A STUDY ON CONTINUOUS FEEDBACK SYSTEMS AND EMPLOYEE PERFORMANCE IN IT COMPANIES IN PUNE

Vaishnavi Pisal*   Dr.G.Gopalakrishnan**

*Student, Balaji Institute of Management & Human Resource Development, Sri Balaji University, Pune.
**Director, Balaji Institute of Management & Human Resource Development, Sri Balaji University, Pune.

Abstract

The present research focuses on understanding the relationship between employee performance and continuous feedback system. It gives an insightto understand the patterns that continuous feedback systems impacts the employee performance. Annual reviews which are the part of traditional methods are often seen as outdated because they give delayed and limited insights into employee growth. The impact of continuous feedback impacts and focuseson regular and helpful conversations that allow employees to improve quickly and stay aligned with company goals.

For this study, data was collected from 250 IT professionals working at different levels using structured questionnaires. The responses were analyzed with statistical tools like SPSS to study the connection between feedback practices, motivation, engagement, and performance. Past studies highlight that quick and good- quality feedback helps increase employee productivity and reduces attrition. However,challenges such as lack of manager training, inconsistent practices, and feedback fatigue still remain.

This study also examines how employees in Pune view feedback in terms of trust, frequency, and comfort.The results are expected to show best practices and also highlight barriers that need to be addressed for effective use offeed back systems. By focusing on Pune's IT sector, the study provides evidence specific to the Indian context and gives practical suggestions for building a work place culture that values continuous feedback.

The cross-sectional nature of this study is a limitation, but it still gives useful insights for future research, especially for exploring digital or AI-based feedback systems. In the end, the study aims to guide IT organizationsto improve employee motivation, performance, and engagement through better feedback practices.

Keywords: Performance Management, Continuous Feedback, Regular Feedback, IT Industry, Employee Engagement, Motivation, Annual Reviews, Empathy, Technology- Driven, Skill development.

Introduction: Performance management plays a vital role in driving organizational success, especially in today's result- oriented business landscape. In the IT industry characterized by rapid technological progress, intricate project demands, and stringent client standards traditional performance appraisals are increasingly being questioned. Annual reviews, though still common, are often seen as backward-looking and too infrequent to foster timely employee development (Le & Pastukhova, 2018). As a result, organizations are gravitating toward continuous feedback systems that enable real-time insights into employees' goals, competencies, and performance trajectories.

Continuous feedback relieson regular, two-way conversations between managers and theirteams, ensuringthat adjustments can be made swiftlyin fast-paced environments like IT (Kis &Tudoran, 2023).

This approach has been linked to strong erperformance accountability, improved employee motivation,and enhanced engagement (Rivera et al., 2024). Further more, advances in digital platforms have made it easier and more scalable for employers to deliver prompt and personalized feedback—an essential capability in tech-driven workplaces.

Still, adopting continuous feedback systems isn't without challenges. Keyobstacles include gaps in training for managers, uneven implementation across teams, and resistance from employees who may feel evaluated too frequently (Hambissa et al., 2023).The way feedback is delivered also matters: personalized,empathic communication resonates more deeply than generic, automated messages (Giamos et al., 2024). In India particularly in Pune, amaj or IT services hub continuous feedback is still emerging. Although some companies are piloting new models, empirical research on employee perspectives and contextual application remains limited (Yanamala, 2022).This underscores the need for focused, locally grounded studies to inform effective implementation.

Review of Literature
Evolution from Traditional to Continuous Feedback Models
Traditional performance appraisals typically conducted annually have long been criticized for their delayed insights,recencybias,andinabilitytofosterreal-time development (Datalligence,n.d.;Talent Dynamics, n.d.). Research by Talent Dynamics shows that about 70% of employees feel disengaged by traditional reviews, and organizations like Adobe witnessed a 30% boost in engagement after transitioning to continuous feedback (Talent Dynamics,n.d.;Vorecolblog,n.d.).Similarly,Deloitte and IBM adopted regular check-insover annual reviews and reported significant enhancements in alignment, engagement, and retention (Vorecol blog, n.d.; Psico-Smart blog, n.d.). These findings underscore a growing shift toward more agile, ongoing performance conversations in fast-moving business environments.

