data, the Millennial generation— those born between 1982 and the early 2000s— are starting to enter the workforce and will soon make up a larger share of it. The ideals, attitudes, and expectations of the Millennial generation toward the workplace appear to be significantly different from those</b></p> | <p><b>Negative feedback to Millennials must be continual and consistent to be effective. The Millennial generation must believe that the feedback will be useful to them now or in the future. Managers must be firm enough to</b></p> | <p><b>Managers must learn how to lead and motivate this generation of workers, including how to give constructive negative feedback.</b></p> <p><b>Managers will have more opportunity to address the organizational and personal requirements of these workers.</b></p> |

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|  |  | <b>Business,<br/>Bradley</b>                                                                                                                                                   | <b>of earlier<br/>generations.</b>                                                                                                                                                                                                                                                                     | <b>ensure that the<br/>employee<br/>understands<br/>the</b>                                                                                            |  |
|  |  | <b>University,<br/>Peoria,<br/>Illinois,<br/>USA)<br/>Kathleen<br/>J. Buchko<br/>(College of<br/>Education,<br/>Bradley<br/>University,<br/>Peoria,<br/>Illinois,<br/>USA)</b> | <b>To discover problems<br/>that are important<br/>about the way<br/>managers provide<br/>negative feedback to<br/>this new generation<br/>of workers, the<br/>authors researched<br/>the literature on the<br/>"Millennial"<br/>generation (those<br/>born between 1982<br/>and the early 2000s).</b> | <b>issues, while<br/>also being<br/>cognizant of the<br/>reality that many<br/>Millennials find<br/>it difficult to<br/>accept such<br/>criticism.</b> |  |

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| 8. | <b>Benefiting from negative feedback</b> | <b>Pino G. Audia, Edwin A. Locke</b> | <p><b>According to analysis, failing to acquire negative feedback and failing to accurately assess it are the two biggest barriers to its effective utilization.</b></p> <p><b>Contrary to popular belief, research suggests that acquiring and evaluating positive feedback are not the primary barriers to its effective usage.</b></p> <p><b>Rather, avoiding its negative effects after frequent exposure to it is.</b></p> | <p><b>Positive feedback is just as vital as negative input, despite the emphasis on the former. The knowledge that one is mistaken is insufficient. Knowing when one is correct is essential since it helps people remember wise ways of action. However, while both positive and negative feedback are important for people, they pose different difficulties.</b></p> | <p><b>Remain cool and Open: When receiving negative comments, have a cool demeanor and an open mind.</b></p> <p><b>Pay close attention to the feedback and ask questions if you need more information. Make sure you are aware of the specific issues and the causes behind them.</b></p> |
|    |                                          |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p><b>Because people are naturally predisposed to give each other positive feedback, it is more common for organizations to receive it than negative criticism.</b></p>                                                                                                                                                                                                 | <p><b>Don't Take It Personally: Negative feedback is about your performance or conduct, not your value as a person.</b></p>                                                                                                                                                               |

