

The Role of Feedback Systems in Improving Employee Performance in the IT Sector

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Abstract

Review Article

Employee performance is one of the key determinants of organizational success in the Information Technology (IT) sector. Effective feedback systems help employees understand their strengths, identify areas for improvement, and enhance their overall performance. This study examines the role of feedback systems in improving employee performance in selected IT companies. Primary data were collected from 91 IT professionals using a structured questionnaire. Descriptive statistics, percentage analysis, and Chi-square tests were used for data analysis. The findings reveal that timely, constructive, and continuous feedback significantly improves employee motivation, job satisfaction, and work performance. The study recommends adopting regular feedback practices and manager training to enhance organizational effectiveness.

Keywords: Feedback System, Employee Performance, IT Sector, Job Satisfaction, Performance Management.

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INTRODUCTION

The Information Technology (IT) industry operates in a highly competitive and dynamic environment where employee performance directly influences organizational success. Feedback systems play an important role in improving employee skills, productivity, and motivation. Organizations increasingly use continuous feedback instead of annual performance reviews to promote employee development and engagement.

Objectives of the Study

- To examine the feedback mechanisms used in IT companies.
- To study employee perceptions regarding feedback.
- To analyze the impact of feedback on employee performance.
- To examine the relationship between feedback quality and job satisfaction.
- To provide suggestions for improving feedback practices.

LITERATURE REVIEW

A review of existing literature provides valuable insights into the role of feedback systems in enhancing employee performance, especially in the dynamic and

knowledge-intensive IT sector. The following studies offer diverse perspectives on how feedback contributes to motivation, engagement, and overall performance outcomes within IT organizations. Each study highlights different aspects, from feedback delivery and perception to its direct and indirect impact on job satisfaction, skill development, and organizational growth.

DeNisi & Murphy (2017),

This retrospective analysis critiques traditional appraisal systems and advocates for dynamic feedback models. It supports agile feedback practices that align with the iterative nature of IT workflows.

Emanuel Stoeckli (2019),

Stoeckli categorizes feedback into seven domains relevant to IT systems, including performance, learning, and system optimization. His framework helps organizations design feedback loops that align with both technical and human resource goals.

Armstrong (2020),

reiterates the value of goal-oriented, continuous feedback integrated into daily workflows. He asserts that feedback should be specific, measurable, and tied to business outcomes to be truly effective. In IT sectors, where deliverables are often technical and deadline-driven, embedding feedback into project cycles

ensures timely correction, enhanced productivity, and employee alignment with strategic objectives.

Vaishnavi Pisal & Dr. G.Gopalakrishnan (2025),

This study highlights how continuous feedback mechanisms outperform traditional annual reviews by offering real-time insights into employee growth. It

emphasizes that timely feedback fosters adaptability and sustained performance in fast-paced IT settings.

Huang, Stephens & Brown (2025),

This systematic review explores how digital platforms enhance feedback delivery and reception. It finds that tech-assisted feedback improves clarity, accessibility, and responsiveness; especially in remote or hybrid IT work environments.

Analysis & Interpretation

Factors	Category	Count	Percentage
Gender	Male	46	50.55%
	Female	45	49.45%
Marital Status	Single	56	61.54%
	Married	33	36.26%
	Other	2	2.20%
Educational Qualification	Bachelor's Degree	62	68.13%
	Master's Degree	20	21.98%
	Diploma	6	6.59%
	Doctorate	3	3.30%
Year of Experience	1–3 years	38	41.76%
	4–6 years	27	29.67%
	More than 6 years	16	17.58%
	Less than 1 year	10	10.99%
Role/Designation	Analyst	23	25.27%
	Engineer	17	18.68%
	Developer	16	17.58%
	Manager	10	10.99%
	Consultant	14	15.38%
	Analyst	3	3.30%
	Lead Analyst	2	2.20%
	Senior survey programmer	2	2.20%
	TL	2	2.20%
	Senior Analyst	2	2.20%
Department	Other	39	42.86%
	Software Development	16	17.58%
	HR	16	17.58%
	IT Support	13	14.29%
	Sales	7	7.69%
Type of Employment	Full-time	41	45.05%
	MNC	19	20.88%
	Mid-size company	18	19.78%
	Startup	13	14.29%
Number of Employees	501 and above	42	46.15%
	201–500	19	20.88%
	50–200	17	18.68%
	< 50	13	14.29%
Annual Income range	Above 10 LPA	29	31.87%
	6–10 LPA	28	30.77%
	3–6 LPA	21	23.08%
	Below 3 LPA	13	14.29%
Formal Feedback System	Agree	42	46.15%
	Strongly Agree	31	34.07%
	Neutral	11	12.09%
	Strongly Disagree	5	5.49%
	Disagree	2	2.20%
Performance feedback regularly	Agree	37	40.66%
	Strongly Agree	30	32.97%
	Neutral	19	20.88%
	Strongly Disagree	3	3.30%
	Disagree	2	2.20%

The demographic profile of the respondents indicates a well-balanced representation across gender, educational qualifications, work experience, job roles, and organizational characteristics.

