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# Transparency of Good Feedback and Suggestion from Stakeholders for Improvement on Management, Managers and Employees

**Sajid Ahmed Mohamed**, Noorul Islam University, Kanyakumari District, Tamil Nadu, India 629180. Email:

[hassaj60@hotmail.com](mailto:hassaj60@hotmail.com)

**Kinslin Devaraj**, MENA College of Management, Dubai, United Arab Emirates 430 470. Email: [dkinslin@gmail.com](mailto:dkinslin@gmail.com)

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**ABSTRACT-** The concept of feedback is essential both in the social and technical fields. The employee and manager must be involved in active feedback and suggestion improvement to increase job performance. The main objective of feedback from the performance is to transform behaviour. The feedback and suggestion improvement must be carried with positive transparency. Transparency involves good public relations, policy and financial management with accountability. This survey study aimed to explore strategies through the manager and employee to analyze the transparency of the feedback system in the business management process. The data of the designed survey questioner were collected from the respondents of the operation and service corporation of U.A.E through the online form. The data were validated through Cronbach's alpha (alpha) and KMO tests. The survey has demonstrated the compliance and non-compliance of transparency. The article suggests improving the transparency of good feedback and suggestion on management, managers and employee. The enhanced transparency would result in enhance development, employee satisfaction, trust, training, clarification, knowledge, achieving support from the employee, productivity, good relationship, better communication, effective job performance, good interaction with the managers, job satisfaction, profits, rewards and motivation.

**Keyword:** Good feedback, good transparency, lack of transparency, employee engagement, survey analysis

## I. INTRODUCTION

Feedback is one of the concepts used most commonly in the social and technical fields. The theory of feedback is described in various forms in different areas. It is the primary information in a quality management system to achieve advancement by confirming or rejecting a performance or behaviour from the aspect of relations between workers, and how others recognize and analyze the behaviour of an individual is mentioned by related data[1]. Regarding employee and managerial job performance, the significance of active feedback-seeking is based on the idea that an efficient employee or manager is good at self-regulation. It is assumed that an employee or manager who actively seeks feedback on his or her job performance is more efficient in his or her job than one who does not, suggesting a correlation between feedback and productivity[2]. Nonetheless, there is one major theoretical contender in the literature that seeking feedback is a process of self-regulation that postulates the centrality of self-awareness as a means of explaining the process of seeking feedback. But it has not been appropriately investigated how the idea of self-awareness can be used to explain the feedback-seeking process itself. Feedback seeking in organizations is a systematic attempt to obtain information about the adequacy of job performance. The main objective of feedback from the performance is to transform behaviour. That is, the basis for performance feedback is to establish the performance of the behaviour of employees. It is also indicated that performance feedback increases the level of technical and behavioural effects on an individual basis[3]. Feedback is defined as a knowledge acquisition management process regarding the degree of efficiency and productivity it has brought to the employee's work-related activities and what sort of results the employee has achieved. A topic that characterizes many modern socio-political conceptions is transparency. Critical stakeholders increasingly demand openness in corporate and governmental matters in the light of corporate business[4]. Transparency is seen here and elsewhere as a fundamentally disruptive force to the old balance of political power. In areas such as management, public relations, policy, and finance, transparency is valued and is seen as a fundamentally

positive feature of relationships because information disclosure facilitates trust. Besides, in anthropology and sociology, law, political science, and cultural studies, transparency is studied. Transparency is rarely critically examined, despite its pervasive presence in both scholarly work and organizational practice[5]. The wide variety of viewpoints also gives the appearance that transparency; therefore, it is difficult to explore. A salve for the many disorders that facilitate troubled relationships between a company and its stakeholders is defined as transparency because it can pull back the corporate secret's curtain. Transparency is also recognized as the distribution of information which does not cause any changes in what it seeks to make positive[6]. The expectation is that transparency efforts are obviously about transmitting organizational realities that have been pre-established. The duality between true or complete transparency and deliberate secrecy must be maintained. For instance, transparency is generally defined in public affairs and strategic planning as purely the opposite of secrecy [7].

