

Psychology of Feedback on Working Professionals

Krishna Rajput^{1*}, Minal Setia^{2*}

ABSTRACT

Feedback is a detailed review made by other people based on the observation of the prior activities. It has always been a powerful tool in both personal and professional life. Constructive feedback in family and peer groups helps in growth and overall personality development. In organizations, managers use both formal and informal feedback for the successful completion of business processes. It boosts the morale of employees by clarifying the roles and responsibilities of a task and decreasing cynicism. Various feedback models are used to reduce work error and enhance work motivation by creating a space of open and transparent communication between the management and subordinates. The purpose of this study is to study the impact of providing feedback to employees in the organization. Feedback needs to be constructive and honest to have a positive impact on the performance of employees, Destructive feedback or criticisms often lead to degrading of employee performance. It becomes significant to study the models of feedback, their relevance in the organizations, and their appropriate use in the workflow. Various research has been done in this area and the findings concluded that providing structured feedback in the workflow leads to greater job satisfaction and motivation, it also enhances worker performance thus, reducing absenteeism. 45-50 papers were reviewed for the research. However, more research needs to be done in this area to understand the overall impact and use of feedback to improve the business processes and work culture in organizations.

Keywords: *Feedback, Employee satisfaction, work motivation, Employee performance, work culture.*

Feedback refers to the information provided by the observer, which tells you how good or bad you have performed in a situation.

“Feedback occurs when outputs of a system are routed back as inputs as part of a chain of cause-and-effect that forms a circuit or loop.” (Wikipedia, n.d.).

When managers and friends convey criticism, and when done thoughtfully, the cycle can make a more grounded, agreeable work environment. Positive and negative feedback is significant in the workplace, it helps bring an end to unfortunate habits, builds up sure conduct, and empowers groups to work more successfully toward their objectives.

¹Graduate Psychology Student, Amity university, Noida, U.P, India

²Graduate Psychology Student, Amity university, Noida, U.P, India

*Corresponding Author

Psychology of Feedback on Working Professionals

It is a crucial step in the hiring process and, after recruitment, improves employee productivity. It acts as a closure in a positive way which leads the employee to polish their skills and refine their employee brand.

Continuous Feedback is essential to workers' continuous turn of events. It explains roles and responsibilities and assists individuals with gaining from their mistakes and fabricates certainty. It is probably the best thing directors can give to their representatives which boosts their confidence and gains job satisfaction. It helps businesses to grow by identifying the strengths of the workforce and reducing employee turnover.

Feedback improves the learner's capacity and creativity, inspiration to learn, and at last, a learner's accomplishment. 65% of workers say they need more feedback and formal and equal intervals. It comes in many shapes and structures.

Forms of feedback:

1. Constructive Feedback

Constructive feedback ought to have attention on the work instead of the individual. It has a solid point being made that helps the individual pushing ahead. It ought to be worked around perceptions made on the individual's work and results.

Giving constructive feedback drives worker commitment and decreases cynicism in the work environment. (Abugre, J. B., & Sarwar, S. 2013).

2. Destructive Feedback

It is the direct inverse of positive feedback and it's not exceptionally helpful. Rather than zeroing on the work it focuses on the individual and can be damaging.

There is minimal useful exhortation given and it will in general point at issues with no solutions.

3. Formal feedback

“Formal feedback is planned and systematically scheduled into the process. Usually associated with assessment tasks, formal feedback includes the likes of marking criteria, competencies, or achievement of standards, and is recorded for both the student and organisation as evidence”. (Federation university Australia, 2021).

4. Informal feedback

Informal feedback can happen whenever as it is something that arises immediately at the time or during the activity. It requires the structure of compatibility with understudies to adequately empower, mentor, or guide them in every day the board and dynamic for learning.

Models of feedback

A) 360-degree feedback model

It is a straightforward model where you need to assemble feedback namelessly from different individuals who are in touch with that representative like his companions and chiefs. They need to fill out a study report about the capacities of that worker.

For example- After project completion, managers can request 360-degree input from team mates their employees worked intimately with, including colleagues, peers, and different administrators. Raters get pre-planned surveys by means of email to namelessly share the representative's qualities, shortcomings, openings, and wins on the undertaking. HR gathers the information and makes a report showing normal subjects, acknowledgment, and feedback from the surveys.

Psychology of Feedback on Working Professionals

B) The situation – behaviour – impact (SBI) model

As the name suggests, this model helps to understand the employee's situation, the behaviour shown in that situation and the impact it has on the employee.

"This model helps to clarify things and build a better understanding of the feedback recipient". (Marketing91, 2020)

For example- "Today at the 10 a.m. group meeting you intruded on me while I was enlightening the group about the sales score. I felt baffled when you intruded on me since it broke my flow of thoughts. What were you expecting to achieve with that?"

C) STAR Feedback Model

STAR stands for Situation, Task, Action & Result. This model helps in case of when one is searching for one of the most mind-blowing worker input models which can be utilized in double circumstances, for example, for feedback and during interviews, then this model is worth settling for. It is a valuable tool that assists managers with taking a particular circumstance, using it for instance, and disclosing it to the employee about his performance.

For example- "We had a client grumbling with regards to the terrible service, however XYZ calmed him by tuning in and offering a rebate, and still made the deal – well done XYZ".

D) Pendleton feedback model

Pendleton's feedback model supports the individual receiving feedback to be a functioning member. It takes into consideration self-reflection during the process instead of after.

