A Disquisition of Significant Role of Feedback and Counseling on Workforce Performance - Reference of i.t. Companies (delhi-ncr region)

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Abstract: *Feedback and counseling are related to proper evaluation statements and regular movement. Executive provides responses and give direction to workers on a regular source to make aware about strengths and weaknesses of employees. Counseling is the process that focuses on improving the performance of employees. Counseling is the activity concerned with the evaluation of human resources and their output, and recognition of additional development. Counseling as a way helps the employee as an individual and in team to manage the huge changes at the work place.*

Keywords: Feedback, Counseling, Human Resource management, Performance Management.

I. INTRODUCTION

1.1 Performance feedback:

Performance feedback is the continuous process in which output of workforce is shared with them to make the correction for future aspects**.** In performance response employees are praised for good performance or corrected for poor.

1.1.1 Characteristics of performance feedback

- Performance feedback is precise rather than broad.
- The focus of performance feedback is on behavior of employee rather than on the person. It is important that focus of feedback should be on what a employee does.
- Performance feedback should be on time right time. Feedback provided at an inappropriate time may not be useful.
- Feedback should be presented in right time with the right information and in appropriate amount.
- It is necessary to Check for clarity whether the receiver receive the right information what a manager communicate or not.
- After providing feedback follow up should be necessary.

1.1.2 Types of performance feedback

- Negative feedback- To make correction
- Positive feedback-To improve output

1.1.3 Effectiveness of performance feedback

Successful and appropriate response is the important components of a winning presentation of workforce in achieving organizational targets. If successful response is given on time about employee's progress, employee performance gets motivated. From many different sources Feedback can come such as managers and supervisors, peers. Certain elements are required to ensure effective feedback:
- Specify
- Timeliness
- Manner

1.2 Counseling:

Counseling supports the employee in enhancing mental as well as emotional health. Counseling helps the employee integrate personal and professional lives to a great extent. Counseling is the way to help and support employees to cope with environmental changes. By creating harmonious coordination in organization, this brings values and a sense of acceptance and realization among employees.

1.2.1 Objectives of Counseling

The important objectives of counseling are following:
- It helps the employee to identify his potential as a manager.
- It helps the employee to know his strengths and weaknesses.
- It helps the employee to identify the opportunity to explore his potential and behavior
- It helps the employee to improve good point of view of examining the situations.
- It exploring individual and professional efficiency of employees from beginning to end.
- It encourages the employee to set goals and objectives for future improvement.
- It Encouraging employee to extent alternatives for solving troubles and to develop programs.
- Counseling is the source to create empathetic atmosphere to release tensions, conflicts and problems.
- The objective of this counseling is to motivate the employee to work in energetic way.
- It focuses on work place problems and not in other areas.

1.2.2 Types of Counseling

The following are the counseling types:
- Directive Counseling
- Non Directive Counseling
- Cooperative Counseling

II. LITRATURE SURVEY

This present chapter covers literature review and theoretical framework of feedback & counseling in relation to employee performance. Feedback & counseling play active role in improving the performance of employees. They help manager to counsel the employees to work performance in achieving the targets. Counseling plays important role when employee find himself in problem in performing certain task at work.

2.1 Feedback

Performance feedback develops inter-personal relations between superior and subordinates and to develop smooth message (Kaynak et al, 1998: 208).

It creates a constructive or unconstructive communication between the executive and employees or in the interviewer and interviewee (Cacioppe and Albrecht, 2000: 400).

Uyargil et al. (2008, p. 257) performance feedback process indicates that maintaining job affairs and developing communication between employee and evaluator.

Performance feedback directly creates a positive interaction between managers and subordinates and leads to job satisfaction. (Gravan et al, 1997: 140).

A performance feedback interview creates a healthy environment to employee in which he can share his feelings, expectations, complaints and wishes to managers. (Nathan et al, 1991: 354).

Feedback is a process in which employee participates in interview process by listening and answering questions and this is possible through various communication methods.