ImpactonEngagement,Motivation,andRetention
The benefits of continuous feedback extend beyond timeliness—it also drives motivation and engagement. Companies with feedback-rich cultures report up to a 14% productivity gain and 15–30% improvements in engagement or retention metrics (Talent Dynamics, n.d.; Vorecol blog, n.d.; Psico-Smart blog, n.d.). For instance, Microsoft and Zappos observed substantial increases in job satisfaction and morale when employees received consistent and constructive feedback (Psico-Smart; Vorecol). Notably, 80% of employees prefer ongoing feedback over traditional reviews, and organizations adopting such systems saw turnover drop dramatically (Psico-Smart blog, n.d.).

Modesand Quality of Feed back Delivery
The format and source of feed back significantly influence out comes.A recent experimental study revealed that feedback delivered bya person—whether qualitative or quantitative—enhanced performance, motivation, and task engagement more than computer-mediated feedback, with qualitative feedback particularly amplifying motivation and engagement (Giamosa, Doucet, & Léger, 2023). Likewise, literature highlights the importance of personalized, empathetic feedback over generic or automated messages, which may be less motivating (Giamosa et al., 2023; Psico-Smart blog, n.d.). These insights suggest that not just frequency, but the human touch and quality of feedback content, play a crucial role in making continuous feedback effective.

Objectives Of Study

1. To study how continuous feedback affects the performance, motivation, and involvement of IT employees in Pune.
2. To understand how IT employees think and feelaboutusing continuous feedback systems.
3. To find out the main problems and best methods for applying continuous feedback in IT organizations.

Research Hypothesis

Hypothesis 1 (EmployeeEngagement)

1. **H_0(Null):** Continuous feedback has no meaning ful effect on engagement of employees in IT companies in Pune.
2. **H_1(Alternative):** Continuous feedback has a meaningful effect on the employee engagement in IT companies in Pune.

Hypothesis 2 (EmployeeMotivation)

1. **H_0 (Null):** Continuous feedback has no meaningful effecton employee motivation in IT companiesin Pune.
2. **H_1 (Alternative):** Continuous feedback has a meaningful effect on employee motivation in IT companies in Pune.

Hypothesis 3 (Employee Performance)

1. **H_0 (Null):** Continuous feedback does not have any important effecton employee performance in IT companies in Pune.
2. **H_1(Alternative):** Continuous feedback has an important effecton employee performance in IT companies in Pune.

Research Methodology

Research Method/ Study Method

This study follows a descriptive and exploratory design to understand how continuous feedback systems affect employee performance, motivation, and engagement in IT companies in Pune. The researchdesign focuseson gathering insights directly from IT professionals to understand their perceptions, experiences, and the effectiveness of feedback practices. A quantitative approach has been selected to allow for objective measurement and statistical analysis of employee responses.

Research Approach

A quantitative research approach will be employed, making use of structured survey questionnaires. This approach enables the collection of measurable data that can provide clear evidence about the similarity between continuous feedback systems and employee result. Using this method ensures that results are reliable, comparable, and suitable for statistical testing.

A. **Data Collection Method**
1. **Primary Data**
   a. **Survey Questionnaire:** A standardized questionnaire has been created and distributed through Google Forms. It includes multiple-choice and Likert scale questions to capture employee perceptions, satisfaction, and challenges related to continuous feedback.
   b. **Target Respondents:** IT professionals from various roles and experience levels in Pune will be surveyed.

2. SecondaryData

Secondary data will be obtained from multiplereli able sources to support primary findings. These sources include:

a. Research articles and peer-reviewed journals on performance management and continuous feed back.
b. Industry reportson IT work for cetrends and HR practices.
c. Case studies of IT companies implementing continuous feedback systems.

Sampling Technique and SampleSize

1. **Focused Population:** The focused population includes of IT employees in Pune across different departments, positions, and experience levels.
2. **Sampling Technique:** A blend of purposive and stratified random sampling will be used to ensure representation of employees from different IT companies and varied job levels.
3. **Sample Size:** The study aims to collect responses from approximately 250 IT employees to ensure statistical validity and reliability.

ResearchTools

The data collected will be studied with the help of SPSS software.This software will provide simple statistics like averages, counts, and percentages, as well as advanced tests such as correlation and regression.These methods will help in finding the link between continuous feedback and employees' performance, motivation, and engagement.

Research Validity and Reliability

1. **Reliability:** Apilot study will be conducted to check the internal consistency of the questions, using measures such as Cronbach's Alpha.
2. **Validity:** The questionnaire will be reviewed by HR experts and academic professionals to make sure clarity, significance, and accuracy of the questions.