- **Gender:** Among the 91 respondents, 50.55% were male (46) and 49.45% were female (45), indicating an almost equal gender distribution. This balanced representation minimizes gender bias and enhances the generalizability of the findings.
- **Marital Status:** The majority of respondents were single (61.54%), followed by married (36.26%), while only 2.20% belonged to other marital status categories. This suggests that the study primarily represents early-career professionals.
- **Educational Qualification:** Most respondents possessed a Bachelor's degree (68.13%), followed by a Master's degree (21.98%), Diploma (6.59%), and Doctorate (3.30%). This indicates that the workforce surveyed is predominantly composed of professionally qualified graduates, providing a knowledgeable sample for evaluating organizational practices.
- **Work Experience:** A considerable proportion of respondents had 1–3 years of experience (41.76%), followed by 4–6 years (29.67%), more than 6 years (17.58%), and less than one year (10.99%). This distribution reflects a workforce with substantial practical experience, making their perceptions of performance management reliable.
- **Role/Designation:** The largest group consisted of Analysts (25.27%), followed by Engineers (18.68%), Developers (17.58%), Consultants (15.38%), and Managers (10.99%). Smaller proportions represented senior and team leadership positions. The diversity of designations ensures that responses reflect multiple organizational perspectives.
- **Department:** Respondents belonged to various departments, with other departments (42.86%) forming the largest category, followed by Software Development (17.58%), Human Resources (17.58%), IT Support (14.29%), and Sales (7.69%). This diversity enhances the applicability of the findings across different functional areas.
- **Type of Employment/Organization:** Nearly 45.05% of respondents were employed full-time, while 20.88% worked in multinational companies (MNCs), 19.78% in mid-sized companies, and 14.29% in startups. This indicates that the sample includes employees from organizations of varying structures and business environments.
- **Organization Size:** Almost half of the respondents (46.15%) worked in organizations employing more than 501 employees, followed

by 20.88% in organizations with 201–500 employees, 18.68% in organizations with 50–200 employees, and 14.29% in organizations with fewer than 50 employees. This suggests that the study predominantly represents employees from large organizations where formal HR practices are generally well established.

- **Annual Income:** The respondents' income distribution was fairly balanced. 31.87% earned above ₹10 LPA, 30.77% earned ₹6–10 LPA, 23.08% earned ₹3–6 LPA, and 14.29% earned below ₹3 LPA. This indicates representation from different income groups, enhancing the comprehensiveness of the study.
- **Formal Feedback System:** A substantial majority of respondents expressed positive opinions regarding the existence of a formal feedback system within their organizations. Specifically, 46.15% agreed and 34.07% strongly agreed, indicating that over 80% perceived their organizations as having structured performance feedback mechanisms. Only a small proportion disagreed (2.20%) or strongly disagreed (5.49%), while 12.09% remained neutral. These findings suggest that formal feedback systems are widely implemented and recognized by employees.
- **Regular Performance Feedback:** Similarly, employees largely acknowledged receiving performance feedback on a regular basis. 40.66% agreed and 32.97% strongly agreed, implying that nearly three-fourths of the respondents experienced regular performance discussions. However, 20.88% were neutral, and only 5.50% expressed disagreement, indicating overall satisfaction with feedback frequency while highlighting opportunities for improvement in consistency across all employees.

CONCLUSION

The study concludes that feedback systems are a cornerstone of modern performance management and play a pivotal role in shaping employee motivation, productivity, and engagement within the Information Technology (IT) sector. In a dynamic and innovation-driven industry where employees operate under constant technological advancement and project pressure, effective feedback mechanisms serve as critical tools for guiding performance, maintaining clarity of expectations, and fostering continuous professional growth.

An effective feedback mechanism not only helps employees identify their strengths, weaknesses, and development needs, but also builds a strong sense of direction, belonging, and organizational alignment. The study's findings highlight that when feedback is

frequent, specific, and constructive, it leads to measurable improvements in both individual and organizational performance. Employees who receive regular feedback are more motivated, confident, and committed to their work, demonstrating higher levels of engagement and job satisfaction.

Furthermore, the research reinforces that feedback is a two-way process—its success depends on both the quality of communication from management and the receptiveness of employees. Managers play a crucial role in providing fair, unbiased, and well-structured feedback that emphasizes improvement rather than criticism. Equally, employees must cultivate an open mindset and treat feedback as an opportunity for self-improvement rather than a judgmental exercise. This mutual approach enhances transparency, trust, and collaboration across hierarchical levels.

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