For instance, the individual receiving feedback is an employee and the individual who is delivering feedback is a manager.

Firstly, it needs to make sure that the employee needs and is prepared for the feedback. Then allow the employee to give remarks to the conduct or circumstance that has been noticed.

The employee will recognize what worked out positively following the manager's opinion on the same. Then the employee and manager will state what could be improved in their opinion. At last, the manager and employee concur on an activity plan for development.

E) DESC Feedback Model

DESC stands for Describe, Express, Specify and Consequences. This model helps the recipient to effectively work in order to increase productivity at the workplace. "The DESC Feedback Model is one of the most potent techniques of behavioural change. It refers to the past only to provide context and is all about focusing on the future." (Marketing91, 2020). Further, it serves as a means to collaborate towards a joint solution, or to provide effective feedback so that the other person can improve their behaviour.

For example-

- *Describe* - In a private setting, start by portraying what you have noticed. Describe the perceived behaviour with the use of "I" statements.
- *Express* – Once you have depicted what you noticed, continue on with the impact or effect this has had on you or on your team. In case you are disappointed it will doubtlessly show in your non-verbal communication and tone – saying this straightforwardly will push things ahead.
- *Specify* - Now continue on to what you like to witness or describe what you would like to do differently the next time to avoid such a situation. This could be ordered

Psychology of Feedback on Working Professionals

for example “What I might want you to do next time is ... “or “What do you think we can do to avoid this next time?”.

- *Consequences* - Finally end the feedback discussion by stating the positive impact of change and negative consequences that will occur because of the change in behaviour.

Importance of feedback in enhancing employee well-being

Individuals who feel appreciated at work will in general have a more prominent feeling of enthusiastic prosperity, and feedback is vital for helping individuals with feeling appreciated.

At the point when a supervisor or manager perceives our qualities, it causes us to feel better. Similarly, if someone invests to tell us how we can create or improve, it shows us that we are really focused on and esteemed within an organisation - if the feedback is given with positive aim.

A study recognised feedback as one of the key factors for improving wellbeing in the workplace (Alex Bryson, John Forth and Lucy Stokes, NIESR, 2014). Different variables featured included clarity of what is generally anticipated of individuals (for example clear objectives and norms), freedoms to foster their abilities, positive associations with colleagues and managers, just as a feeling of employer stability and clear profession possibilities.

These things point towards a workplace where individuals give open and transparent feedback.

Nowadays, when individuals don't have a clue where they stand or regardless of whether they are working effectively, it can affect their prosperity. Without any acknowledgement of what they are doing well or on what they need to improve on - individuals can be left restless that they aren't sufficient or that they aren't esteemed.

What's more, nobody needs an impasse. Everybody needs to realize that their careers are advancing, which is the reason we believe that it's excessively significant for organisations to focus on self-awareness - and feedback has an enormous influence in this.

Therefore, the aim of this paper is to study and analyse the impact of formal/informal Feedback cycle on the employee performance, work satisfaction, and overall, well-being.

This research will help the managers to examine and understand the need to provide feedback and help them to find out new ways and strategies to improve the organisational effectiveness

REVIEW OF LITERATURE

This examination analyses the role of feedback in worker engagement and cynicism, the connection between feedback and engagement is commonly supporting, the paper characterizes different kinds of feedback that are given to employees in association with their work and behaviour Abugre and sarwar (2013) concluded that giving constructive feedback drive worker commitment and decrease cynicism in the work environment.

Psychology of Feedback on Working Professionals

This research explores the importance of training and development and feedback on the employee performance at ESCON, a random sampling method and quantitative approach was used on the ESCON employees. Dan kum, Cowden and karodia (2014) found out that there is an ineffectiveness of training and development due to lack of resources, low management support and improper provision of feedback which leads to failure of projects handled by ESCON.

Qian, Wnag, Song, Li, Wu, Fang (2019) fostered a model to study the effect of feedback-seeking and tested it with a sample of 248 boss-subordinate dyads. The outcomes propose that a leader's listening attitude positively impacts the workers' feedback-seeking, followed by workers' self-efficacy. Moreover, support from the organization directs the connection between leaders' listening conduct and representatives' feedback and self-efficacy.

Aindrilla chatterjee, arun pereira, Reid bates (2018) studied the relationship between organizational culture, as perceived by employees, and the work-environment-related learning transfer environment (LTE). To measure LTE, a subset of the Learning Transfer System Inventory items like peer support, openness to change, resistance was used. Results reveal that many of the LTE factors are systematically related to perceptions of organization culture type and support certain learning transfer factors more than others. Specifically, flexible organizations have a more supportive LTE than stable organizations.

Minh,badir, Quang, afsar (2017) conducted this research to study the crucial role of leadership in enhancing employee learning and innovation. They collected from 52 leaders, 127 subordinates and 68 telecommunication companies in vietnam. The outcomes show that the leaders' specialized skill has positive associations with the subordinates' advancement and learning work conduct. Besides, learning work behaviour has a partial effect in the relationship between leaders' competence and workers' innovative behaviour.

This article examines the impact of motivation-enhancing HR practices on productivity, motivation and performance of employees of commercial banks. The model presented by ahammed,mook lee, malul, shoham (2015) shows that incentives based on past and future performance affect productivity, motivation, performance of employees and shows that workers with relatively high ability do take advantage of these incentives. Results indicate the motivation enhancing HR practices influence productivity of employees.