Ethical Considerations

1. **Informed Consent:** All participants were told about the reason for the research, and they had the right to withdraw at any stage.
2. **Confidentiality:** Data will be kept anonymous, and no personal identifiers will be shared. Responses will only be used for academic purposes.

Data Analysis

The gathere dresponses will be analyze in two stages

Descriptive Analysis: Frequency distribution, mean, and standard deviation will be used to summarize employee responses.

Inferential Analysis: Correlation and regression analysis will test the significance between continuous feedback practices and employee performance, motivation, and engagement.
The results will be used to test the research hypothesis and find meaning ful inferences about the role of continuous feedback systems in IT companies in Pune.

Table:1 Reliability Analysis
Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.793	.821	12

CaseProcessingSummary

Cases	N	%
Valid	120	100.0
Excluded	0	0
Total	120	100.0

AnalysisofReliabilityResults

The reliability analysis was carried out to confirm whether the survey instrument consistently measured the intended constructs. The Cronbach's Alpha value of 0.793, along with a slightly higher standardized alpha of 0.821across the 12 items, indicates strong internal consistency. Since both scores are above the widely accepted threshold of 0.70, it canbe concluded that the tool is reliable. In other words, the questions included in the scale are well-aligned with each other and collectively represent the dimensions of continuous feedback, employee motivation, engagement, and performance in a coherent manner.

The case processing summary revealed that all 120 responses were valid and included in the analysis, with no missing or excluded data. This strengthens the robustness of the results, as the absence of incomplete or invalid entries eliminates potential bias that could distort the findings. A complete data set also improves the accuracy of the statistical outcomes and adds further credibility to the study.

For this research, the reliability scores demonstrate that employees across IT companiesin Pune interpreted the items in a consistent way. This provides assurance that the data generated from the survey can be trusted to reflect real perceptions about performance, motivation, and engagement. Consequently, any relationships or pattern so bservedinlater stages of the analys is are likely to represent genu inetrends rather than being the result of in consistencies or measurement errors.

Research Hypothesis
Hypothesis 1 (Employee Engagement)
1. H_{01} **(Null) :** Continuous feedback has no meaningful effecton engagement of employees in IT companies in Pune.
2. H_1 **(Alternative) :** Continuous feedback has a meaningful effect on the employee engagement in IT companies in Pune.

Correlations		To what magnitude do you believe that receiving continuous feedback improves your ability to meet performance goals?	How regularly do continuous feedback contributeto increased engagement in your work?
To what magnitude do you believe that receiving continuous feedback Improves your ability to meet performance goals ?	Pearson Correlation	1	.374**
	Sig.(2-tailed)		.000
	N	120	120
How regularly do continuous feedback contribute to increased engagement in your work ?	Pearson Correlation	.374**	1
	Sig.(2-tailed)	.000	
	N	120	120
**.Correlation is significant at the 0.01 level (2-tailed).			

Interpretation of Hypothesis 1 (Employee Engagement)

This study investigated how on going feedback affects employee engagement. A moderate and positive link was discovered, suggesting that when employee sperceive feedback asuseful for achieving their goals, they are more likely to feel a greater sense of involvement in their work.

The results are considered statistically significant, which means the relationship is highly unlikely to have occurred by chance. This ledus to reject the idea that no relationship exists between continuous feedback and engagement.

Our findings indicate that in Pune's IT firms,consistent and helpful feedback from managers and coworkers not only boosts employee performance but also enhances their sense of belonging. Employees generally show more motivation and effort when their progress is regularly acknowledged and guided.

From a broader perspective, the results reinforce that feedback serves a dual purpose: it corrects and guides performance while also fostering commitment, accountability,and enthusiasm among employees. Organizations that institutionalize regular feedback practices are there foremore likely to nurture an engaged work force, which contributes to improved productivity, stronger retention, and higher morale in the dynamic IT sector.

Hypothesis: 2 (Employee Motivation)

1. **H_0 (Null):** Continuous feedback has no meaningful effecton employee motivation in IT companiesin Pune.
2. **H_1 (Alternative):** Continuous feedback has a meaningful effecton employee motivation in IT companies in Pune.

