

# Impact of Feedback on Employee Performance in the Public Sector in Yemen

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**Abstract:** This research aims to describe the effects of feedback on Yemeni public sector employees' performance. The purpose of the literature review is to clarify and emphasize how feedback affects employee performance. To determine the results, an empirical study was carried out and information was gathered by questionnaires. The study's conclusion recommended setting up and implementing more efficient feedback to provide the outcomes in a more progressive form. This conceptual study has limitations because it only addresses a few facets of feedback. The study's further implications ought to draw attention to a few more elements that could improve the outcome. Feedback can raise the performance level of all kinds of organizations, and by distributing the implications of these, team processes can be made better, which will influence employee performance more effectively.

**Keywords:** *Feedback, Employee Performance, and Public Sector in Yemen.*

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## I. INTRODUCTION

The Yemeni public sector has recognized the value of feedback, and the government has taken the first move in this regard by early 1990, particularly with the reunification of north and south Yemen. Numerous studies have examined the effect of feedback on employee performance, demonstrating its vital role in raising output and job satisfaction. Although there aren't many direct studies on Yemen's public sector, relevant research conducted in comparable settings can provide valuable insights. Employee feedback paints a picture of their devotion to their jobs, their level of contentment and discontent with their workplace, and the challenges they have when working in teams or groups. It also gives them a sense of the help and direction they get from knowledgeable team members, the manager in charge of handling employee issues, or both. (Farooq M & Khan M. A, 2011). Reduced manager-employee feedback results in a lack of awareness of employees' shortcomings, which negatively affects organizational workflow. Richard and Morrison (2009) have offered an alternative interpretation of employee performance. Employee performance may solely be elucidated within the framework of organizational contexts and perspectives, rather than through generalized performance metrics. Managers and organizational leaders can utilize feedback as a tool to inspire, guide, and instruct employees' performance (Susan J. Ashford, 1986).

According to (Zheng et al., 2015), employees are more likely to ask for or get developmental feedback from their supervisors—especially their direct supervisors—than from their co-workers or subordinates. The term "supervisor developmental feedback" describes supervisor input that aims to educate staff members so they can grow, learn, and perform better at work (Zhou, 2003). Although supervisor developmental input has been shown to improve employee performance, this is not always the case. According to Ashford and Cummings (1983), feedback is information that employees can get at work that indicates how well they are doing in reaching certain objectives. Good feedback can have a positive impact; it allows employees to feel satisfied when they achieve their goals, which inspires employees by showing them that their efforts will result in more satisfaction (Bandura & Cervone, 1986). Setting goals and getting feedback together can be the most effective strategy for raising performance. Becker (1978) concluded that goal-setting and feedback together boosted performance. Additionally, the goal impact is moderated by summary feedback, which means that objectives plus feedback work better together than goals alone (Becker, 1978; Erez, 1977). Together, the feedback can improve the quality of the work that the employees do. Employees that receive feedback are able to clearly see their areas of weakness and how much they need to improve. Hence, our study aims to explore Impact of Feedback on Employee Performance in Public sector in Yemen. In Yemeni public sector enterprises, the

current study fills the knowledge gap about the possible association between feedback and staff performance (productivity, discipline) and general employee engagement.

#### ➤ *Challenges in Yemen's Public Sector*

Performance management techniques may not be as effective in Yemen's public sector due to particular issues like political unpredictability and resource scarcity. Effective feedback mechanism implementation is made more difficult by research showing that low government performance has reduced public satisfaction and trust. Yemen's unique socio-political climate necessitates the use of customized approaches to address these issues.