The impacts of positive perception of distributive justice and performance appraisal fairness on employees' ethical decision-making were studied by goksoy and Alayoglu (2013) in paternalist organizational culture. The data were analyzed using correlation and regression analysis and results showed the only perception of performance appraisal fairness has an impact on employees' ethical decision-making and improves business ethics.

This article tends to use focus groups as a tool for identifying potential agents for managerial decision-making. The research started with student employees and after success went on to the library staff. From the result, Jordan and Haines (2017) concluded that the feedback from these focus groups can be shared with the administration and can be used by managers to enforce change in the work environment.

Singh and Sharma (2018) observe that effective performance management helps organizations earn supremacy by aligning the individual employee accomplishments with the organisation's mission and objectives. The results show that clear understanding of

Psychology of Feedback on Working Professionals

performance expectations include actions, behaviours help employees in setting the standard for their job by eliminating the unwanted behaviour, regular feedback and coaching diagnosis and eliminating problems at an early stage helping employees take corrective actions sooner.

This research explores the impact of communication on the performance of employees in some selected organizations of Lagos state. Femi (2014) collected data through questionnaires on a population sample of 120 participants and the results favoured the relationship between effective communications and the performance of workers productivity and conduct. He listed that feedback is crucial for employees to improve their performance and work behaviour.

Kumari (2014) aims to find the relationship between transparency of performance appraisal on employee performance on employees of tata Vodafone and DoCoMo. Sample of 80 employees were taken where employee performance was the dependent variable and performance appraisal was the independent variable and thorough correlation analysis it was concluded that there is a positive relationship between IV and DV and the performance appraisal plays a vital role in organizational functioning.

This study revolves around exploring the impact on employees' well-being with regard to digitalization of labor activity. The causal relationship between the two was examined by Federova, Koropets, Gatti (2019) and the results displayed the existence of a problematic relationship between digitization of HRM practices such as giving feedback for performance appraisal virtually has a negative impact on employee well being and there is need for managers to work toward a solution for the same.

Albatal (2019) studies the effect of non- financial incentives such as appreciation and positive feedback on the performance of employees in the public sector. As we read further the study explored the importance of non-monetary incentive in Norwegian government department, participants were asked to fill questionnaire and after analysing the data through inferential it was concluded that financial incentives are never enough for employees as they demand higher salary but there is a positive relationship between performance of employees and non-monetary benefits.

The purpose of the study conducted by Juho (2018) is to learn more about the work motivation of TOK employees when they are provided with personal feedback. An online survey was conducted and the results found that the employees who participated feel more motivated and perform well when they receive appraisal and feedback for their work, whereas when there is lack of praise and more criticism their performance declines as there is lack of clarity in roles and responsibilities.

This research conducted by Raemdonck and strijbos (2013) explores the different impact of feedback on employees in their early phase of career vs in the late phase. The results explain that specific feedback is seen as more appropriate, important irrespective of the status of the sender in the early phase of the career and employees' willingness to improve whereas, in the late phase employees are more concerned with the status of the sender and the content of feedback. Low educated employees act on the specific feedback strongly.

The paper discusses a type of multi rater feedback known as 360-degree feedback and how it impacts the employee behaviour, it takes in account the different views of employee

Psychology of Feedback on Working Professionals

performance from superiors, subordinates, suppliers etc. Agrawal and Gupta (2018) found that there is behavioural change induced by 360-degree feedback and can be used as a self-development tool by employees, proper implementation and aligned HR practises are required by the organisation for the successful use of the tool and can be very helpful in understanding individual differences.

The focus of this study is to understand and modify the HR practises in the organizations in order to improve job satisfaction and retain productive employees. The study considers participation, compensation and training as contributing factors to job satisfaction. Correlational analysis further concluded that satisfaction of employees is directly linked to Hr practises and improves employee work behaviour. Misra (2018) found that independent variables and job satisfaction were significant at 0.5% level.

Adhikari (2018) attempts to explore the diagnosing of poor performance of employees in early stages and enhancing their productivity and motivation. The study is conducted on bank employees and a structured questionnaire was used. Through regression analysis it was found that when performance is linked with incentives and awards the performance is improved and it is a major factor that helps to diagnose employee fallouts.

Another review planned to investigate the components of administrator criticism mean for innovative work behavior (IWB) among neighborhood government representatives and to examine the mediating roles of trust in supervisor and affective commitment, using organizational support theory (OST) and social exchange theory (HyeonUk Bak, 2020). Through a cross-sectional study based on a sample of 1,699 local government employees it was found that supervisor feedback had a direct effect on IWB.

The study revolves around contextualizing understanding of workplace positive feedback and draws recommendations for managerial practice surrounding congruency between culture and practice (Evans, T.R., Dobrosielska, 2021). The research was conducted on 289 employed adults who rated their own task performance. It was found that managerial positive feedback, but not feedback-seeking culture, meaningfully predicts task performance and the relationship between positive feedback and task performance is partially moderated by the feedback-seeking culture.

The article begins with a brief conceptualisation and definition of individual feedback and highlights the element of meaning as a principle intricate to all feedback techniques (Baker, A., Perreault, D., Reid, A., & Blanchard, C. M, 2013) The article then builds a case for the added benefits of creating a feedback-friendly culture in order to gain more insight and enhance the meaningfulness of feedback. Three recommendations are offered to support such a culture including the promotion of the learning continuum, the fostering of a trusting climate, and the endorsement of authentic dialogue. Finally, the implications and future research directions are discussed.