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| 9. | Identifying fake feedback in cloud trust management systems using feedback evaluation component and Bayesian game model | Safieh Siadat, Amir Masoud Rahman i & Hamidreza Navid | In recent years, the topic of cloud computing trust management has gained importance. Due to aspects like a distributed, dynamic, and opaque environment, trust management is a challenging and complex task in the cloud computing environment. The validation and authenticity of feedback are crucial because most trust management frameworks base their predictions of trust values on the feedback they have received. Two new techniques for identifying bogus reviews are provided in this research. The first is a component | The feedback evaluation component can accurately detect and fix bogus feedback according to results. To identify and stop feedback from malevolent users, a Bayesian game model is proposed. Our Bayesian game model can correctly identify malevolent users, according to simulation results that were in good agreement with analytical conclusions. Feedback that was sent by malevolent users were | Feedback Evaluation Component: In a cloud trust management system, the feedback evaluation component is intended to analyze and evaluate the veracity and dependability of the feedback that has been received. |
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|  |  |  | <b>for evaluating feedback, and the second is a Bayesian game model. The received input is examined in the feedback evaluation component to determine whether it is likely to be fraudulent.</b> | <b>Recognized as fraudulent feedback. Finally, two fresh approaches were contrasted.</b> |  |
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| 10. | <b>Feedback-Seeking in Individual Adaptation: A Resource Perspective</b> | <b>Susan J. Ashford</b> | <b>A theory of feedback- seeking in organizations is investigated in this study. It is assumed that people will look for comments on significant topics and in novel and unfamiliar circumstances.</b> | <b>These theories are supported by the data. People claim to frequently seek criticism when they believe they are failing to meet their goals. People with longer tenure ask for less input, perhaps in reaction to social expectations to appear assured and self-assured.</b> | <p><b>Establish a welcoming and open culture:</b></p> <p><b>Promote an organizational culture that values feedback and motivates people to use it as a tool for their own personal development.</b></p> <p><b>Create a psychological environment where people may ask for feedback without being afraid of repercussions.</b></p> <p><b>Clearly state individual goals</b></p> |
|     |                                                                          |                         |                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                 | <b>and expectations to create a framework for requesting feedback.</b>                                                                                                                                                                                                                                                                                                         |

## RESEARCH METHODOLOGY

### OBJECTIVES

- To evaluate the value of feedback
- To examine various feedback techniques
- To look at the relationship between feedback and performance results.

### RESEARCH DESIGN

The study used thematic analysis and qualitative inquiry to investigate working professionals' experiences. Semi-structured interviews were used for the research design because they provide the researcher a lot of leeway to gather information from the respondents while keeping adhering to the basic interview structure. Even though the interview is directed, the subjects give the researchers a lot of leeway. Semi-structured interview questions are prepared ahead of time, giving the researcher time to prepare and review the questions. It is highly adaptable while yet adhering to the research requirements. Using these interviews, reliable qualitative data can be gathered.

#### **The questions were as follows: -**

1. Can you describe your understanding of feedback management and its role in the performance within the organization?
2. How frequently do you receive feedback on your performance, and from whom (e.g., supervisor, peers, subordinates)?
3. In your opinion, how does constructive feedback contribute to your professional growth and development?
4. Can you share an example of how feedback you received positively impacted your performance.

5. Are there any specific instances where feedback (positive or constructive) has led to a change in performance for yourself or your colleagues?

Five working professionals with a combined total of more than four years' worth of experience participated in the interview. The interview subjects came from various organizations, but they were all upper middle management.

The details of the interviewees were as follows: -

1. Parth Parashar (Participant 1) Work experience-5 years Organization- Klarity Intelligence Inc.  
Designation- Associate Manager of Administration
2. Sagar Suri (Participant 2) Work experience- 4 years Organization- EY  
Designation- Analytics Associate Manager
3. Kirti Maheshwari (Participant 3) Work experience- 8 years Organization- Wipro  
Designation- Senior Data Analyst
4. Arti Singh (Participant 4) Work experience- 6 years Organization- KPMG Designation- Assistant Manager
5. Harjot Bhasin (Participant 5) Work experience- 5 years  
Organization- Morepen Laboratories Ltd. Designation- Compliance Analyst

Inductive method has been used to analyze the interview transcripts, one such method that comes under inductive method is Thematic Analysis which has been used to analyze the data and to make interpretations.

In a thematic content analysis, removing biases and developing general perceptions of the data are the first steps. Similar themes are sought after rather than the data being analyzed using a predetermined framework. Finding repeating patterns in the data collection is the goal. The purpose of thematic content analysis is to identify reoccurring themes in the data

collected.

A framework for grouping subjects, flexibility in data analysis, and assistance in comprehending the research issue are all provided by thematic analysis.

## **INTERVIEWS**

The main goal of qualitative research is to gather copious amounts of insightful data; to do this, participants must be given the chance to tell their stories, speak openly and reflectively, develop their ideas, and articulate their concerns in-depthly throughout the interview process.