Feedback provides information regarding technical and non technical aspects of workers which affects the result in constructive or unconstructive way. (Jansen and Vloeberghs, 1999: 471).

Performance feedback interview is found to be very constructive in providing benefits to employees by improving two-way communication .It is also helpful to point out employee's weaknesses. By keeping the entire communication channel open through communication and to build up a harmonious relations. (Armstrong and Baron, 2007: 33).

It cannot be ignored that official feedback makes the pressure on employees. Regular analysis of performance creates a pressure to employees so employee can get frustrated towards the work environment and it can emerge conflict between manager and employee. Employees should avoid differences in feedback process and make a smooth environment. This phase makes the employees more efficient for future interaction. (Armstrong and Baron, 2007: 33-34).

2.2 Counseling

There are three different concepts of counseling

2.2.1 Person-centered approach

Carl Rogers has given this theory and according to this theory, there should be a positive relation and understanding between employee (client) and counselor. He observed that human has a tendency of actualization and desire to accomplish his goals. Rogers has given some factors to improve performances.

- **Therapist-Client Psychological Contact:** This factor depends on that there should be a association between therapist and client to get constructive individual transform.
- **Client Incongruence / Vulnerability:** Dissimilarity between actual image and perceived image leads to fear and frustration.
- **Therapist Congruence or Genuineness:** The therapist should be active and aware about the reality.
- **Therapist Unconditional Positive Regard (UPR):** The clients' understanding, constructive or unconstructive, and acknowledged by the therapist without any circumstances or decision.
- **Therapist Empathy:** The therapist should have the feeling of empathic towards the client's experiences.
- **Client Perception:** client should have the trust on therapist without conditions.

2.2.2 Psychoanalytical approach

This approach is taken from Sigmund Freud. It is used to describe the human mind, which is affected from family, society and any childhood occurrence and he has given the hypothesis that human may have the nature of good and may be of evil nature and born with pleasure principle. it is also given that communication or interaction overcomes the evil nature. (Hough, 2006).

2.2.3 Cognitive Behavioural approach

According to Hough (2006), it is clarified that human character leads to cultured behaviors. It shows that good behavior is repeated when employee get rewarded and liable for future. If employee is not rewarded then his learned behavior diminishes. D'Zurilla and Goldfried has applied this approach with Problem- solving therapy (PST) and emphasis on the training in productive problem solving approaches and skills (Dobson, 2010).

III. OBJECTIVE OF THE STUDY

- To measure the impact of feedback & counseling (F&C) system on employee performance.
- Does the Performance feedback influence employee performance?
- Does the counseling influence employee performance?

3.1 Hypothesis

NULL HYPOTHESIS (H0)
H01: There is no significant impact of Feedback and Counseling on employee performance.

ALTERNATE HYPOTHESIS (H1)
H11: There is significant impact of Feedback and Counseling on employee performance

IV. RESEARCH DESIGN

It is a systematic procedure for research applied as a mentor in gathering and analyzing data. Mainly, two types of research designs are utilize, their names are exploratory and conclusive. The objective of exploratory is to determine thoughts and insights. The goal of the conclusive is to examine the precise hypotheses and test detailed relationships. This is applied on huge numbers of gathered samples and data obtained are related to quantitative research (Malhotra, 2006). Kothari (1985) specified the descriptive researches include surveys and various kind of fact-finding.

The variables are free from the control of the researchers. The researcher should only study and analyze the report. This method is also known as ex post facto research.

Wagner (2003) also concluded that the descriptive research designs are specific & trustworthy in view of their firm management to recognize the research lacuna & gathered data.

4.1 Data Collection Method

In this research both types of data is used primary as well as the secondary data was used to perform the research. The current study was conducted by using different papers, research articles, internet reports, journals and academic reports from various websites such as Emeralds, Ebsco Science Direct, industry reports, text books etc. Various different types of research article, papers and textbooks were used to reviewing the literature. This study employed survey method which used questionnaire.