## II. LITERATURE REVIEWS

Analyses regarding the management topics of communication, decision-making, motivation, organizational development, performance assessment, employee satisfaction, and training arise when viewed from the organization's management aspect [8], [9]. Research that maps the results of transparency projects focuses primarily on positive implications on the management process, such as efficient information and trust structures. The aspect of transparency of management is typically examined, such as growth predictions or operational requirements [10]. The primary justification is that management's transparency efforts make available reliable information to generate clarification, knowledge, efficiency, and eliminate dark and secret things. Business management must adopt this concept to allow staff members to have a favourable attitude towards their organization [11]. For any organization, employee engagement is effective. Differentiating between intrinsic and extrinsic motivation is the important research carried out by Deci and Ryan [12]. Flow is the holistic feeling that employees feel when they are completely involved in their job. The relationship between intrinsic motivation and flow supports the psychological need for autonomy to consider engagement that improves management's transparency [13]. La Guardia et al suggested that by intrinsic motivation, psychological needs form a sense of identity development, resulting in results of interest in the management process. Implementing potential and dedication can influence an individual's value, behaviour, and goals, which are healthy factors for the identity of an individual. Fullagar and Mills et al discovered an important relationship between intrinsic motivation and flow experiences in management transparency [14].

Leaders of organizations that wholeheartedly support employees, encourage continuous learning, and are flexible in their decision-making have a greater influence on the increased productivity of the employees shown when providing feedback from employees; leaders need to be positive, as this improves the relationship between leaders and employees. The motivation of employees is attributed to the ideas of La Guardia et al, which suggested that psychological needs form a sense of identity development through intrinsic motivation, resulting in interest and engagement results, which is an aspect of a manager's transparency [5]. Using potential and commitment can influence an individual's value, behaviour, and objectives, which are healthy factors for the identity of an individual will also enhance the transparency of the managers. Fullagar and Mills et al have found an important connexion between intrinsic motivation and experiences of flow. A healthy management staff relationship can be created by balancing moral perspectives with interpersonal relationships. When the leader has a direct relationship with staff, then employee engagement and leadership productivity are enhanced. In employee participation, ensuring work engagement and empowerment plays an important role [15]. Effective leadership offers vision and direction for the development of employees. Effective leadership offers vision and direction for the development of employees. A foundation for employee engagement is the capacity for leadership to communicate effectively [16].

Employees are willing to seek feedback if the positive purposes outweigh the costs perceived. Positive effects include knowledge to deal with a specific difficult and uncertain situation and learning to develop skills to increase the effectiveness in improving job performance [17]. When the concept of perceived ambiguity associated with performance increases, it can also be said that there is also confusion in employees' minds as to whether or not the level of performance preferred by management is demonstrated in such a way that there is an increase in feedback. In an environment where all employees feel valuable and worthwhile, there

is a genuine relationship between leaders and employees that have shown that many employees come from a variety of backgrounds; to improve relationships, leaders need to understand how to interact with each employee [18]. This promotes transparency within the employee. Employee engagement strategies adopted by business executives result in high levels of job satisfaction, consumer satisfaction, efficiency and productivity and lower levels of employee collisions and turnover. Dedicated and meaningful work enables employees to realize how valuable and engaged they are within the organization [19].

The effect of feedback on work performance makes it appear to be inaccurate. Some research suggests that feedback has a beneficial impact on subsequent work performance, while others show no impact or negative impact. The influence of feedback on job performance on the processes involved has not been identified or explained [20]. Ashford and Cummings have introduced the importance of feedback as an employee, intentionally attempting to enhance correct and appropriate performance to achieve valuable results. Productivity feedback in the right way, which is important and meaningful, has been shown to produce highly efficient results in tackling work problems, increasing motivation and enhancing learning. Comparing and contrasting how distinct flows of transparency studies hold simplifying predictions regarding interpretations, circumstances, and consequences of transparency helps identify current developments, question default logic in the sector, and recommend future transparency research avenues [21]. Using this strategic plan, the analysis offers two inputs: on a conceptual level, we invite readers to reconsider the basic assumptions about transparency and offer a distinction that exists between verifiability and performance methods, and on an analytical level, we offer novel regulations for the empiric evaluation of transparency. Research suggests that the information flow particular to transparency projects must be proportionate to the needs of the public, i.e. information should be available publicly in proportion to the extent to which this information allows workers to safeguard their vital interests [19]. Similarly, from an organization's point of view, transparency is defined as the flow of accessible information on matters of public concern so that stakeholders can focus on areas of relevant content for disclosing and assess whether the information disclosed meets their information needs. Some studies explored the ability to analyze and understand another key condition for the success of transparency efforts [22].