The study examined the link between supervisors' mentoring and employees' feedback seeking with the moderating role of political skill and power distance (Qian, J., Li, X, 2016). It was conducted on 205 subordinate-supervisor dyads of a high-tech communication company. It was found that supervisory mentoring was positively related to feedback seeking from supervisors and power distance moderated the positive relationship between supervisor mentoring and feedback seeking in such a way that the relationship was stronger for people higher, rather than lower, in power distance.

Psychology of Feedback on Working Professionals

The article investigates the main effects of feedback source, feedback timing, and feedback valence as well as regarding their interactions with the source, message, task, and recipients' individual characteristics from different disciplines (Lechermeier, J., & Fassnacht, M, 2018). Based on an analysis of 64 empirical articles, it is found that main effects have been considered very context-specific and are often inconsistent, while the occurrence of certain source, message, task, and individual characteristics even inverts the generally assumed main relationships.

Another similar study focuses on how feedback affects an auditor's learning, performance, and motivation (Andiola LM, 2014). It was found that performance feedback is an important component in the auditing environment for ensuring quality control and for developing and coaching staff auditors. The objectives of paper includes to review some of the influential research in psychology and management to identify key variables and issues that appear to be critical in the study of behavioral consequences of feedback in organizational settings, to review performance feedback research specifically in auditing to identify the areas previously examined and synthesize the findings and to suggest a variety of future research opportunities that may assist in developing an understanding and knowledge of the behavioral effects of feedback on auditors.

This study provides meta-analytic estimates of the antecedents and consequences of feedback-seeking behavior (Anseel F, Beatty AS, Shen W, Lievens F, Sackett PR, 2015). It was found that organizational tenure, job tenure, and age were negatively related to FSB. Learning and performance goal orientation, external feedback propensity, frequent positive feedback, high self-esteem, a transformational leadership style, and a high-quality relationship were positively associated with FSB and the relationship between uncertainty and FSB was negative and the relationship between FSB and performance was small.

This pilot study was to compare the effects of the temporal placement of feedback on task performance and skill acquisition (Bechtel N, McGee H, Huitema B, Dickinson A, 2015). Two temporal placements were examined: feedback immediately after and feedback immediately prior to performance. Through a two-factor mixed design it was found that there are no significant differences in performance or the speed of skill acquisition associated with the experimental conditions. Participants indicated a strong preference for any type of feedback over no feedback, as well as a strong preference for feedback prior to performance over feedback after performance.

The article is to examine the relationship among the feedback environment, creative personality, goal self-concordance and creative performance (Zhang, J., Gong, Z., Zhang, S., Zhao, Y, 2017). Through hierarchical regression analysis of a sample of 162 supervisor-employee dyads from nine industry firms, it was found that supervisor feedback environment is positively related to creative performance, the relationship between the supervisor feedback environment and creative performance is mediated by goal self-concordance perfectly and moderated by creative personality significantly.

The relative effects of daily and weekly feedback on customer service behavior at a gas station were assessed using an ABC within-subjects design in this research paper (So, Y., Lee, K., & Oah, S, 2013). Four critical service behaviors were identified and measured daily. After baseline (A), weekly feedback (B) was introduced, and daily feedback (C) was introduced in the next phase. The results indicated that the service behaviors improved when

Psychology of Feedback on Working Professionals

the weekly feedback was introduced and improved further when the daily feedback was introduced.

The paper argued that creative performance is the result of a dynamic process in which a person experiences a phase of negative affect and subsequently enters a state of high positive affect that is influenced by the feedback environment (Gong Z, Zhang N, 2017). The research was conducted on a sample of 264 employees from seven industry firms. Through hierarchical regression it was found out that employees' perceptions of a supportive supervisor feedback environment indirectly influence their level of creative performance through positive affect.

The general absence of research on job satisfaction of employees in an organisation dependent on the performance appraisal feedback and does it affect organisation commitment is the essential purpose behind this investigation (Dr. Ajith Sundaram, 2020). 100 representatives of an organization were surveyed. Regression analysis results indicated that the criticism from the boss assumes a significant job in employee's activity fulfilment.

The article shows the quality of feedback as an important driver of productivity (Michalis Drouvelis, Paola Paiardini, 2021). Average performance is significantly higher for high-quality feedback than for low-quality or no feedback, where no significant overall performance differences are observed. The results have significant implications for designing and implementing cost-effective policies within organisations.

This study investigated the positive influence of supervisor developmental feedback on employee performance through feedback-seeking, as well as the moderating role of political skill (Weilin Su, Bei Lyu, Yanjun Liu, Hui Chen & Jiayu Fan, 2019). The study was conducted on 327 employees of a high-tech company. Following hierarchical regression analysis and bootstrap analysis, results showed that supervisor developmental feedback was positively correlated to employees' feedback-seeking and performance.

This research investigates whether positive customer feedback(PCF) can negatively affect the eudaimonic and hedonic well-being dimensions of front-line employees, thus decreasing their overall psychological well-being level (Nasr, L., Burton, J. and Gruber, T, 2015). Through a multidisciplinary literature review in the social psychology, human resources and organizational behavior fields it was identified that PCF can have a negative impact on the eudaimonic dimensions such as harmony, respect and support.

An effective performance feedback model can play a key role in an organisation by enhancing employee engagement, motivation and job satisfaction (M. Ashraf Rizvi, 2017). On this note, the paper proposes and outlines a new performance feedback model that involves a positive quality-centred feedback approach relying on employee assertion and reinforcement.