- **Primary Data:** Primary data is collected form field survey through online google form. These data are collected with ten no. of questions to find the significant impact between feedback & counseling with employee performance.
- **Secondary Data:** Secondary data means the facts are collected by someone else already. The secondary data were gathered from:
  - Magazine
  - Books
  - Journals
  - Company websites.

4.2 Sample Size

As per the literature concerning sampling methods and sample size, as well as the number of employees at different Information Technology organization in Delhi- NCR region, Hundred (100) participants samples are taken for the purposes of gathering primary data for this study.

4.3 Questionnaire

The data was collected through an online survey questionnaire with the help of Google from individual male and female employees of various information technology organizations in Delhi-NCR (Ghaziabad, Noida, Greater Noida, and Delhi) region.

4.4 Plan for Research

- Data - Primary & Secondary Both
- Approach - Survey using google form
- Instrument - Questionnaire based on Likert Scale
- Mode of Collection - online
- Size of Samples - Hundred (100) respondents

4.5 Analysis Tools

- Dimension Reduction (Principle Component Analysis – PCA)
- ANOVA
- Regression

V. DATA ANALYSIS

Data Analysis gives a structure to research or study. Analysis relates to systematic management of collected information and strongly connected to categorize the data by using several analytical tools. Analysis means explanation that increases clarity of your data and simplified it also.

1.1 Socio-Demographic

- **Nature of Company wise Distribution:**

Table 1 show the division of nature of company of the respondents. Out of the total 100 respondents, 11 respondents belong to Public Sector, while 89 respondents belong to Private Sector.

Table-1 Nature of Company of the Respondents

Nature of Company		Frequency	%	Valid %	Cumulative %
Valid	Public Sector	11	11.00	11.00	11.00
	Private Sector	89	89.00	89.00	100.00
	Tot.	100	100.00	100.00	

- **Age Group wise Distribution:**

Table 2 represents the division of Age Group of the participants. From 100 participants, 55 participants are fit in to 18-30 Age Group, 42 participants fit in to Age Group 31-45, 2 participants fit in to 46-60 Age Group, while 1 participants fit in to More than 60 Age Group

Table- 2 Age Group of the Respondents

Age Group		Frequency	%	Valid %	Cumulative %
Valid	18 - 30	55	55.00	55.00	55.00
	31 - 45	42	42.00	42.00	97.00
	46 - 60	2	2.00	2.00	99.00
	>60	1	1.00	1.00	100.00
	Tot.	100	100.00	100.00	

- **Gender wise Distribution:**

Table 3 represents the division of gender of respondents. Out of the total 100 respondents, 99 respondents have responded. 17 respondents are Female and 82 are male respondents.

Table- 3 Gender of the Respondents

Gender		Frequency	%	Valid %	Cumulative %
Valid	Female	17	17.00	17.20	17.20
	Male	82	82.00	82.80	100.00
	Tot.	99	99.00	100.00	
Missing	0	1	1.00		
Tot.		100	100.00		

- **Job Profile wise Distribution:**

Table 4 show the division of job profile of the respondents. Out of the total 100 respondents, 79 respondents are belonging to Technical category and 21 are belonging to Non- Technical category.

Table- 4 Job Profile of the Respondents

Job Profile		Frequency	%	Valid %	Cumulative %
Valid	Technical	79	79.00	79.00	79.00
	Non Technical	21	21.00	21.00	100.00
	Tot.	100	100.00	100.00	

- **Annual Income wise Distribution:**

Table 5 shows the division of annual income of the respondents. Out of the total 100 respondents, 98 respondents have responded, 5 respondents are belonging to below 2 Lacs category, 50 respondents are belonging to 2 -5 Lacs category, 26 respondents are belonging to below 5 - 8 Lacs category and 17 are belonging to more than 8 Lacs category.