## II. LITERATURE REVIEW

This study aims to determine how employee performance is affected by feedback. Numerous researchers have examined employee performance over the years. The researcher has found several results from previous researchers to be quite helpful. A questionnaire and a number of criteria have been prepared. The public sector in Yemen will benefit from this evaluation by learning about the opportunities and difficulties associated with gathering employee performance feedback. To determine the topics covered by the literature review, a conceptual framework has been created. The domains of employee performance feedback have been determined using the conceptual framework. Bohlander and Snell (2010) assert that there is a direct correlation between an organization's overall performance and success and the performance of its employees. Organizations must therefore make sure that their staff members feel inspired to do their best efforts. According to Danit and Menon (2012), in many organizations, "employee empowerment" has been the most popular choice during a period of organizations collapse. Shields (2016) states that the degree to which an employee fulfills their obligations and responsibilities is known as their employee performance. On the other hand, results have been linked to employee performance. According to Richardson and Beckham's (2015) research on employee performance concerns in the Canadian banking sector, organizational performance frameworks have a significant impact on worker performance. He claims that such a performance framework encompasses cultural facilitators, feedback, and professional progression chances, among other things. According to research, goal-setting and feedback increase productivity (Locke & Latham, 2002). According to Locke (1968), feedback and well-defined objectives inspire personnel. Feedback, according to Erez (1977), is a prerequisite for goals to influence performance. The significance of efficient feedback mechanisms in public sector performance management was further highlighted by the fact that rewards and feedback were major determinants of both work quantity and efficiency. Employees' performance at work is immediately impacted by performance feedback, which also gives precise information to help improve performance, clarifies performance objectives from the outset, guarantees that efficiency is increased by minimizing resentment and build-up, improves relationships between managers and employees, and has a

direct impact on intrinsic motivation, job satisfaction, and commitment (Adams & Ama, 2024)(Flanagan 2017;)(Tagliabue et al., 2020)

#### ➤ *Impact of Feedback on Productivity*

One of the most important tools for increasing employee productivity is feedback. Frequent and helpful feedback promotes a culture of ongoing development by giving staff members clear performance objectives and areas for growth. Research has indicated that the quantity and caliber of feedback have a substantial impact on production levels. For example, studies show that employee who receive feedback frequently are more motivated and engaged in their work, which improves performance results (Razak et al., 2018). Feedback that is seen as fair and truthful has a greater impact since it increases employees' commitment to company objectives and their trust in the appraisal process. Furthermore, the feedback's source is quite important. Performance is typically more significantly impacted by feedback from reliable and reputable sources, such as peers with pertinent experience or supervisors. This is explained by the feedback's improved perceived validity, which encourages staff members to match their efforts with those of the company. Productivity is also impacted by the type of feedback, whether it is positive or negative. Employees are encouraged to maintain or improve their performance levels when they get positive reinforcement for desired activities. On the other hand, constructive criticism can encourage staff members to recognize and address areas of poor performance. To avoid demotivation, it is crucial to interpret unfavorable comments positively.

#### ➤ *Impact of Feedback on Discipline*

Feedback is essential for upholding discipline in the workplace because it makes behavioral expectations clear and reaffirms corporate standards.(Pelatihan et al., 2020) Good feedback systems help prevent disciplinary difficulties by resolving any concerns before they become more serious. Fair and consistent feedback has been linked to higher levels of employee discipline, according to studies. Employees are more inclined to follow policies and procedures when they receive clear feedback about the repercussions of their conduct. This preventative strategy lowers the frequency of disciplinary violations and promotes an accountable culture. Additionally, rewarding and praising disciplined behavior in feedback encourages the desired behavior to be repeated. Acknowledging compliance with policies not only improves morale but also establishes a benchmark that other staff members can follow. On the other hand, dealing with unruly behavior with prompt, helpful criticism discourages similar behavior in the future and demonstrates the organization's dedication to its principles.

#### ➤ *Hypotheses:*

- H1: There is a significant impact of effective feedback on employee discipline.
- H2: There is a significant impact of effective feedback on employee productivity.

### III. METHODOLOGY

Experimental data were analyzed using SPSS v.26.Amos v.26 to measure the Impact of Feedback on Employee Performance. As a method of determining the most relevant and valid answers to focus on the questions in this paper, a detailed evaluation of current research and field studies was conducted. The research hypothesis was developed through a comprehensive literature analysis of

published papers, blogs, and books, ultimately resulting in a testable assertion and the formulation of conceptual framework ideas. This study examines the impact of feedback on employee performance in the public sector in Yemen, informed by objective analysis and identified research gaps. The research focused on 280 people in Yemen's public sector.