This research aimed to identify the influence of motivation, training and feedback on employee performance among members of the Executive Group in the Ministry of Works, Kuala Lumpur, Malaysia (JAAPAR, N. B, 2019). This study used quantitative research methods by using questionnaires to collect the data on a sample of 217 members of the Support Group of grades 1-36. The findings show the variable of feedback has the most dominant influence on employee performance while the variable of motivation has the

Psychology of Feedback on Working Professionals

lowest effect on employee performance. However, all the variables have a positive correlation to employee performance.

This research paper investigated the extent to which receiving developmental feedback from the work supervisor increased employee confidence to be proactive in expressing promotive voice and prohibitive voice and the employee organisation-based self-esteem mediation in that relationship (Su, W., Lin, X., & London, M, 2021). The study was conducted on a sample of 258 employees from a large Chinese manufacturing enterprise. Following hierarchical regression analysis and bootstrap analysis, results indicated supervisor developmental feedback was positively related to employee organisation-based self-esteem, promotive, and prohibitive voice.

DISCUSSION

Feedback has always been a significant part of the workplace. It has always proved to enhance employee performance, job satisfaction, and increase well-being in the organization. This study analysed the various research conducted on the effectiveness of providing structured, formal, and continuous feedback to employees. The workers enter a state of negative affect when they are not helped during tough tasks leading to failure of the completion of business activities. Whereas continuous remarks and recommendations about the work makes the employee feel engaged and accepted.

When we go through the supporting studies, we can establish a relationship between feedback and improved working of the organization, formal feedback enhances the learning conduct of employees, and helps the managers to provide a clear set of roles and responsibilities to their subordinates. Giving constructive feedback drives worker commitment and decreases cynicism in the work environment. (Abugre, J. B., & Sarwar, S. 2013). It is crucial to understand which feedback model is the most appropriate to your organization and gives high employee performance and least absenteeism.

Feedback creates a rapport between the higher authority and the employees and makes the organization climate helpful and cooperative. It reduces chaos in completing tasks, and the success rate is much higher due to proper guidance and support by the managers. The previous research provides ample evidence about how organizations suffer losses when the employees feel negatively treated and lack clarity of the job or skills required.

There is less information on the type of feedback managers should use to boost employee morale, but a formal feedback cycle and time to time guidance always helps. The people in power should know the difference between constructive feedback and destructive feedback. Often, informal comments or improper provision led to degraded performance and low self-confidence of employees. The upgraded HR practises creates a supporting environment for all the workers and lifts employee productivity.

The research summarises that when a supervisor or manager perceives our qualities, it causes us to feel better. Similarly, if someone invests in us and guides us about how we can create or improve, it shows that we are focused on and esteemed within an organisation. Feedback helps to improve the learning attitude of the employee and has a positive impact on the well-being, it enhances the employee's work conduct and self-efficacy. Appropriate training practises and developmental feedback largely promotes proactive nature of employees, decreasing boredom which in turn leads to a successful organization that you can check through the table we have mentioned below.

Psychology of Feedback on Working Professionals

SNo.	TITLE	AUTHOR AND YEAR	VARIABLES
1	Does provision of feedback increase work engagement and reduce cynicism among employees	Sarwar, S., & Abugre, J. B. (2013)	feedback in worker engagement and cynicism,
2	The impact of training and development on employee performance: A case study of ESCON Consulting.	Kum, F. D., Cowden, R., & Karodia, A. M. (2014).	Training and development , employee performance
3	The impact of leaders' listening behavior on employees' feedback seeking	Qian, J., Wang, B., Song, B., Li, X., Wu, L., & Fang, Y. (2019).	leader's listening behavior, employees' feedback seeking
4	Impact of individual perception of organizational culture on the learning transfer environment.	Chatterjee, A., Pereira, A., & Bates, R. (2018).	organization culture, learning transfer environment
5	The impact of leaders' technical competence on employees' innovation and learning	Van Minh, N., Badir, Y. F., Quang, N. N., & Afsar, B. (2017).	Leaders' technical competence, Innovative work behavior, Learning work behavior
6	Behavioral ambidexterity: The impact of incentive schemes on productivity, motivation, and performance of employees in commercial banks	Faisal Ahammad, M., Mook Lee, S., Malul, M., & Shoham, A. (2015).	HR practices, productivity, motivation and performance
7	The impact of perception of performance appraisal and distributive justice fairness on employees' ethical decision making in paternalist organizational culture	Goksoy, A., & Alayoglu, N. (2013).	Performance Appraisal, Ethical Decision Making, Justice
8	Focus groups: How feedback from employees can impact the decision-making process	Jordan, J., & Haines, M. (2017).	Feedback, decision making process
9	Performance Management System and Its Impact on Performance of the Employees.	Singh, R., & Sharma, T. (2018).	HRM, Performance Management, Organization, Performance Appraisal.
10	The impact of communication on workers' performance in selected organisations in Lagos State, Nigeria.	Femi, A. F. (2014).	Effective Communication; Workers' Performance; Organisational Productivity; Workers' Commitment; Communication System
11	Using performance appraisal as an effective tool for motivating the employees performance: A live study.	Kumari, N. (2014)	Expected performance, role and targets, self review, self-serving bias training & development needs
12	Digitalization of human resource management practices and its impact on employees' well-being.	Fedorova, A., Koropets, O., & Gatti, M. (2019).	digitalization, labor relations, human resource management, employees well-being, social pollution.
13	The impact of the non-financial	Albatal, J. (2019).	non-financial incentives,