I began by drafting a loosely structured interview outline. Making interactions with participants more comfortable using a schedule will enable them to give an accurate description of the experience that is being examined.

I took great care to ensure that neither the questions nor the answers would make assumptions about the participant's experiences or worries.

The interview started with a simple question that allowed the subject to give a thorough description of an incident, which let the participant feel at ease. Later in the interview, when the participant had acquired confidence and felt more at ease, questions that may have been sensitive or that had raised issues or concerns were addressed.

The interview was a telephonic interview which lasted for about 30-40 minutes on an average.

**DATA ANALYSIS****THEMATIC ANALYSIS****FIGURE: - Braun and Clarke's (2006) Six-Phase Guide to Thematic Analysis**

1. Familiarization with the Data: To fully comprehend the responses and experiences of the participants, I read and reread the interview transcripts.
2. Generating Initial Codes: The data must be methodically coded in the following phase. These were the codes: Feedback sources, feedback types, feedback delivery, the effect of feedback on performance, and feedback perceptions.
3. Looking for Themes: I focused on ideas and instances that kept coming up in relation to feedback management and how it impacts performance. The following were the themes: Feedback frequency and sources, feedback nature and content, feedback perceptions, and feedback and performance improvement are all important factors.
4. Reviewing Themes: In this stage, the themes that have been found are reviewed and improved. The themes must accurately reflect the facts, be distinct, and be pertinent to the goals of the research.
5. Naming and Defining Themes:

**Theme 1: Feedback Frequency and Sources**

Description: This theme investigates how frequently participants receive feedback and where it comes from—whether it comes from peers, superiors, or subordinates.

**Theme 2: Nature and Content of Feedback**

Description: This subject looks at the type and content of the feedback given to participants, including both critical criticism that identifies areas for development and complimentary feedback that highlights accomplishments.

**Theme 3: Perceptions of Feedback Effectiveness**

Description: The perceptions and attitudes of participants concerning the usefulness of feedback in the process of performance management are captured by this theme. It investigates how their motivation, engagement, and work satisfaction are thought to be influenced by feedback.

**Theme 4: Feedback and Performance Improvement**

Description: This theme explores the part that feedback plays in participants' job growth overall, skill development, and performance improvement.

6. Writing the Report: Writing a research report to convey the results of the topic analysis is the last stage. Each theme is explained in the report, and each explanation is backed up by appropriate quotes and examples drawn from the interview data. Based on the recognized themes, it offers a cogent narrative that illustrates the influence of feedback management on performance management.

**PARTICIPANTS**

The study included five diverse participants who were working professionals with work experience of more than 4 years. Additional information regarding the participants is

provided below.

- 2 females and 3 males.
- All participants belonged to middle level of management.
- All participants worked in the management domain.

The one-on-one interviews provided participants an opportunity to openly share their backgrounds, work experiences, and feedback process.

## **INTERVIEW RESPONSES**

### **1. Can you describe your understanding of feedback management and its role in the performance within the organization?**

**PARTICIPANT 1:** - The systematic process of gathering, analyzing, and using feedback to enhance performance within an organization is known as feedback management. It is essential to the performance management process since it gives employees insightful information about their areas of strength and growth. Feedback can be gotten from a variety of people, including customers, peers, subordinates, and bosses. Its responsibilities include promoting an environment of open communication and accountability among employees, facilitating their continual growth and development, and coordinating individual performance with organizational goals.

**PARTICIPANT 2:** - It is the method of handling criticism well to improve performance inside an organization. It is a crucial step in the performance management procedure since it guarantees that workers get timely and helpful feedback on their job. This aids in identifying areas in need of improvement and celebrating achievements. Additionally, feedback management promotes the development of positive working relationships between employees and managers, increases motivation, and helps employees connect their actions with the

broader goals of the company, all of which enhance performance.

**PARTICIPANT 3:** - It is a methodical process for gathering, evaluating, and acting on feedback from multiple stakeholders to improve performance. Its responsibility in the performance management procedure is to promote a continual improvement culture. Regular feedback helps employees understand their performance clearly, allowing them to make the required changes and advance their careers. To increase teamwork, employee engagement, and overall organizational success, feedback management is also important.

