

THE IMPORTANCE OF CONSTRUCTIVE FEEDBACK FOR DEVELOPING SKILLS IN COMPANIES

A IMPORTÂNCIA DO FEEDBACK CONSTRUTIVO PARA O DESENVOLVIMENTO DE HABILIDADES NAS EMPRESAS

LA IMPORTANCIA DE LA RETROALIMENTACIÓN CONSTRUCTIVA PARA EL DESARROLLO DE HABILIDADES EN LAS EMPRESAS



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ABSTRACT

Providing feedback is essential for promoting employee performance in modern organizations, especially when it comes to performance. Most studies have shown that feedback increases motivation, employee engagement, and productivity. The question arises, how to provide feedback constructively? Effective feedback can and should be honest, specific, and timely, as it is essential to be clear about the purpose of the feedback and the specific behavior or outcome of what is being addressed. The objective of this article is to analyze the importance of constructive feedback for skill development in companies. The article presents several studies that have presented results on the influence of constructive feedback for improving employee skills, which confirm the positive effects of feedback identified in the organizational context and the main strategies for this process to be successful and achieve the proposed objectives.

Keywords: Importance. Strategies. Constructive Feedback and Skill Development.

RESUMO

O fornecimento de feedback é essencial para a promoção do desempenho dos funcionários nas organizações modernas, principalmente no que se refere ao desempenho. A maior parte dos estudos demonstrou que o feedback aumenta a motivação, o envolvimento dos funcionários e a produtividade. Coloca-se a questão, como fornecer o feedback de forma construtiva? O feedback eficaz pode e deve ser honesto, específico e oportuno, pois é essencial ter clareza sobre o propósito do feedback e o comportamento específico ou o resultado do que está a ser abordado. O objetivo do presente artigo é analisar a importância do feedback construtivo para o desenvolvimento de habilidades nas empresas. No artigo foram apresentados diversos estudos que apresentaram resultados sobre a influência do feedback construtivo para a melhoria das habilidades dos funcionários, os quais, confirmam os efeitos positivos do feedback identificado no contexto organizacional e as principais estratégias para que este processo tenha sucesso e atinja os objetivos propostos.

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Palavras-chave: Importância. Estratégias. Feedback Construtivo e Desenvolvimento de Habilidades.

RESUMEN

La provisión de retroalimentación es esencial para promover el desempeño de los empleados en las organizaciones modernas, especialmente en lo que respecta al rendimiento laboral. La mayoría de los estudios han demostrado que la retroalimentación aumenta la motivación, el compromiso de los empleados y la productividad. Surge entonces la pregunta: ¿cómo proporcionar retroalimentación de manera constructiva? La retroalimentación eficaz puede y debe ser honesta, específica y oportuna, ya que es fundamental tener claridad sobre el propósito de la retroalimentación y sobre el comportamiento o resultado específico que se está abordando. El objetivo de este artículo es analizar la importancia de la retroalimentación constructiva para el desarrollo de habilidades en las empresas. En el artículo se presentan diversos estudios que muestran la influencia de la retroalimentación constructiva en la mejora de las habilidades de los empleados, confirmando los efectos positivos de la retroalimentación identificados en el contexto organizacional, así como las principales estrategias para que este proceso tenga éxito y alcance los objetivos propuestos.

Palabras clave: Importancia. Estrategias. Retroalimentación Constructiva y Desarrollo de Habilidades.

1 INTRODUCTION

Feedback is essential for workplace communication, employee development, and performance improvement. Studies have shown that feedback effectively increases employee motivation, engagement, and productivity (Warrilow *et al.*, 2020). However, managers and employees need to develop effective feedback skills to maximize the benefits and avoid the negative consequences of ineffective feedback (Radic *et al.*, 2020).

Despite the benefits of feedback, managers and employees struggle to provide and receive feedback, while others may provide feedback in a way that is perceived as critical. Similarly, some employees may feel defensive or unmotivated when receiving feedback, while others may not receive enough feedback to improve their performance (Carles; Winstone, 2023). In this sense, feedback is a critical tool for employee development in the workplace as an improvement, and it provides the valuable information about their performance, behavior, and skills, allowing them to identify areas for improvement and take steps to address them. In addition, feedback can motivate employees, recognizing their strengths and weaknesses and provide a sense of direction and purpose (Warrilow *et al.*, 2020).

According to some authors (Harvey; Green, 2022), effective feedback is also essential for building strong working relationships between managers and employees, and can thus foster trust and respect, demonstrating that managers are invested in their employees' success and are committed to providing them with the resources they need to improve.

What is the importance of constructive feedback for the development of skills in companies is the question of research and, in this sense, it is the objective of this article to analyze the importance of constructive feedback for the development of skills in companies.