Psychology of Feedback on Working Professionals

	incentives in employees in the public sector in Norway		employee motivation
14	The impact of manager-to-employee feedback on work motivation: the case of TOK Prisma employees.	Saarinen, J. (2018).	Feedback, work motivation, employees, managers
15	Feedback perceptions and attribution by secretarial employees: Effects of feedback-content and sender characteristics.	Raemdonck, I., & Strijbos, J. W. (2013).	Feedback perception, Feedback Sender characteristics, Feedback
16	Behavioural Impact of 360 Degree Feedback on the Employees in an Organisation.	Agrawal, A., & Gupta, M. S. (2018)	360 degree feedback, behavioural change, initiative, communication, teamwork, attitude
17	Impact of Human Resource Management Practices on Job Satisfaction among the Employees of Private Banks.	Misra, D. S. (2018)	Compensation, Employee participation, Job Satisfaction, Performance appraisal
18	Diagnosing Poor Performance and Enhancing Motivation of Employees	Adhikari, K. P. (2018).	Diagnosing performance, rewards, feedback
19	Supervisor Feedback and Innovative Work Behavior: The Mediating Roles of Trust in Supervisor and Affective Commitment.	HyeonUk Bak. (2020)	Supervisor feedback, innovative work behaviour, gender, educational level , marital status, age, and tenure
20	Feedback-seeking culture moderates the relationship between positive feedback and task performance	Evans, T.R., Dobrosielska, A. (2021)	Positive feedback, Manager communication, Feedback, Task performance, Feedback environment
21	Feedback and organizations: Feedback is good, feedback-friendly culture is better	Baker, A., Perreault, D., Reid, A., & Blanchard, C. M. (2013)	Feedback, culture, organisation
22	Supervisory Mentoring and Employee Feedback Seeking: The Moderating Effects of Power Distance and Political Skill	Qian, J., Li, X. (2016)	supervisors' mentoring and employees' feedback seeking
23	How do performance feedback characteristics influence recipients' reactions? A state-of-the-art review on feedback source, timing, and valence effects	Lechermeier, J., & Fassnacht, M. (2018)	Performance feedback; Individual feedback; Feedback source; Feedback timing; Feedback valence
24	Performance feedback in the audit environment: a review and synthesis of research on the behavioral effects	Andiola LM (2014)	Performance feedback; Audit review; Feedback methods
25	How are we doing after 30 years? A meta-analytic review of the antecedents and outcomes of feedback-seeking behavior	Anseel F, Beatty AS, Shen W, Lievens F, Sackett PR (2015)	feedback-seeking behavior information-seeking meta-analysis proactive behavior
26	The effects of the temporal	Bechtel N, McGee H,	Feedback delivery .Skill

Psychology of Feedback on Working Professionals

	placement of feedback on performance.	Huitema B, Dickinson A (2015)	acquisition .Performance improvement .Feedback preference
27	Impact of the supervisor feedback environment on creative performance: A moderated mediation model	Zhang, J., Gong, Z., Zhang, S., & Zhao, Y. (2017)	* Creativity; * Feedback; * Management Personnel; * Performance; * Supervisor Employee Interaction; Goals
28	Relative effects of daily feedback and weekly feedback on customer service behavior at a gas station	So, Y., Lee, K., & Oah, S. (2013)	weekly feedbackdaily feedbackservice behavior
29	Using a Feedback Environment to Improve Creative Performance: A Dynamic Affect Perspective	Gong Z, Zhang N. (2017)	feedback, environment, creative performance, creativity: age, gender, job tenure, and education.
30	STUDY ON IMPACT OF PERFORMANCE APPRAISAL FEEDBACK ON JOB SATISFACTION AND ITS IMPACT ON ORGANISATION COMMITMENT.	Dr. Ajith Sundaram. (2020)	performance appraisal, feedback, job satisfaction, organisation commitment
31	Feedback quality and performance in organisations.	Michalis Drouvelis, Paola Paiardini. (2021)	feedback quality, performance
32	Supervisor developmental feedback and employee performance: The roles of feedback-seeking and political skill	Weilin Su, Bei Lyu, Yanjun Liu, Hui Chen & Jiayu Fan.(2019)	supervisor developmental feedback, employee performance, feedback seeking, political skill
33	When good news is bad news: the negative impact of positive customer feedback on front-line employee well-being	Nasr, L., Burton, J. and Gruber, T. (2015)	Transformative service research Customer feedback Eudaimonic well-being Front-line employee Hedonic well-being Positive customer feedback
34	A feedback model for an effective performance appraisal system.	M. Ashraf Rizvi. (2017)	performance appraisa, feedback
35	THE INFLUENCE OF MOTIVATION, TRAINING, AND FEEDBACK ON EMPLOYEE PERFORMANCE AMONG SUPPORT GROUP OF MINISTRY OF WORKS IN KUALA LUMPUR	JAAPAR, N. B. (2019)	Motivation training, feedback, employee performance
36	The influence of developmental feedback on voice: The mediating role of organisation-based self-esteem	Su, W., Lin, X., & London, M. (2021)	developmental feedback, promotive, and prohibitive voice, influence, self esteem

CONCLUSION

The aim of this research was to understand the psychology of feedback on working professionals. The study examined how feedback and its models are helpful in increasing job

Psychology of Feedback on Working Professionals

satisfaction, performance and well-being of employees. The study concludes that manager's need to provide constructive feedback/remarks to their employees to boost morale and to decrease cynicism at the workplace. Listening- attitude of authority leads to higher job satisfaction and clarity in roles and responsibilities. The study emphasises on the fact that the existing HR practises in the organization needs to be improved in order to lift the employee well-being, for example- by having a continuous performance appraisal cycle.