**PARTICIPANT 4:** - It alludes to a planned method of obtaining, analyzing, and using feedback to raise performance levels inside a business. By ensuring that workers receive pertinent and helpful feedback on their performance at work, it plays a crucial part in the performance management process. Employees can then recognize their areas of strength, pinpoint areas for improvement, and coordinate their efforts with those of the company.

**PARTICIPANT 5:** - It involves gathering, analyzing, and using feedback to improve performance inside an organization. Employees can receive feedback from a variety of people, such as managers, peers, and customers, and it can be used to assist them understand their performance and behavior. Organizations may establish a culture of trust, openness, and growth by implementing effective feedback management, which will enhance employee happiness and improve overall performance.

## **2. How frequently do you receive feedback on your performance, and from whom (e.g., supervisor, peers, subordinates)?**

**PARTICIPANT 1:** - I get reviews of my work on a regular basis—at least once every three months. My supervisor, who conducts formal performance reviews and offers insightful information about my areas of strength and progress, is my main source of feedback. To get a

more complete picture of my performance, I occasionally ask my peers and subordinates for informal input.

**PARTICIPANT 2:** - I continue to receive criticism of my performance on a regular basis throughout the year. Regular feedback from my boss is important, and it typically occurs at scheduled performance evaluations or one-on-one meetings. To fully understand how my actions affect others inside the organization, I encourage feedback from my peers and subordinates in addition to my supervisor.

**PARTICIPANT 3:** - I am lucky that my company has a feedback-driven culture, and I frequently get feedback on how I'm doing. My boss regularly checks in with me, giving me advice and criticism on my job. To have a comprehensive view of my performance, I also aggressively seek feedback from my colleagues and superiors through casual chats and 360-degree feedback assessments.

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**PARTICIPANT 4:** I consistently get feedback on my performance throughout the year as it is a continual process. The main source of feedback is my supervisor, and we have frequent performance review meetings where we go through my accomplishments, progress, and areas that need improvement. To establish a collaborative and growth-oriented workplace, I often exchange feedback with my colleagues and periodically solicit input from my subordinates in addition to my supervisor.

**PARTICIPANT 5:** I frequently receive feedback, which is a crucial component of our organization's performance management process. Twice a year, my boss gives me a formal performance evaluation and provides me with helpful criticism. I also have casual discussions with my boss and coworkers throughout the year to talk about progress and get suggestions. To better understand their viewpoints and develop my leadership skills, I also welcome criticism from my subordinates through frequent team meetings and open-door discussions.

**8. In your opinion, how does constructive feedback contribute to your professional growth and development?**

**PARTICIPANT 1:** My professional development and growth depend on constructive criticism since it offers insightful information about my areas of strength and improvement. I can better comprehend my performance and pinpoint areas where I can develop my abilities and knowledge when I receive constructive criticism. I use this feedback as a map to define realistic development goals and keep my attention on ongoing work. Additionally, it increases my motivation and self-awareness, which results in a greater sense of job satisfaction and achievement as I watch myself improve over time.

**PARTICIPANT 2:** I believe that receiving constructive criticism is essential to my professional development. It acts as a mirror, reflecting my actions and performance,

allowing me to see my shortcomings and problem areas. I may proactively address my deficiencies and seek to strengthen those areas if I am aware of them. Additionally, receiving constructive criticism enables me to capitalize on my talents and advance in my job. It promotes a climate of openness and learning, which motivates me to actively seek feedback and develop a growth mentality.

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**PARTICIPANT 5:** To be completely honest, I don't believe constructive criticism does much to advance my professional development. It always seems like people are more inclined to criticize and find flaws in my work than to value my efforts. I struggle to accept criticism because it feels personal, which makes it difficult for me to learn from it. I avoid asking for feedback as a result, and what little I do get merely makes me more frustrated rather than making me stronger.