2 THEORETICAL FRAMEWORK

2.1 NOTION AND PURPOSES OF CONSTRUCTIVE FEEDBACK IN COMPANIES

By winning the competition between companies in an increasingly rigorous industry, human resources play a vital role for companies, especially in the 4.0 era, because they are required to provide the best service to consumers and business partners. While feedback can have many positive aspects and benefits in the workplace, ineffective feedback can also negatively impact employees and organizations (Silvervang *et al.*, 2021). When feedback is vague and unhelpful, employees are unsure about the steps to improve their performance, leading to feelings of frustration and little engagement with the organization.

Providing feedback to encourage employees to improve their performance is a common management practice in work environments. Studies in the literature have also demonstrated that the use of performance appraisals is essential to motivate employees (Ryan et al., 2020). According to Hamzah et al. (2021), constructive feedback is an essential element for people to know where they are and where to go, in terms of expectations and goals, theirs and those of organizations. Feedback is considered a useful tool to indicate when things are moving in the right direction or to redirect performance issues. In this context, the purpose of feedback is to provide guidance, information in a useful way, to support effective behavior or to guide someone back on the right path to successful performance (Silvervang et al., 2021). Effective feedback can help employees improve their performance, enhance their skills, and increase job satisfaction. However, providing feedback can be a delicate and complex process, which requires careful consideration and attention (Susilana; Pribadi, 2021).

The question arises, how to provide feedback constructively? Effective feedback can and should be honest, specific, and timely, as it is essential to be clear about the purpose of the feedback and the specific behavior or outcome of what is being addressed (Weallans et al., 2022). According to Rogito; Makabe (2023), feedback should start by recognizing the employee's strengths, by providing specific examples of their behavior or the results they have had in a given period of time. Feedback should focus on the behavior or outcome, not the person (Huisman et al., 2019).

In this regard, Xing et al. (2021), stated that constructive feedback should not necessarily be positive, although it is favorable to start in order to attract the attention and involvement of those who receive it. A good technique that can be used is the "sandwich feedback", that is, by interposing the negative element between two positive aspects, what can be considered critical becomes constructive and easier to understand. In this sense, attention should be focused on the behavior of the receiver and consider their ability to understand and accumulate information (Susilana; Pribadi, 2021).

2.2 CONSTRUCTIVE FEEDBACK FOR THE DEVELOPMENT OF SKILLS IN COMPANIES

As a significant behavior change tool and incentive strategy in practice, constructive feedback has become a common intervention and an important management tool in companies (Chun et al., 2018). According to Hamzah et al. (2021), positive or constructive feedback from a manager or supervisor is like a kind of support and encourages their behavior perceived by employees and tends to have an accelerated influence on the attitude, behavior, and performance of their employees.

Compared to other sources of feedback in the organization, constructive feedback from managers and supervisors has a higher perception of value and meaning for employees (Wondim et al., 2021). In practical management situations, positive feedback outcomes highlight supervisors' positive evaluations in organizations of their employees' workplace behavior, attributes, or outcomes (Layous et al., 2017).

Seeking feedback means that individuals consciously seek answers to important questions in an uncertain environment in order to obtain valuable information, and thus better adapt to the development of the organization (Qian et al., 2022). Many previous studies have confirmed that while feedback seeking is beneficial for individuals and organizations, it is also risky behavior, as it can expose your own weaknesses to others (Chun et al., 2018). In this context, individual characteristics and situational factors often promote or greatly hinder the occurrence of feedback (De Stobbeleir et al., 2020).

However, among the situational factors, leadership behavior or style are important research contents, and many researchers explore the impact of the supervisor's positive behavior or style on employee feedback, always looking for a positive perspective (Qian et al., 2019).

Given the critical influence of feedback recipients and their actual effectiveness, it's important to understand the differences in how people respond to feedback. Thus, Lechermeier; Fassnacht (2018) developed a concept of feedback guidance, which is like an individual or general guidance and acceptance of feedback from other people in the organization. At its core, it provides a more stable environment and description of individual differences in feedback responses over time and can therefore be considered a quasi-trait with implications for each stage of the feedback process (Su & Zhang, 2022).

2.3 EFFECTIVE STRATEGIES FOR PROVIDING FEEDBACK

Managers and supervisors often use a variety of strategies to overcome common mistakes and deliver effective feedback to their employees. However, providing feedback is challenging, especially if it is negative or corrective, in which case it is essential to use effective strategies when providing feedback to ensure that it is well received and leads to positive results (Glassey; Balter, 2020).

One of the main strategies of feedback is to focus on the employee's behavior rather than the person, and feedback should not be a personal attack, but rather an objective assessment of the behavior that needs to be changed (Warrilow et al., 2020). For example, you should state instead of calling the employee "lazy", state that, "Missed the deadline to submit the report, which caused delays in the project.", in a more constructive and positive

way, when delivering feedback. Another strategy of constructive feedback is to give suggestions and support to help improve, rather than criticizing or blaming, or providing resources to improve (Warrilow et al., 2020).