➤ *Conceptual Framework of the Study:*

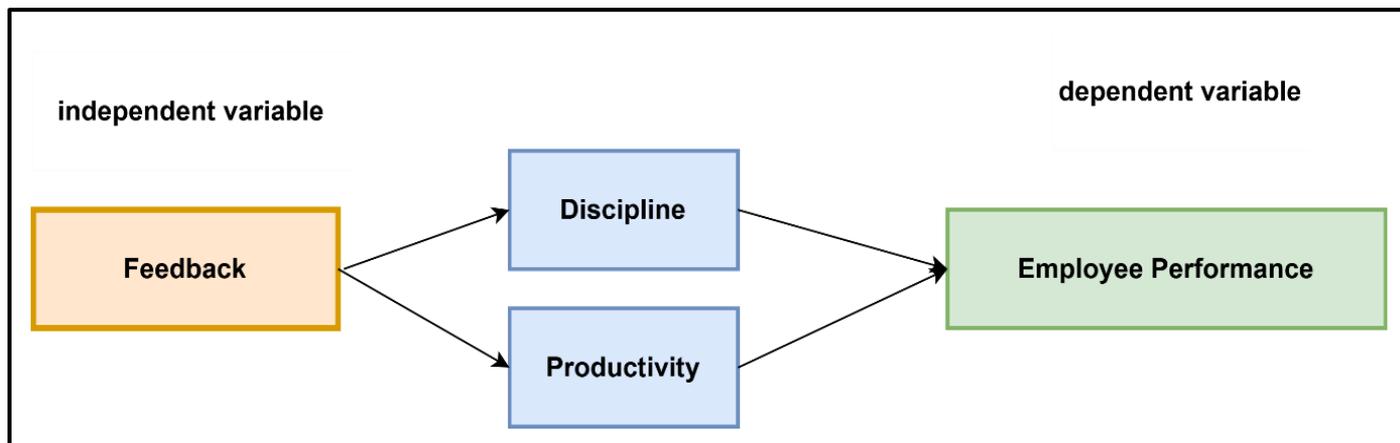


Fig 1 Conceptual Framework

Table 1 Fit Indices of Conformality Factor Analysis

Fit Indices	Acceptable Levels	Source	Observed Value
CMIN/DF	<3.0	Kline (2004)	2.257
GFI	Value close to.90	Schumacker &Lomax, (2010)	.944
Adjusted GFI(AGFI)	Value close to.90	Schumacker &Lomax, (2010)	.908
CFI	>0.9	Bentler & Bonett,(1980)	.955
RMSEA	.05 to .08	Schumacker &Lomax, (2010)	.067

The model under test shows an overall satisfactory fit to the observed data, according to the results of the fit indices. In structural equation modeling (SEM), fit indices are essential because they show how well a theoretical model aligns well with actual data. Well with actual data. The table's values imply that the model satisfies generally recognized statistical standards, confirming its dependability in elucidating the relationships between variables. Each fit index offers distinct perspectives on various facets of model fit, and when combined, they create a thorough assessment. The acceptable criterion of less than 3.0 is substantially within the range of 2.257 for the CMIN/DF (Chi-Square Minimum Discrepancy divided by Degrees of Freedom) value (Kline, 2004). This suggests that the model accurately depicts the dataset because the difference between the observed and expected data is not unduly significant. In this instance, the observed value validates that the model is not overfitting or misfitting the data, as a lower CMIN/DF ratio often denotes a better model fit. With corresponding values of 0.944 and 0.908, the GFI (Goodness-of-Fit Index) and AGFI (Adjusted Goodness-of-Fit Index) are both over the suggested 0.90 cut-off (Schumacker & Lomax, 2010). Model complexity is taken into account by the AGFI,

whereas the GFI gauges how well the given model fits the observed covariance matrix. Given that both indices fall within the permitted ranges, it may be said that the model is adequate because it accounts for a sizable amount of the observed variance. The model appears to perform well when compared to an independent (null) model, as evidenced by the CFI (Comparative Fit Index) value of 0.955, which is higher than the acceptable threshold of 0.90 (Bentler & Bonett, 1980). The proposed model's fit improvement over a baseline model with no relationships between variables is measured by the CFI. Further confirming the model's suitability, a high CFI value indicates that the suggested links between variables greatly enhance model performance. Finally, according to Schumacker and Lomax (2010), the acceptable range of 0.05 to 0.08 is included by the RMSEA (Root Mean Square Error of Approximation) value of 0.067. When taking into account model complexity, RMSEA assesses how well the model approximates the population covariance matrix. Given that values less than 0.08 are often regarded as acceptable, this outcome suggests that the model has a good approximation error and does not considerably differ from the actual population model.