Motivated by this inconsistency and the lack of intelligent scrutiny of transparency in organizational management studies, the follow-up studies and literature review show different streams of transparency research, critically unravel and conceptualize many assumptions in existing research recommend future research directions. Our summary of both contemporary and more crucial accounts that lacks transparency does not attempt to identify transparency concepts, but rather to point out essential similarities and differences between theoretical perspectives and technical backgrounds in the field of research activities. Neither article points out that organizations or institutions should implement transparency [23]. This aspect of the literature categorizes transparency as complex conversational, organizational processes and social aspect that are prevalent with conflict and negotiation and primarily disrupts the expected positive impacts of disclosing information. It also indicates that transparency projects may have unexpected consequences and maybe a fundamental force in the reconfiguration of objects, subjects and relationships [24]. Similarly, research demonstrates that although managers in the human rights group have developed comprehensive disclosure methods with the idea of obtaining transparency to a broad range of stakeholders, the result has been a hierarchical conception of internal transparency observations favouring a narrow variety of advanced stakeholders requesting insight. In the case of multi-stakeholder policy-making groups at the European Council, although all conferences were publicly disclosed in the name of transparency, backroom conversations and the ability to make lunch deals arose as preferred options [25].

### III. MATERIALS AND METHODS

#### 3.1 Research Hypothesis

Naturally, the concept of testing hypotheses tends to follow from the implementation of a rationalist methodology and a survey approach to quantitative data collection. The current survey design is based on testing the below hypotheses:

- H1: There is a positive correlation between good feedback and improvement in the management process
- H2: There is a positive correlation between good feedback and improvement on the employee.

- H3: There is a positive correlation between good feedback and improvement in employee
- H4: There is a positive correlation between the collected feedback and the transparency of its implementation.

The current survey has examined the elements in an organization structure through the above hypotheses to identify whether or not the literature has recognized any gap between practices.

### 3.2 Study purpose and design

Using the databases of Google Scholar, Thomson Reuters Web of Science and Scopus, the review of literature for this article was conducted. These databases are regularly used in sciences and management studies for modelling studies. This study aimed to explore strategies through the manager and employee to analyze the transparency of the feedback system in the business management process. The survey research was conducted to seek the process of good feedback and improvement in the management process, manager and employee. These respondents shared their successful engagement strategies through open-ended questioning sessions. The feedback taken is implemented with transparency. This context searches for employee feedback and its impact on work performance an ill-understood evaluation, especially in the management field in the organizational context, and has led to the re-evaluation of feedback processes[20]. This article describes these gaps in the knowledge by analyzing; (a) feedback transparency and management process enhancement, (b) feedback transparency and management enhancement, and (c) feedback transparency and employee improvement. The following research question was used to support this research: Research Question: What strategies affect managers and employees through the implementation of the feedback system?

### 3.3 Data collection

The survey study's research methodology was appropriate for the study because the purpose was to discover the procedures, practices, and programs of experienced business leaders in communication; sharing this rich data can improve the understanding of employee engagement. Survey study research requires identifying complex problems and stresses the situation's knowledge in a limited set of circumstances and relationships between events [26]. Researchers have used survey studies that encourage a better understanding of real-world contexts [27]. The survey study involves more than researching a phenomenon. For this research, the survey study was within a single organization based on the operation and service corporation of the U.A.E. For this survey study, the selected organization suggests that the organization's members have achieved success with engaged staff and organizational profitability. In qualitative research, sampling involves using a small group of people or locations to gather data to generalize the findings to a restricted geographical location. The sample selected for this survey study was 90 respondents who had proven success with employee engagement in an organization for at least one year [28].

### 3.4 Survey questioner

The following questioner was used for this survey analysis to identify the aspect of transparency in business management. Good Feedback & Improvement Suggestions on Management Process. Good Feedback & Improvement Suggestions for Managers. Good Feedback & Improvement Suggestions for Employees. The questioner's data were collected from the google form and the respondents were given the freedom to answer or not answer the question.

### 3.5 Data analysis

A result report was used to extract data, including details of the research question, number of subjects, compliance and responses to non-compliance. Cronbach's alpha (alpha) and KMO tests analyzed the filled-out data for further analysis. To check the data's adequacy, the KMO test was used, and Cronbach's alpha (alpha) was used to analyze the data's reliability. To analyze the factor for recognizing a significant process of the three variables, the SPSS tool was used (Appendices 1). The top compliance ranking was shown in Table 1, and the top non-compliance ranking was shown in Table 2.