**9. Can you share an example of how feedback you received positively impacted your performance.**

**PARTICIPANT 1:** One situation where comments had a beneficial effect on my performance was when I oversaw a project. I got input from my boss and peers after I presented my initial idea to my team. They identified certain potential weaknesses in my strategy and recommended substitute tactics to deal with specific difficulties. I initially felt a little defensive, but I made the decision to consider their advice seriously and rethink my strategy.

**PARTICIPANT 2:** I got criticism regarding my communication approach from a teammate during a teamwork activity. They stated that I tended to dominate conversations and unintentionally obstruct others' participation. I was surprised at first and felt defensive, but I gradually understood how crucial their criticism was to enhance my collaborative abilities. I started actively practicing better listening in response to their advice and encouraged others to participate in conversations. As a result, the team relationships greatly improved, and we were able to collaborate and be more creative. Their constructive criticism had a good effect on the project's outcomes as well as my interpersonal skills, which helped me become a more approachable and productive team member.

**PARTICIPANT 3:** When I finished a sales presentation, my manager gave me some feedback. They commended my excitement and product knowledge but made note of the fact that I tended to speak too quickly and would intimidate potential customers. To properly engage the audience, they advised adding more pauses and employing a conversational tone. I took their suggestions to heart and improved my presentation technique by deliberately speaking more slowly and including pauses to allow the audience to process the information. I saw a substantial improvement in the audience's response the following time I presented. Customers appeared more attentive and involved throughout the presentation, which

increased the likelihood of successfully closing purchases. This feedback improved not only how well I performed in my presentations but also how well I communicated in general.

**PARTICIPANT 4:** I got feedback pointing out certain places where the analysis could be more detailed and supported by data. I was a little disappointed at first, but I soon realized how important their opinions were to my professional development. To improve the analysis, I went back over the report with them and conducted more research. I gave clearer conclusions and more pertinent data points. My supervisor was pleased with the updates when I resubmitted the report, and she complimented me on my commitment to producing excellent work. I learned from this experience the value of feedback in helping me improve my abilities and the relevance of receiving criticism constructively. It not only helped me write reports more effectively, but it also made me feel prouder of creating thorough, well-researched work.

**PARTICIPANT 5:** I received criticism regarding my delegation abilities from a team member during a team project. They believed that I tended to distribute responsibilities to team members without considering their unique strengths, leaving some feeling overworked while others felt underutilized. After giving the feedback some thought, I understood how crucial it was to assign tasks in accordance with team members' qualifications. So, I called a team meeting to go over everyone's preferences and strengths. I saw a considerable increase in team morale and productivity after rearranging work and assigning roles appropriately. As a result of this input, I improved my attention to the requirements of specific team members, resulting in a more supportive and effective work environment.

**10. Are there any specific instances where feedback (positive or constructive) has led to a change in performance for yourself or your colleagues?**

**PARTICIPANT 1:** Yes, there was a specific incident where my colleague's performance changed because of receiving constructive criticism. Our supervisor provided input to a teammate concerning their time management and ability to fulfil deadlines during a collaborative project. The project's overall progress was hampered by their delays, the supervisor noted, and she advised making a specific calendar to keep on schedule. My co-worker acted on the advice after carefully considering the criticism. To keep track of their activities and establish precise due dates for each milestone, they started using project management tools. As a result, they dramatically increased their performance, were able to complete their task on time, and positively impacted the project's overall success.

**PARTICIPANT 2:** Positive criticism did, on one occasion, cause me to alter my performance. My boss complimented my attention to detail and problem-solving abilities after I finished a difficult project. They emphasized how my contributions had a beneficial effect and had a favorable impact on the project's outcomes. These encouraging comments encouraged me to constantly put the same amount of effort and attention into subsequent projects. Knowing that my efforts were appreciated, I was more willing to take on challenging assignments and new responsibilities. The praise I received served as motivation for me to keep improving in my career.