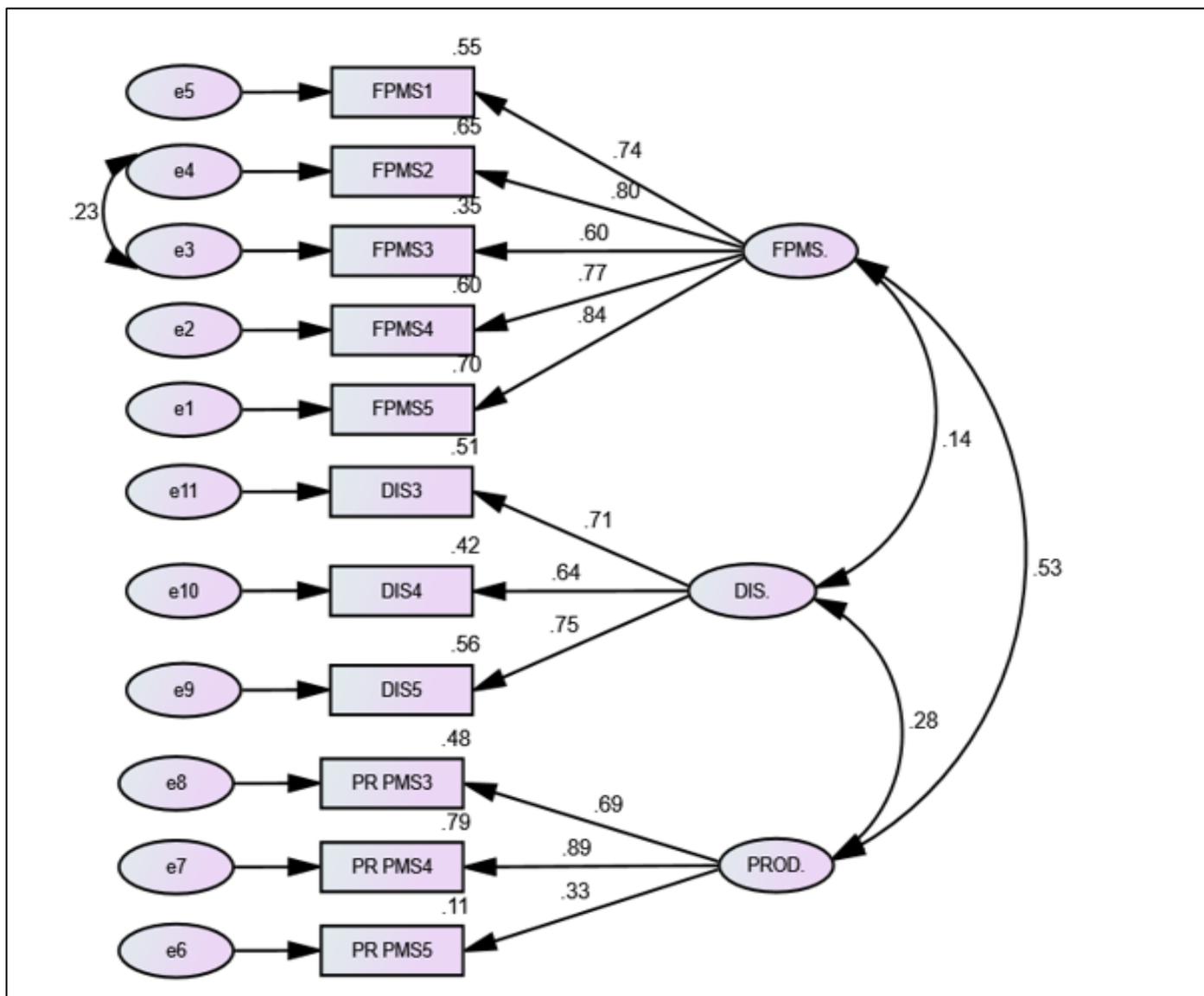


Fig 2 Fit Indices of CFA

Table 2 Structural Equation Models

Fit Indices	Acceptable Levels	Source	Observed Value
CMIN/DF	<3.0	Kline (2004)	2.421
GFI	Value close to .90	Schumacker & Lomax, (2010)	.941
Adjusted GFI(AGFI)	Value close to .90	Schumacker & Lomax, (2010)	.905
CFI	>0.9	Bentler & Bonett, (1980)	.948
RMSEA	.05 to .08	Schumacker & Lomax, (2010)	.071