**Table 1: Top ranking of compliance process variables for Survey Feedback from Stakeholders**

S. No.	Factor	Highest Compliance	Description of survey data feedback
1	Good Feedback & Improvement Suggestions on Employees	82.8%	Yes, there is a transparent official process available

2	Good Feedback & Improvement Suggestions on Managers	75%	Yes, there is a transparent official process available
3	Good Feedback & Improvement Suggestions on Management Process	73.9%	Yes, there is a transparent process available

**Table 2: Top ranking of non-compliance process variables for Survey Feedback from Stakeholders**

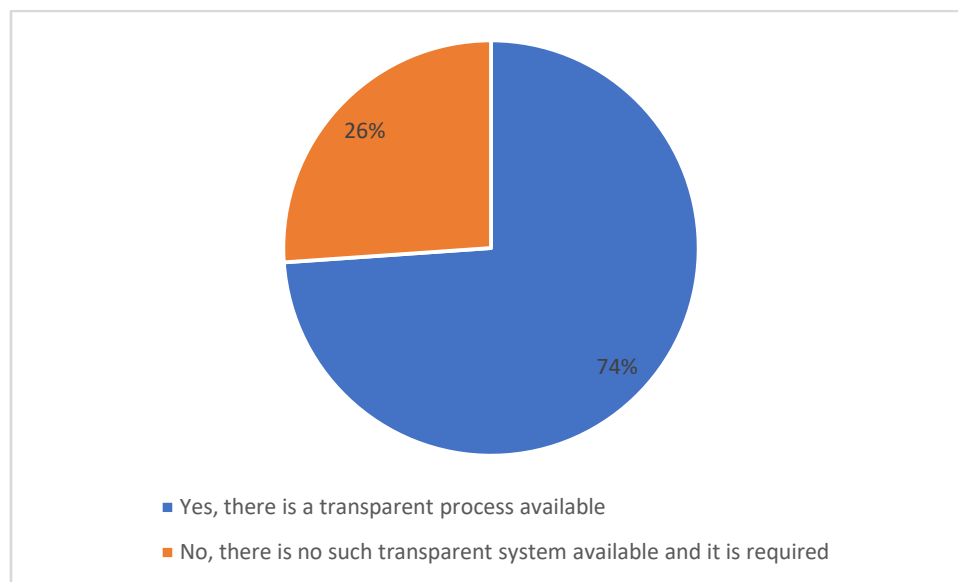
S. No.	Factor	Highest Non Compliance	Description of survey data feedback
1	Good Feedback & Improvement Suggestions on Management Process	26.1%	No, there is no such transparent system available and it is required
2	Good Feedback & Improvement Suggestions on Managers	25%	No, there is no such transparent system available and it is required
3	Good Feedback & Improvement Suggestions on Employees	17.2%	No, there is no such transparent system available and it is required

The study of the responses obtained for the effectiveness deliverable domain region shows that the alpha values are 0.967. A value greater than 0.700 is considered acceptable and all values of 0.967 resulting in 3 categories are therefore acceptable and further studied (Appendices 2). The results of this study of the responses obtained suggest that the KMO values are 0.693, falling within the appropriate range.

#### IV. RESULTS

##### 4.1 Good Feedback & Improvement Suggestions on Management Process

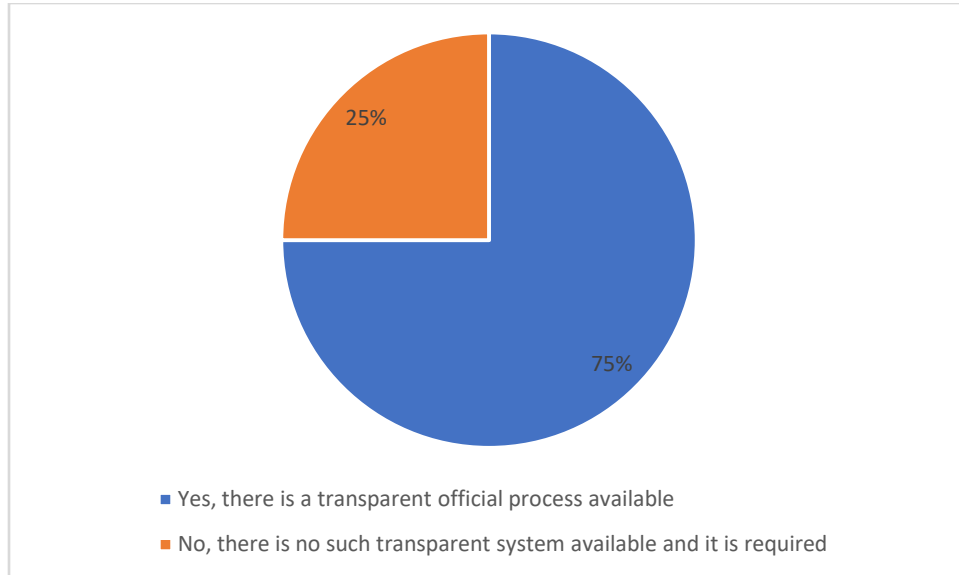
Figure 1 represents the data of the transparent process in business management. 73.9% of responses suggested that their business management has a transparent system on good feedback and improvement suggestions. In contrast, 26.1% suggest that their organization does not have a transparent system.