It's equally essential to track feedback to ensure that employees understand and act on the suggestions provided. It should be regularly checked how the employee's progress is going and provide additional support if necessary (Abi-Esber et al., 2022). Effective feedback is crucial to help employees improve their performance and achieve goals by using specific, behavior-focused, constructive methods, and positive strategies that can help ensure well-received feedback and lead to positive outcomes.

Effective communication techniques are also essential for the delivery of feedback, it must be done in a respectful and supportive way, so that it is easy for the receiver to understand. Thus, feedback givers must communicate effectively with active listening, empathy, and clarity, and must respond to any questions or concerns that the recipient may have throughout the process (Henderson et al., 2019).

Providing feedback appropriately and in the proper context is very important, as it should be provided as soon as possible after the event to ensure that it keeps fresh in the employee's memory. Waiting too long for feedback can confuse the receiver with the true intentions of the feedback provider, and the receiver may lose interest in the process (Rogito; Nyamota, 2022). Similarly, feedback givers should take into account the context in which the feedback is provided, such as the physical environment and emotional state of the recipient. Feedback is effective when it is delivered in a supportive and receptive environment (Carless; Winstone, 2023).

Effective delivery of feedback is essential for the successful development of employees and the organization. Goal setting, effective communication techniques, timing, and context are critical success factors that must be taken into account for the delivery of feedback. In this context, specific, respectful, and timely feedback is likely to be better received, and leads to positive outcomes and benefits the organization and its employees in terms of productivity and skills (Harvey; Green, 2022).

In terms of literature studies, we can refer to the study of Rogito; Makabe (2023), which aimed to explore what, how, when, and where feedback is given, including best practices, mistakes, and effective strategies for providing feedback. The authors concluded that feedback is a powerful tool that helps employees develop and improve their skills, achieve the organization's goals, and improve their job satisfaction. Through the right approaches and strategies, feedback can contribute to a positive culture and improve organizational performance.

Su's study; Jiang (2023) was equally important to the topic of feedback, as it aimed to explore the association of positive feedback from the supervisor with employee performance and the roles of seeking feedback and guiding feedback. The results show that positive feedback from the supervisor has a positive effect on employee performance. Feedback seeking partially mediates the effect of positive feedback on employee performance. Feedback guidance positively moderates the influence of the positive

Feedback from the supervisor on employee demand and performance.

Petrișor's (2019) study focused on the presentation of information on the importance of feedback in organizational communication, with emphasis on the development and improvement of employees, through a narrative review of the literature. The author concluded that feedback is a crucial tool in the communication process in the organization, and 360° feedback has become increasingly important in recent years, as it provides the ability to receive information from multiple sources, reduce the level of subjectivity and build a more complex view of the performance achieved within the company.

Some authors have demonstrated that developmental feedback has had a positive impact on employee attitudes and behaviors (Guo et al., 2020; Su et al., 2021). In a highly competitive market environment, job performance is critical to organizational survival and sustainable development. Developmental feedback aims to improve employees' future performance at work (Wang; Zhang, 2022).

However, the previous authors demonstrated that intrinsic motivation and feedback seeking partially mediate the relationship between developmental feedback and employees' job performance. Therefore, how developmental feedback affects employee behavior outcomes (e.g., job performance) still needs to be further explored (Guo et al., 2014; Su, Lyu et al., 2019).

3 CONCLUSION

In this article, several studies were presented that presented results on the influence of constructive feedback on the improvement of employees' skills, which confirm the positive effects of the feedback identified in the organizational context and the main strategies for this process to be successful and achieve the proposed objectives.

It should be noted that motivating employees is a great challenge for companies, however, incentives may not be enough and can sometimes be counterproductive. Providing information on employee performance in absolute terms can be an additional factor for action, i.e. feedback can increase productivity.

The information employees receive about their own performance can motivate them to work better, through different mechanisms. When individuals are paid and rewarded according to their performance, feedback can tell them where they are within the organization's incentive scheme, and they can use this information to improve their individual performance. In this context, feedback can work as a complement to incentives.

Constructive feedback allows managers to create conditions for the quality of life at work and the consequent development of skills in their employees in such a way that managers committed to the organization end up retaining talent for them and defining the best policies for their employees.

The study of the importance of constructive feedback in the development of skills ensures knowledge of its influence on the organization and society in such a way that managers seek to reproduce them within the organization in communication with their employees.

The article demonstrated the importance of constructive feedback for the development of skills, and the research question is answered to the extent of the results presented here.

The limitations of the study and its application can be found in the differences in the performance of the organizations, in the type of relationships that maintain the bond of employees to the organization and in the fact that it is not possible to generalize in the same proportion at the organizational level the consequences that arise from the lack of constructive feedback and the development of skills in employees.

It is therefore recommended that organizations maintain open channels of communication with their employees, in order to obtain feedback on the performance of tasks in the organization and the promotion of skills development in employees for the success of the organization.

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