The model being evaluated appears to have a good overall fit with the observed data, according to the study of the fit indices. Fit indices are used in statistical analyses such as structural equation modeling (SEM) to evaluate how well a theoretical model captures the real data. According to the values in this table, the model is a legitimate and trustworthy representation of the connections between variables since it satisfies generally recognized statistical standards. Each fit index provides different insights into the model's performance, and together they offer a comprehensive evaluation of its adequacy. The CMIN/DF (Chi-Square Minimum Discrepancy divided by Degrees of Freedom) value of 2.421 falls well within the acceptable

range of less than 3.0 (Kline, 2004). This indicates that the discrepancy between the observed data and the theoretical model is relatively small, suggesting a reasonable level of model fit. A lower CMIN/DF ratio generally indicates that the model is not overly complex or misrepresenting the data. The observed value of 2.421 suggests that while some degree of misfit exists, it is not substantial enough to raise concerns about the model's accuracy. With a GFI (Goodness-of-Fit Index) score of 0.941, the model appears to capture a significant amount of the dataset's variation, surpassing the suggested threshold of 0.90 (Schumacker & Lomax, 2010). A higher GFI score means that the model is a good representation of the relationships under test since it

closely matches the observed data structure. The model's sufficiency is further supported by the AGFI (Adjusted Goodness-of-Fit Index) score of 0.905, which likewise falls within the acceptable range of 0.90. To make sure that gains in model fit aren't only the result of adding more parameters, the AGFI accounts for model complexity. Given that the GFI and AGFI values are both higher than 0.90, the model can be regarded as efficient and economical in its data representation. The CFI (Comparative Fit Index) score of 0.948, which is higher than the suggested cut-off of 0.90 (Bentler & Bonett, 1980), is another reliable sign of a well-fitting model. In contrast to a null model, which assumes no correlations between variables, the CFI assesses how well the suggested model fits the data. The model's theoretical soundness is further supported by the high CFI value, which

indicates that the relationships provided in the model significantly increase its explanatory power. Compared to a baseline model without any established associations, this result shows that the suggested model offers a noticeably better fit. Finally, according to Schumacker and Lomax (2010), the acceptable range of 0.05 to 0.08 is included by the RMSEA (Root Mean Square Error of Approximation) score of 0.071. The RMSEA takes complexity and fit into account when assessing how well the model represents the actual population covariance matrix. Better fits are indicated by lower RMSEA values, and a score in the range of 0.05 to 0.08 indicates a decent approximation of the real data. The observed value of 0.071 indicates that there are no notable mistakes introduced by the model, and it stays within a reasonable range for real-world applications.