**Figure 1: Transparent process in business management**

#### 4.2 Good Feedback & Improvement Suggestions on Managers

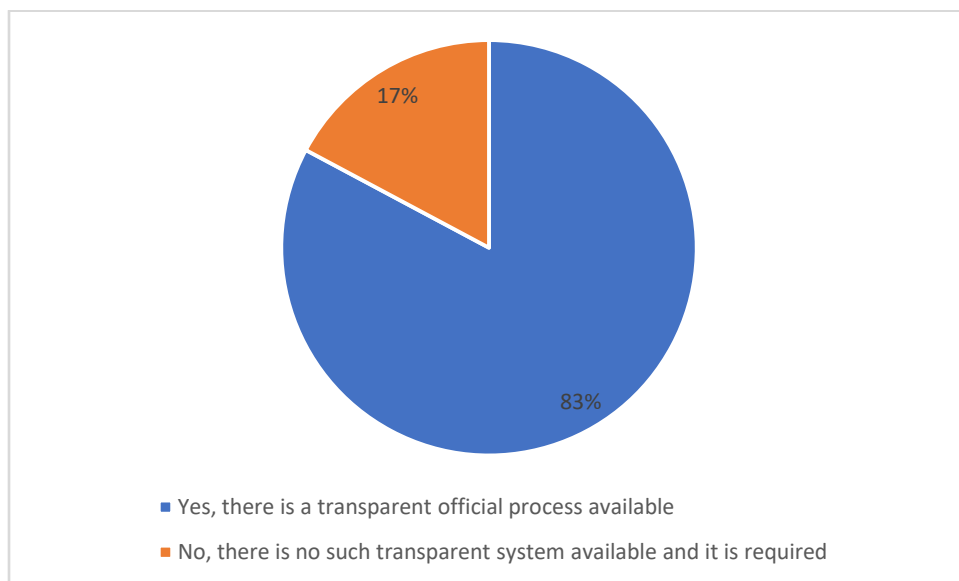
The transparent process of the manager was represented in figure 2. Among 88 responses, 75% of respondents stated that their managers have a transparent official process of good feedback and improvement suggestions. 25% of the respondents stated that their managers do not have a transparency system.



**Figure 2: Manager's transparent official process**

#### 4.3 Good Feedback & Improvement Suggestions on Employees

There were 87 responses to the question about the employee's transparent process on good feedback and suggestion improvement, which is represented in figure 3. Among these responses, 82.8% of respondents stated that there is a transparent process between employees and 17.2% denied the transparent system.



**Figure 3: Employee's transparent official process**

## V. CONCLUSION

To summarise, one dominant stream of literature is based on the basic definition of transparency as disclosing information. In such accounts, transparency requirements are directly connected to the quality and quantity of the information, its distribution, and the degree to which it is observed. Effectiveness and trust are generally considered to be the positive outcomes of transparency initiatives. Also, transparency is termed to be about shifting beyond performances and availability to the real reality that is regarded as pre-existing and self-sufficient of interpretations made in the name of transparency. On the view of transparency, this survey study has unpacked transparency studies about its effectiveness. Based on these empirical findings, the survey study offers verifiability and performativity. The literature review contribute to extant business management as foundational assumptions about transparency. The correlation between feedback and outcome is not always straightforward and may not always yield the required results. According to the literature survey and our results, the management must have transparency that would enhance development, employee satisfaction, trust, training, clarification and knowledge.

The managers must have the transparency that would help in achieving support from the employee, productivity, good relationship, and better communication. The transparency of the employee will result in effective job performance, good interaction with the managers, job satisfaction, profits, rewards and motivation. The lack of transparency in business management can be achieved by enhancing the relationship between employees and leaders. Good transparency may result in increased encouragement and motivation in trainees. On the other hand, negative transparency is not targeted at discouraging or demotivating trainees but should be seen as constructive criticism for improving trainees. Further investigations are necessary to provide other analysis of the influence of transparency from subsequent performance, as the available evidence includes few high-quality studies. However, a challenging area for studies, more controlled behavioural change studies should be encouraged following specific feedback.

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