Research Paper
Impact Factor: 7.184
Peer Reviewed & Indexed Journal
www.iibarr.com

IJBARR
E- ISSN -2347-856X
ISSN -2348-0653

Model Summary				
Model	R	RSquare	AdjustedRSquare	Std.ErroroftheEstimate
1	.437a	.191	.177	.741

a. Predictors: (Constant), How satisfied are you with the effect of continuous feedback on your overall job performanceandcareergrowth?,Towhatmagnitudedoyoubelievethatreceivingcontinuousfeedbackimproves your ability to meet performance goals ?

Interpretation of Hypothesis 2 (Employee Motivation)

The analysis looked at how continuous feedback affects employee motivation. The results show a mode rate positive connection, meaning that employees who get frequent and helpful feedback tend to be more motivated about their work and career growth.

The R-squared value of 0.191 shows that continuous feedback explains about 19.1% of the differences in employee motivation. While this percentage isn't huge, it still proves that feedback has a significant impact. Other things that also affect motivation include work place culture,leadership, reward systems,and individual career goals. The adjusted R-squared value of 0.177confirmed that the research model was stable. This means the findings were not just are sult of the number of participants in the study.Thest and arderror(0.741) also shows that the predictions made by the model are quite precise. Based on these results, the idea that the reisno link between feedback and motivation is rejected.The findings instead support the idea that continuous feedback is very helpful in improving employee motivation in the IT sector.

Hypothesis:3 (Employee Performance)

1. **H_0 (Null):** Continuous feedback oesnothave any important effecton employee performance in IT companies in Pune.
2. **H_1(Alternative):** Continuous feedback has an important effecton employee performance in IT companies in Pune.

Pearson's Correlation

Correlations		In your experience, does continuous feedback create unnecessary pressure to perform?	How does the continuous feedback system in your company impact your work motivation?	How satisfied are you with the effect of continuous feedback on your overall job performance and career growth?
In your experience, does continuous feedback create unnecessary pressure to perform?	Pearson Correlation	1	-.192*	.029
	Sig.(2-tailed)		.035	.750
	N	120	120	120
How does the continuous	Pearson Correlation	-.192*	1	.422**

Research Paper
Impact Factor: 7.184
Peer Reviewed & Indexed Journal
www.iibarr.com

IJBARR
E- ISSN -2347-856X
ISSN -2348-0653

feedback system in your company impact our work motivation?	Sig. (2-tailed)	.035		.000
	N	120	120	120
How satisfied are you with the effect of continuous feedback on your over all job performance and career growth?	Pearson Correlation	.029	.422**	1
	Sig. (2-tailed)	.750	.000	
	N	120	120	120
*.Correlation is significantat the 0.05 level (2-tailed).				
**.Correlation is significantat the 0.01 level (2-tailed).				

Interpretation of Hypothesis 3 (Employee Performance)

This analys is looksat how continuous feedback affects employee performance. It focuses onthree key areas: how much pressure feedback creates, its impact on motivation, and whether employees are happy with how it helps their performance and career.

First, the results show a small but important connection between pressure from feedback and a person's work motivation. The study found that when employees feel feedback is too much or not given well,their motivation can drop.

Even thought his link isn't super strong, it highlights the potential for feedback to cause stressin stead of offering support.

Second, a strong positive correlation (r = 0.422, p = 0.000) was found between motivation derived from feedback and satisfaction with performance and career development.

This suggests that when employees interpret feedback as constructive guidance,it enhances their motivation and contributes togreater satisfaction with their job performance and professional growth.

Finally,theassociationbetweenperceivedpressureandoverallsatisfactionwasfoundto beminimal(r=0.029, p = 0.750), indicating that pressure by itself does not significantly influence employees' satisfaction with feedback unless it also impacts their motivation.

Taken together, these findings support the alternative hypothesis that continuous feedback has a meaningful relationship withemployee performance. In the contex to fIT companies in Pune,theresults show that feedback can be a powerful tool for improving performance when it is constructive, motivating, and development- oriented.Conversely,if feedback is excessive or createsun necessary pressure,it may have the un intended effect of lowering motivation and diminishing its benefits.

Inshort: Feedback is powerful for improving performance, but it simpact depends on how it is delivered. Supportive feedback boosts motivation and career satisfaction, while pressurizing feedback risks lowering motivation.