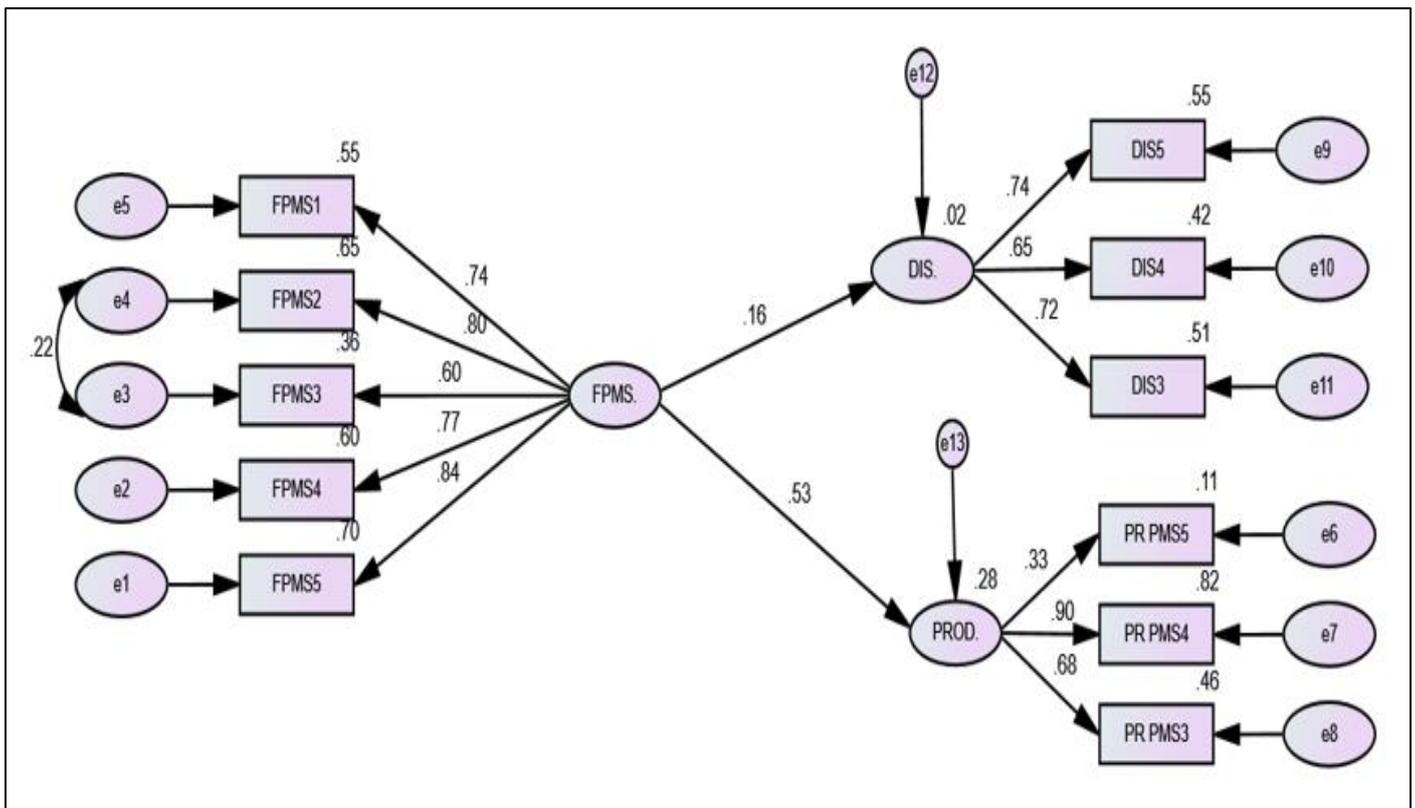


Fig 3 Structural Equation Models

**IV. DATA ANALYSIS AND FINDINGS**

Descriptive analysis was conducted to analyze the respondents' age, gender, and experience profile using frequency and percentage, as depicted in **Table 3**.

Table 3 Socio-Demographic Characteristics of the Participants

Variables	Frequency	Percentage
<b>Age</b>		
21-30	74	26.4
31-40	117	41.8
41-50	68	24.3
Above 50	21	7.5
Total	280	100.0
<b>Gender</b>		
Male	240	86.71%
Female	40	14.29%

Total	280	100.0
<b>Experience</b>	<b>Frequency</b>	<b>Percentage</b>
Less than five years	99	35.4%
Five to ten years	63	22.5%
Above ten years	118	42.1%
Total	280	100.0

Demographic features of the participants. The socio-demographic attributes of employees, including age, gender, and experience, are among the most recognized drivers of feedback on employee performance. Consequently, it is essential for an organization to consistently comprehend the influence of these features on employee performance feedback. Table 1 indicates that 41.8% of the respondents

were aged 31-40 years, while 26.4% and 24.3% were aged 21-30 and 41-50 years, respectively. The majority of participants, 86.71%, were male, while 14.29% were female. 42.1% have over ten years of experience, 35.4% have less than five years, and 22.5% have five to ten years of experience.

Table 4 Mean score of Feedback.