“A feedback-rich culture, where people are comfortable asking for and receiving feedback from their colleagues and managers, can really change how a workplace operates. (Emily Marsh, 2018).”

Limitation

The major limitation of this research is the less amount of literature available with the connection of employees well-being with organisational performance especially with the Indian population.

REFERENCES

- Abugre, J. B., & Sarwar, S. (2013). Does provision of Feedback increase Work Engagement and Reduce Cynicism Among Employees?. <http://197.255.68.203/handle/123456789/6611>
- Adhikari, K. P. (2018). Diagnosing Poor Performance and Enhancing Motivation of Employees. *Management Dynamics*, 21(1), 107-114. <https://doi.org/10.3126/md.v21i1.27053>
- Agrawal, A., & Gupta, M. S. (2018) Behavioural Impact of 360 Degree Feedback on the Employees in an Organisation. http://www.aiirjournal.com/uploads/Articles/2018/03/3030_72.Dr.Alka%20Agrawal%20&%20Shikha%20Gupta.pdf
- Albatal, J. (2019). The impact of the non-financial incentives in employees in the public sector in Norway (Master's thesis, University of Stavanger, Norway). <http://hdl.handle.net/11250/2616388>
- Andiola LM (2014) Performance feedback in the audit environment: a review and synthesis of research on the behavioral effects. *J Acc Lit* 33(1–2):1–36. <https://econpapers.repec.org/scripts/redir.pf?u=https%3A%2F%2Fdoi.org%2F10.1016%252Fj.acclit.2014.07.001;h=repec:eee:joacli:v:33:y:2014:i:1:p:1-36>
- Anseel F, Beatty AS, Shen W, Lievens F, Sackett PR (2015) How are we doing after 30 years? A meta-analytic review of the antecedents and outcomes of feedback-seeking behavior. *J Manag* 41(1):318–348. <http://dx.doi.org/10.1177/0149206313484521>
- Baker, A., Perreault, D., Reid, A., & Blanchard, C. M. (2013). Feedback and organizations: Feedback is good, feedback-friendly culture is better. *Canadian Psychology/ Psychologie Canadienne*, 54(4), 260. <https://doi.apa.org/doi/10.1037/a0034691>
- Bechtel N, McGee H, Huitema B, Dickinson A (2015) The effects of the temporal placement of feedback on performance. *Psychol Rec* 65(3):425–434. <http://dx.doi.org/10.1007/s40732-015-0117-4>
- Chatterjee, A., Pereira, A., & Bates, R. (2018). Impact of individual perception of organizational culture on the learning transfer environment. *International Journal of Training and Development*, 22(1), 15-33. <http://dx.doi.org/10.1111/ijtd.12116>
- Dr. Ajith Sundaram. (2020). STUDY ON IMPACT OF PERFORMANCE APPRAISAL FEEDBACK ON JOB SATISFACTION AND ITS IMPACT ON ORGANISATION COMMITMENT. *PalArch's Journal of Archaeology of Egypt / Egyptology*, 17(6), 13554 - 13562. <https://archives.palarch.nl/index.php/jae/article/view/3573>