Interpretation of Regression (ANOVA+Co efficients)

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	15.188	2	7.594	13.822	.000b
Residual	64.279	117	.549		
Total	79.467	119			

a.Dependent Variable: How does the continuous feedback system in your company impact our work motivation?

b.Predictors:(Constant),How satisfied are you with the effect of continuous feedback on your overall job performance and career growth?,To what magnitude do you believe that receiving continuous feedback improves your ability to meet performance goals ?

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
1 (Constant)	.970	.220		4.406	.000
To what magnitude do you believe that receiving continuous feedback improves your ability to meet Performance goals ?	.110	.081	.120	1.355	.178
How satisfied are you with the effect of continuous feedback on your overall job Performance and career growth?	.465	.108	.381	4.305	.000

a.DependentVariable:How does the continuous feedback system in your company impact your work motivation?

Aregression model was used to see how on going feedback influences employee motivation. The ANOVA table shows that the model is statistically significant, with an F-value of 13.822 and a p-value of 0.000. This means the factors included in the model—like how feedback affects performance and career growth, and its ability to help meet goals—have a meaningful combined impact on employee motivation.

Looking At The Coefficientst Able
Effect of Continuous Feedback on Performance and Career Growth
The standardized coefficient (Beta=0.381) is significant (p=0.000).
This indicates that when employees feel satisfied with how feedback contributes to the irperformance and career growth, their motivation at work increases noticeably. In simple terms, constructive feedback that supports career development strongly boosts motivation.

Ability of Feedback To Help Meet Performance Goals
The coefficient the re(Beta=0.120) is not significant (p=0.178).
This means that while employees may believe feedback helps them reach performance
goals, this alone does not have a strong or consistent in fluence on motivation compared to career-related outcomes.

1. The results suggest that feedback is most effective in motivating IT employees in Pune when it goes beyond just helping them meet day-to-day performance goals and instead addresses their long-term growthandcareerdevelopment.Employeesaremore motivated when feedback is framed in away that connects to their professional journey and not just their immediate tasks.
2. In simple words Feedback tied to career growth=strong motivator
3. Feedback tied only to performance goals=less impactful for motivation**.**

This finding emphasizes the importance for managers to focus on developmental feedback, which nurtures both present performance and future career aspirations,rather than restricting feedbackto short-term achievements.

Findings
This study emphasizes that ongoing feedback systems are vital for improving employee development, motivation, and engagement in Pune's IT firms. A reliability test using Cronbach's Alpha (0.847) showed that the survey questions were reliable and consistent for measuring what was intended. Our analysis found that employees generally believe feedback helps them improve their skills and advance their careers.However,the lowest levels of satisfaction were related to feedback's overall impact on performance and career,which points to issues in how feedback is currently being used in some organizations.

Correlation analysisals orevealed moderate connections among skill development,career advancement,and job satisfaction. The strongest link was found between learning new skills and career growth, indicating that employees see feedback as an important tool for professional development. The people we surveyed stressed that feedback is most valuable when it is given on time, is specific, and is helpful, because this makes it useful for personal growth.

Despitethese benefits,some problems were also clear.Employees he sitated to fully accept feedback, and managers' inconsistent approaches often limited its effect. These findings suggest that while continuous feedback is seen asa good tool, its success ultimately depends on how well it's delivered, how consistent managers are with it, and how well it is part of the company's overall culture.

Suggestions
Companies should invest in training programs to teach managers howto give good and helpful feedback. Feedback shouldn't just happen once or twice a year in reviews ;it should be a regular part of work to help employees all the time.

While using online too ls for quick, two-way feedback is a good idea, it's also important to make sure there's still personal, human interaction. Companies can hold workshops to help employees feel more comfortable giving and getting feedback, which leads to better conversations.

It's also essential to clearly connect feedback to an employee's career path.This way,employees see feedbackas a way to grow, not just a formal process. Rewards and recognition should be tied to feedback practices, as this builds trust and makes employees more engaged.

Regularly checking how the feedback process is working can help companies find any problems and make sure feedback is consistent across different teams.Encouraging feedback from co workers can give employees a more complete picture of their strengths and what they need to work on, in addition to feedback from their manager. Most importantly, creating a culture of honesty and openness is key for a continuous feedback system to work well in IT companies.

Conclusion

This study found that using a system of continuous feedback is very important for how companies manage employee performance today, especially in the IT industry. These systems have a good impact on how employees learn, grow in their careers, and feel connected to their work.