Items	N	Min	Max	Mean	Std. Deviation
I receive regular feedback from my supervisor concerning my performance.	280	1	5	3.58	1.16
The feedback I received helped me to understand my strengths and weaknesses.	280	1	5	3.70	1.12
My feedback is based on actual results or observed behavior.	280	1	5	3.73	.960
Feedback is given on those aspects of performance which could be improved.	280	1	5	3.51	1.10
Feedback is given periodically to help appraise work upon improving performance.	280	1	5	3.41	1.23

**Table 4:** The survey's findings show that workers typically perceive the feedback they receive from their supervisors as useful and constructive.

A 5-point scale with an average score of 3.41 to 3.73 for all items indicates a moderate to strong level of agreement with the statements.

➤ *Statements:*

The majority of respondents seem to find the feedback process valuable, as evidenced by the fact that employees believe it helps them identify their strengths and flaws (Mean = 3.70). Employees also concur that the feedback they receive is grounded in observed behavior or real results (Mean = 3.73), suggesting that they have faith in the impartiality and equity of the assessments.

➤ *Statements:*

This item's comparatively low standard deviation (0.96) indicates that participant responses were more uniform. Even while feedback seems to be beneficial in most cases, there may be certain areas that need work. While many employees agree, some may believe that feedback does not always focus on actionable changes, as evidenced

by the statement "Feedback is offered on those parts of performance which may be improved" receiving a somewhat lower mean score (3.51).

➤ *Statements:*

In a similar vein, the survey's lowest-rated question (Mean = 3.41) concerns the periodic nature of feedback, suggesting that employees might not always get timely or organized input to help them perform better. This item's higher standard deviation (1.23) indicates a wider range of replies, indicating that some staff members receive feedback regularly while others might not. Although the organization's feedback system is generally functional, the results indicate that it might be improved, especially in terms of making sure that feedback is provided consistently and concentrating more on areas that need development. A planned feedback schedule could be necessary for supervisors to ensure that all staff members receive evaluations regularly. The total efficacy of the feedback process may also be increased by giving staff more precise instructions on how to perform better. By addressing these issues, workplace performance and employee happiness may increase.

Table 5 Mean score of Discipline

Items	N	Min	Max	Mean	Std. Deviation
I always do the tasks assigned by my supervisor.	280	1	5	4.61	.537
I always do my work within the specified working hours.	280	1	5	4.39	.885
I have always been responsible for the work I do in my organization.	280	1	5	4.63	.633

**Table 5** shows that employees are very responsible and dedicated to their work, according to survey data. Employees strongly agreed with the first statement, "I

always execute the tasks set by my supervisor," as seen by its average score of 4.61. Furthermore, the low standard deviation of 0.537 indicates that the replies were quite

consistent, indicating that most employees follow the assigned responsibilities with little variance. This conclusion demonstrates a disciplined workforce that consistently completes tasks allocated to them and complies with managers' orders. Additionally, the statement "I have always been responsible for the work I do in my organization" was given the highest mean score of 4.63, which further supports the notion that Employees accept responsibility for their work. This opinion is broadly held throughout the organization, as seen by the comparatively low standard deviation of 0.633. Sustaining productivity and guaranteeing high-quality job results require a strong feeling of responsibility. Employees are more likely to be involved, proactive, and driven to do their best work when they feel accountable for their work. This outcome implies that the organization has been effective in creating an environment where employees take responsibility for their work and recognize the value of their positions. The third statement, "I always do my work within the specified working hours," was given a greater standard deviation of 0.885 and a somewhat lower mean score of 4.39 than the other two

statements. Though the overall level of agreement is still high, the greater range of answers raises the possibility that some employees may occasionally put in more time than their assigned shifts. This may be brought on by the demands of the job, workload, or individual work habits. Burnout or issues with work-life balance may result from persistently working past regular hours, even though commitment and adaptability can be admirable qualities. To make sure that long workdays don't have a detrimental impact on output and job satisfaction, organizations may want to examine how the task is distributed, employee health, and time management techniques. All things considered, these findings show very accountable and dedicated employees. Employees are dependable, accountable, and have a strong work ethic. The marginally reduced agreement, however, about working within set hours raises the possibility that certain workers need assistance or better workload management to preserve a positive work-life balance. By addressing these issues, the organization may maintain employee well-being while fostering efficiency and productivity.

Table 6 Mean Score of Productivity.