Psychology of Feedback on Working Professionals

- Evans, T.R., Dobrosielska, A. (2021). Feedback-seeking culture moderates the relationship between positive feedback and task performance. *Curr Psychol* 40, 3401–3408. <https://link.springer.com/article/10.1007/s12144-019-00248-3>
- Faisal Ahammad, M., Mook Lee, S., Malul, M., & Shoham, A. (2015). Behavioral ambidexterity: The impact of incentive schemes on productivity, motivation, and performance of employees in commercial banks. *Human Resource Management*, 54(S1), s45-s62. <https://doi.org/10.1002/hrm.21668>
- Fedorova, A., Koropets, O., & Gatti, M. (2019). Digitalization of human resource management practices and its impact on employees' well-being. <https://doi.org/10.3846/cibmee.2019.075>
- Femi, A. F. (2014). The impact of communication on workers' performance in selected organisations in Lagos State, Nigeria. *IOSR Journal of humanities and Social Science*, 19(8), 75-82. <http://dx.doi.org/10.9790/0837-19827582>
- Goksoy, A., & Alayoglu, N. (2013). The impact of perception of performance appraisal and distributive justice fairness on employees' ethical decision making in paternalist organizational culture. *Performance Improvement Quarterly*, 26(1), 57-79. <http://dx.doi.org/10.1002/piq.21137>
- Gong Z, Zhang N. (2017). Using a Feedback Environment to Improve Creative Performance: A Dynamic Affect Perspective. *Front Psychol.*;8:1398. <https://doi.org/10.3389/fpsyg.2017.01398>
- HyeonUk Bak. (2020). Supervisor Feedback and Innovative Work Behavior: The Mediating Roles of Trust in Supervisor and Affective Commitment. *Journal Frontiers in Psychology*, v.11: 559160. <https://doi.org/10.3389/fpsyg.2020.559160>
- Jaapar, N. B. (2019). The Influence Of Motivation, Training, And Feedback On Employee Performance Among Support Group Of Ministry Of Works In Kuala Lumpur. <http://etd.uum.edu.my/7910/2/s824524-02.pdf>
- Jordan, J., & Haines, M. (2017). Focus groups: How feedback from employees can impact the decision-making process. *Pennsylvania Libraries: Research & Practice*, 5(2), 117-126. <http://dx.doi.org/10.5195/PALRAP.2017.149>
- Kum, F. D., Cowden, R., & Karodia, A. M. (2014). The impact of training and development on employee performance: A case study of ESCON Consulting. *Singaporean Journal of Business Economics and Management Studies*, 3(3), 72-105. <https://doi.org/10.12816/0010945>
- Kumari, N. (2014). Using performance appraisal as an effective tool for motivating the employees performance: A live study. *Business Perspectives and Research*, 2(2), 37-46. <http://dx.doi.org/10.1177/2278533720140205>
- Lechermeier, J., & Fassnacht, M. (2018). How do performance feedback characteristics influence recipients' reactions? A state-of-the-art review on feedback source, timing, and valence effects. *Management Review Quarterly*, 68(2), 145–193. https://econpapers.repec.org/scripts/redir.pf?u=https%3A%2F%2Fdoi.org%2F10.1007%252Fs11301-018-0136-8;h=repec:spr:manrev:v:68:y:2018:i:2:d:10.1007_s11301-018-0136-8
- M. Ashraf Rizvi. (2017). A feedback model for an effective performance appraisal system. *Journal for Global Business Advancement*. Volume 10, Issue 2. <https://doi.org/10.1504/JGBA.2017.083414>
- Michalis Drouvelis, Paola Paiardini. (2021). Feedback quality and performance in organisations. *The Leadership Quarterly*.101534,ISSN 1048-9843. <https://doi.org/10.1016/j.leaqua.2021.101534>
- Misra, D. S. (2018). Impact of Human Resource Management Practices on Job Satisfaction among the Employees of Private Banks. Available at SSRN 3463027. <https://ssrn.com/abstract=3463027>

- Nasr, L., Burton, J. and Gruber, T. (2015). When good news is bad news: the negative impact of positive customer feedback on front-line employee well-being. *Journal of Services Marketing*. Vol. 29 No. 6/7, pp. 599-612. <https://hdl.handle.net/2134/20906>
- Qian, J., Li, X. (2016). Supervisory Mentoring and Employee Feedback Seeking: The Moderating Effects of Power Distance and Political Skill. *Curr Psychol* 35, 486–494. <https://psycnet.apa.org/doi/10.1007/s12144-015-9317-y>
- Qian, J., Wang, B., Song, B., Li, X., Wu, L., & Fang, Y. (2019). It takes two to tango: The impact of leaders' listening behavior on employees' feedback seeking. *Current Psychology*, 38(3), 803-810. <https://psycnet.apa.org/doi/10.1007/s12144-017-9656-y>
- Raemdonck, I., & Strijbos, J. W. (2013). Feedback perceptions and attribution by secretarial employees: Effects of feedback-content and sender characteristics. *European Journal of Training and Development*. <http://dx.doi.org/10.1108/03090591311293275>
- Saarinen, J. (2018). The impact of manager-to-employee feedback on work motivation: the case of TOK Prisma employees. <http://urn.fi/URN:NBN:fi:amk-2018121020726>
- Singh, R., & Sharma, T. (2018). Performance Management System and Its Impact on Performance of the Employees. *methods*, 3(1), 118-121. <http://www.iiir.co.in/ijir/vol3issue1/IJIR-03-01-30.pdf>
- So, Y., Lee, K., & Oah, S. (2013). Relative effects of daily feedback and weekly feedback on customer service behavior at a gas station. *Journal of Organizational Behavior Management*, 33(2), 137–151. <https://doi.org/10.1080/01608061.2013.785898>
- Su, W., Lin, X., & London, M. (2021). The influence of developmental feedback on voice: The mediating role of organisation-based self-esteem. *Journal of Psychology in Africa*, 31(1), 19-25. <http://dx.doi.org/10.1080/14330237.2021.1875562>
- Van Minh, N., Badir, Y. F., Quang, N. N., & Afsar, B. (2017). The impact of leaders' technical competence on employees' innovation and learning. *Journal of Engineering and Technology Management*, 44, 44-57. <https://doi.org/10.1016/j.jengtecman.2017.03.003>
- Weilin Su, Bei Lyu, Yanjun Liu, Hui Chen & Jiayu Fan. (2019). Supervisor developmental feedback and employee performance: The roles of feedback-seeking and political skill. *Journal of Psychology in Africa*. 29:5, 435-442. <http://dx.doi.org/10.1080/14330237.2019.1665879>
- Zhang, J., Gong, Z., Zhang, S., & Zhao, Y. (2017). Impact of the supervisor feedback environment on creative performance: A moderated mediation model. *Frontiers in Psychology*, 8, 256. <https://psycnet.apa.org/doi/10.3389/fpsyg.2017.00256>

Acknowledgement

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest

The author(s) declared no conflict of interest.

How to cite this article: Rajput, K. & Setia, M. (2023). Psychology of Feedback on Working Professionals. *International Journal of Indian Psychology*, 11(2), 1429-1444. DIP:18.01.154.20231102, DOI:10.25215/1102.154