**PARTICIPANT 3:** I saw a specific incident where a team member's performance changed after receiving helpful criticism. One of my co-workers was having trouble making a good impression during customer meetings. To improve communication and idea organization, our team lead stressed the need for constructive criticism. My colleague attended communication workshops and sought out mentorship from more seasoned team members after considering the feedback. Their presentational abilities considerably increased over time. They gained increased self-assurance, improved client engagement, and closed more lucrative agreements. This change in their performance was obvious and had a significant impact on the team's

success.

**PARTICIPANT 4:** A colleague in my department's performance changed because of some constructive criticism. They had to oversee a crucial procedure, but there were problems with accuracy and productivity. Our team leader offered helpful criticism, emphasizing the need for more attention to detail and process efficiency. My colleague took this criticism seriously and spent time seeking advice from professionals in the field and developing their skills. They put new methods into place to simplify the procedure and cut down on errors, which raised output and enhanced accuracy. The department's overall performance significantly improved because of their willingness to take advice to heart.

**PARTICIPANT 5:** One of my co-workers in a cross-functional team experienced a change in performance because of receiving constructive criticism. Our project manager gave them feedback on their teamwork and collaboration during a meeting to assess the project. They pointed out that the colleague could communicate more clearly and inform the team more frequently. In response, my co-worker actively sought to improve their communication abilities and began taking part in team conversations more. They made a deliberate effort to update the team on their progress and any difficulties they encountered. The team's chemistry strengthened as a result, and the project moved along more easily. Their performance clearly improved, which had a favorable impact on the dynamics of the entire team and the success of the project.

## FINDING

The primary focus of the study was on the participant's perceptions of the feedback process. I designed the study with the intention of looking at the participant's experience in their organization. I was curious to find out more about the participants' issues, possibilities, and challenges. I was also curious to see if the participants' various organizations and job titles

had any effect on their feedback experiences in general. Here is a summary of the thematic patterns that emerged from the data.

- **Theme 1: Feedback Frequency and Sources**

Under this theme I explored how often participants receive feedback and from whom. Although the frequency of the feedback differed with each participant, but the source of feedback was same with each participant that being their respective supervisors.

- **Theme 2: Nature and Content of Feedback**

The theme focuses on the type of feedback the participants received whether it being a constructive feedback, positive feedback, or negative feedback. Each participant had their share of both constructive and negative feedback. Most of the participants received few of negative feedback during the initial years when they started working. Although, as their experience increased the nature of feedback moved to constructive feedback.

- **Theme 3: Perceptions of Feedback Effectiveness**

Under this theme the participants attitude towards the feedback and perceptions were evaluated. Two of the participants stood out in this theme as their perception towards feedback didn't relate to their motivation to work, those participants being Harjot and Aarti. Other 3 participants showed that feedback was related to their motivation to work.

- **Theme 4: Feedback and Performance Improvement**

4 participants showed feedback contributes to participants' performance improvement, skill development, and overall growth in their roles. Only one participant Harjot, had a different take under this theme as that participant believed that feedback disrupted the flow of their work and overall performance.

## CONCLUSION

In this study, the objectives and research questions were restated. It also provided a succinct overview of the investigation's theoretical framework and methodology. The discussion of findings part went over the themes and how they related to the research questions. This study shows that, except for one person, feedback affects how well they do. The study's conclusion emphasizes the importance of feedback management in promoting organizational success and professional development. The experiences and opinions of the participants highlighted the significance of specific and useful feedback for promoting motivation and continual growth. The findings highlight the necessity for firms to foster a culture of encouraging feedback that encourages workers to give their best effort. The research's implications extend to performance management procedures, arguing that feedback should be a crucial component of the evaluation procedure and that feedback procedures ought to be created to make goal alignment and employee growth easier. Investments in feedback provider training programs and the promotion of an open and constructive communication-focused culture can be profitable for organizations. While the study offers insightful information about the connection between feedback management and performance, it is important to recognize several limitations. The findings' applicability to other organizational contexts was constrained by the research's use of a specific sample within each. Future studies should broaden their focus by investigating feedback management strategies across different organizational contexts and with a wider range of participants.

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