Table- 5 Annual Income of the Respondents

Annual Income		Frequency	%	Valid %	Cumulative %
Valid	< 2 Lacs	5	5.00	5.10	5.10
	2 - 5Lacs	50	50.00	51.00	56.10
	5 - 8 Lacs	26	26.00	26.50	82.70
	> 8 Lacs	17	17.00	17.30	100.00
	Tot.	98	98.00	100.00	
Missing	0	2	2.00		
Tot.		100	100.00		

- **Marital status wise Distribution:**

Table 6 shows the division of marital Status of the respondents. Out of the total 100 respondents, 99 respondents have responded. 51 respondents are married and 48 are unmarried respondents.

Table- 6 Marital Status of the Respondents

Marital Status		Frequency	%	Valid %	Cumulative %
Valid	Married	51	51.00	51.50	51.50
	Unmarried	48	48.00	48.50	100.00
	Tot.	99	99.00	100.00	
Missing	0	1	1.00		
Tot.		100	100.00		

1.2 Statistical Analysis

1.2.1 Detailed Descriptive Statistics

In this section, the detailed descriptive statistics are given. Table 7 represents the Min. Value, Max. Value, Mean, Std. Deviation and Variance of all the responses collected from all the Information sector organization of Delhi-NCR region on different Factor scales, i.e., Feedback & Counseling.

Table- 7 Descriptive Statistics

	N	Min.	Max.	Mean	Std. Deviation	Variance
F C 1.1	100	1	5	3.95	1.048	1.098
F C 1.2	100	1	5	4.11	.777	.604
F C 1.3	100	2	5	3.89	.815	.665
F C 1.4	100	1	5	3.84	.849	.722
F C 1.5	100	1	5	3.77	.941	.886
F C 1.6	100	1	5	3.98	.943	.888
F C 1.7	100	2	5	4.03	.784	.615
F C 1.8	100	2	5	4.10	.644	.414
F C 1.9	100	1	5	3.91	.933	.871
F C 1.10	100	2	5	4.15	.702	.492
Valid N (listwise)	100					

5.2.2 KMO (Kaiser-Meyer-Olkin) and Bartlett's Test

To find out the sampling adequacy the KMO and Bartlett's test is used, which is also find out that factor analysis is required or not. After an optimistic KMO Bartlett's test, factor analysis was carried out. It technique is used for data reduction and supports the recognition between the factors and also in analysis the carried essential variable that on the basis of maximum variation. Factor analysis is performed to find out factor with the highest value of factor loading. KMO (Kaiser-Meyer-Olkin) and Bartlett's test, which is used to determine of sampling adequacy to determine the data is eligible or not.

Table- 8 KMO and Bartlett Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.844
Bartlett's Test of Sphericity	Approx. Chi-Square	317.847
	df	45
	Sig.	.000

5.2.3 Total Variance for Feedback & Counseling

In the table 9, factors were extracted using **Principle Component Analysis (PCA),** *and use Surrogate Variable (A* single variable that loads highly on that factor) and use its value for further research. The total variance explained comes out to be 4.247 that exhibit the factors chosen for this study explained 42.469% and the rest of the things can be explained in the future research.

Table- 9 Total Variance of Feedback & Counseling

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.247	42.469	42.469	4.247	42.469	42.469
2	1.091	10.907	53.376			
3	1.011	10.111	63.487			
4	.747	7.466	70.952			
5	.658	6.580	77.532			
6	.612	6.118	83.650			
7	.489	4.889	88.539			
8	.449	4.493	93.032			
9	.438	4.384	97.415			
10	.258	2.585	100.000			
Extraction Method: Principal Component Analysis.						