Items	N	Min	Max	Mean	Std. Deviation
There is room for creativity in this organization.	280	1	5	3.82	1.24
My suggestions to resolve problems or issues concerning work processes, cetera, are taken into consideration.	280	1	5	3.68	1.15
I was able to finish the work on time.	280	1	5	3.82	1.11

According to Table 6: Although there is room for improvement, the survey's findings indicate that workers typically believe their workplace encourages innovation and prompt task completion. Employees moderately agree that they have the opportunity to be creative in their roles, according to the first statement, "There is room for originality in this organization," which obtained a mean score of 3.82. Nonetheless, the comparatively elevated standard deviation of 1.24 indicates notable variance in the answers. Some employees may find the workplace more restrictive or structured, which restricts their capacity to introduce new ideas, while others may feel they have the opportunity to think creatively and develop. This discrepancy may result from variations in job descriptions, departmental policies, or administrative strategies for encouraging creativity. The organization can think about putting in place programs like open forums, brainstorming sessions, or incentive schemes that promote creativity to boost creative participation.

A somewhat lower mean score of 3.68 was also assigned to the statement "My proposals to fix difficulties or concerns involving work processes, etc., are taken into consideration." This implies that although workers typically believe their opinions are respected, there are times when they could feel ignored or that their recommendations don't result in significant change. The moderate variation

indicated by the standard deviation of 1.15 suggests that while some employees may feel their opinions are taken into consideration, others may not. Employee engagement and satisfaction may increase if an efficient feedback loop is in place where staff members not only offer ideas but also get recognition and information on how they are being implemented. One way to close this gap and increase employee involvement in decision-making processes is to promote an inclusive and transparent culture. With a mean score of 3.82 for the third statement, "I was able to finish the assignment on time," it appears that most employees can accomplish their work by the deadline. While many employees can fulfill deadlines, some may find it difficult because of workload, inefficiency, or a lack of resources, as evidenced by the standard deviation of 1.11, which shows some variety in answers. The organization may need to evaluate how the burden is distributed, optimize workflows, and, if required, offer more resources or time management training to help staff members finish their tasks on time. Although there are significant differences within teams or jobs, these findings generally show a workplace that encourages timely task completion, honors employee input and fosters creativity. Workplace efficiency and employee satisfaction can be further increased by addressing the diversity in employee experiences through fair chances for innovation, better feedback systems, and optimized workload management.

Table 7 Results of SEM analysis: Impact of feedback on Employee Performance

Hypothesis	Relationship		Estimate	p-Value	Result
H 1	Feedback	Discipline	.071	.034	Accept
H 2	Feedback	Productivity	.191	***	Accept

➤ *Hypotheses 1 to 2, Path Analysis:*

- *H1: There is a significant impact of effective feedback on employee discipline.*

✓ **Comment :** The influence of feedback on discipline is analyzed by structural equation modeling (SEM). The results indicate that discipline is positively influenced by feedback (estimate = 0.071). The p-value (.034) is below 0.05, signifying that this effect is statistically significant; hence, the hypothesis H1 is accepted.

- *H2: There is a significant impact of effective feedback on employee productivity.*

✓ **Comment:** Structural equation modeling (SEM) is employed to examine the influence of feedback on productivity. The results indicate that production is positively influenced by feedback (estimate = .191). Nonetheless, the p-value is equal (\*\*\*) signifying that this effect is statistically significant; hence, the aforementioned hypothesis H2 is accepted.

## V. CONCLUSION

Related research highlights how important it is to have performance appraisal procedures that are fair and accurate, feedback systems that are efficient, and well-defined goals to improve employee performance. Although few studies specifically examine how feedback affects employee performance in Yemen's public sector, related research emphasizes how important it is to have these things. If these policies are implemented while taking into account the specific challenges that Yemen faces, the public sector may work more effectively.

According to the research that has been conducted, feedback has a substantial influence on the productivity and discipline of staff members. Not only does the implementation of feedback mechanisms that are consistent, equitable, and constructive help improve individual performance, but it also contributes to the maintenance of organization standards. To cultivate a staff that is both disciplined and productive, employers are strongly encouraged to take the initiative of providing training to managers and supervisors on how to deliver constructive criticism.

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