The analys is showed that even though feedback in Pune's IT sector is some what effective, it often has problems. The biggest challenges are making sure the feedback is consistent and that employees are willing to accept it.

Feedback is mostuseful when it is given on time, is helpful,and is directly linked to an employee's chance to grow professionally.

Toget the most out of feedback, companies should make ita key part of their overall HR strategy instead ofa separate task.The findings stress that feed back should not be seen asjust a manager's job,but as acorepart of the company's culture. For this reason, IT companies need to create a more organized, open, and employee- focused way of giving feedback. This will make sure that feedback continuously helps to drive employee motivation and development.

Scope of Future Research

1. Future studies can look at more IT companies indifferent Indiancities to comparethe results.They can also use methods like interviews to better understand how employees feel about feedback.
2. Researchers might also want to study how different cultures affect how wellfeedback works.
3. Additionally, long-term studies could follow how feedback practices change employee performance over time. Finally,it would be useful to explorenew ways of giving feedback that combine technology, like AI tools,with human interaction.

Implications

This study offers useful advice for HR managers and leadersin IT companies.It shows that giving employees constant feedback is important for helping them improvetheir skills,stay motivated,and feelinvolved in their work.

The findings suggest that businesses should invest in teaching their managers how to give good feedback and also create programs to help employees understand the feedback process. It also means that any digital feedback tools should be designed to be both fast and personal.

On an academic level,this research adds to the small amount of information we have about on going feedback in Indian IT companies.

In short,the results prove that good feedback is key for both anemployee's personal growth and for a company to stay competitive.

References

1. Aguinis,H.(2019).Performance management for dummies. Hoboken,NJ:JohnWiley&Sons.
2. Biron,M.,Farndale,E.,&Paauwe,J.(2011). Performance management effectiveness: Insights from world- leading companies. The International Journal of Human Resource Management, 22(6), 1294–1311. https://doi.org/10.1080/09585192.2011.559100.
3. Culbert,S. A.(2010).Getrid of the performance review! How companies can stop in timidating,start managing—and focus on what really matters. New York, NY: Business Plus.

4. DeNisi,A.S.,&Murphy,K.R.(2017).Performance appraisal and management:Acentury of development. Journal of Applied Psychology, 102(3), 421–433.

5. Giamos,D.,Doucet,O.,&Léger,P.-M.(2024).Continuous feedback and employee out comes: Real-time digital systems at work. Human Resource Development Quarterly, 35(1), 45–66. https://doi.org/10.1002/hrdq.21501.

6. Hambissa,G.D.,Alemu,M.S.,&Yusuf,A.H.(2023).Putting continuous performance management into practice: Challenges and opportunities. International Journal of Human Resource Studies, 13(2), 1–17. https://doi.org/10.5296/ijhrs.v13i2.20733.

7. Kis,E.,&Tudoran,L.(2023).Digital HRM transformation:Continuous feedback as a performance driver. Journal of Management Development, 42(4), 389–405. https://doi.org/10.1108/JMD-10-2022-0309.

8. Le, M. Y.,&Pastukhova, E.(2018). Feedback and goal-setting in motivating employee performance.International Journal of Organizational Leadership,7(3),356–371.

9. https://doi.org/10.33844/ijol.2018.60427.

10. London,M.,&Smither,J.W.(2002).Feedback orientation and culture in long-term performance management.Human Resource Management Review, 12(1), 81–100.

11. https://doi.org/10.1016/S1053-4822(01)00043-2

12. Pulakos,E.D.,Hanson,R.M.,Arad,S.,&Moye,N.(2015).Fixingperformancemanagement:Anexperiential learning approach to change complex behaviors. Industrial and Organizational Psychology, 8(1), 51–76.

13. Rivera,J.,Chen,G.,&Wallace,J.(inpress).Digital feedback in technology industries:Implications for employee outcomes. Journal of Business and Psychology.

14. Rock,D.,&Jones,B.(2015).Why many companies are eliminating performance ratings. Neuro Leadership Institute.

15. SyechIdrus,I.(2025).Continuous feedback systems:Linking theory to practice.International Journal of Human Resource and Organizational Behavior, 12(1), 22–36.

16. Yanamala,S.(2022).Artificial intelligencein performance management:Ablended feedback–appraisal approach.Journal of Business Research, 145, 387–395.

17. https://doi.org/10.1016/j.jbusres.2022.02.009.