5.2.4 Description of Factor Analysis for Feedback & Counseling

Table- 10 Descriptive Statistics for Feedback & Counseling

Factor's Variable	Var. Code	Eigen Value	Cronbach's Alpha	% of variance Explained	Overall mean score	Factor Loading	Item Mean	Item Std. Dev
FEEDBACK & COUNSELING		4.247	0.834	42.469	4.066			
Counseling takes time to reflect about your own behavior and its impact on others.	F C 1.1					0.324	3.95	1.048
Effective procedure of counseling are used as per your requirement of employee	F C 1.2					0.604	4.11	.777
Efficient Counseling helps to increasing employee's productivity.	F C 1.3					0.650	3.89	.815
Employee Feedback provided on the basis of performance.	F C 1.4					0.612	3.84	.849
Feedback is given on a periodic basis to help for performance.	F C 1.5					0.723	3.77	.941
Feedback is obtained from more than one source separately.	F C 1.6					0.657	3.98	.943
Managers give honest & anonymous feedback during review.	F C 1.7					0.720	4.03	.784
The corporation believes that special counseling for employees is necessary.	F C 1.8					0.632	4.10	.644
The organization provides specific and concrete suggestions for improvement of employee's performance.	F C 1.9					0.807	3.91	.933
The organization tells your employees about their weakness and strengths.	F C 1.10					0.675	4.15	.702

5.2.5 Hypothesis Testing

Using the statistical method ANOVA, the hypothesis testing process determines whether independent variables significantly affect the dependent variables.

Table- 11 ANOVA - Feedback & Counseling

ANOVA					
VAR00001					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	37.340	88	.424	3.734	.010
Within Groups	1.250	11	.114		
Total	38.590	99			

5.2.6 Regression Analysis

Regression analysis is a statistical tool which investigates the relationships between a set of variables. This tool helps to find out the causal effect of one variable upon other variable. Regression analysis refers to find out a connection between a dependent variable and independent variables. It shows the linking pattern of dependent variable and independent variables by developing a functional relationship between the two. Regression analysis is based on an equation to evaluate the strength of the independent variables on dependent variable.

Table-13 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.482ᵃ	.233	.225	.54973
a. Predictors: (Constant), REGR factor score 1 for analysis 1				

According to Table-13 the assessment of multiple R is 0.482 and the assessment of R^2 is 0.233 in the equation.

Table- 14 Overall Model Fit

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.975	1	8.975	29.698	.000ᵇ
	Residual	29.615	98	.302		
	Total	38.590	99			

The overall regression model achieve from the examination is a highly significant as repreesent in Table- 14 where F= 29.698 (P<.05).

Table-15 Coefficients

Coefficientsᵃ						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.710	.055		67.488	.000
	REGR factor score 1 for analysis 1	.301	.055	.482	5.450	.000
a. Dependent Variable: VAR00001						

5.3 Results & Findings

Feedback results in a transparent image of the organization being stretchy, and adaptive as per the requirement of the workers in the company. Feedback is the way which occurs after the evaluation of performance related to work. It provides the responses to employees regarding their work and motivates them for future progress. The sum of squares total (SStotal) is 38.590 (Sum of square between the groups (SSbetween) for Feedback & Counseling is 37.340 with 88 degrees of freedom (Dfbetween) and sum of squares within the groups (SSwithin) is 1.250 with 11 degrees of freedom (Dfwithin). Therefore, the value of mean squares between the groups (MSbetween) is 37.340/88= 0.424 and for within the groups the value of mean squares (MSwithin) is 1.250/11 = 0.114. The value of the resultant critical value 'F' ratio (MSbetween / MSwithin) is 0.424 / 0.114 = 3.734, which is highly significant with p= .010 (P<.05) at 5% significance level. Thus, Feedback & Counseling have a significant impact on Employees Performance. Therefore, our null hypothesis (H01) stands "Rejected" and alternate hypothesis (H11) stands "Accepted".

VI. CONCLUSION & SUGGESTIONS

This research identified that feedback & counselling is the important components that makes the performance process effective if provides properly and timely then employees gets motivated. From many different sources Feedback can come such as managers and supervisors, peers. . Counseling support the employee in enhancing mental as well as emotional health .counseling helps the employee integrate personal and professional lives to a great extent. . Counseling is the way to help and support employees to cope with environmental changes. Counseling creates harmonious coordination in organization which brings values, a sense of acceptance and realization among employees.

- Feedback should be based on some specific goals or targets.
- Feedback should be provided in proper manner so that performance can be improved.
- Feedback is more effective if employees reinforces if they exceeded the expectations and then identifies the future needs.

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