



THE ROLE OF FEEDBACK ON PERFORMANCE AMONG EMPLOYEES OF A LOCAL BOUTIQUE STORES

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ABSTRACT

Employee job performance is a crucial determinant of success in small retail businesses such as boutique stores, where daily operations and customer satisfaction rely heavily on employee effectiveness. One managerial practice that influences employee performance is feedback; however, in many small retail settings, feedback and performance management practices are often informal, inconsistent, and undocumented. This study aimed to determine the role of feedback on employee job performance among boutique store employees as a basis for developing a Feedback Communication Guide Toolkit. Specifically, the study sought to describe the demographic profile of the respondents, assess the level of managerial feedback in terms of frequency and clarity of communication, determine the level of employee job performance based on selected performance indicators, and examine the relationship between feedback and employee job performance. The study employed a quantitative research design using a descriptive-correlational approach. One hundred (100) boutique store employees were selected as respondents through non-probability convenience sampling. Data were collected using a researcher-made questionnaire anchored on established theories and related studies on feedback and performance management. Statistical tools such as frequency, percentage, mean, standard deviation, and Pearson product-moment correlation were utilized to analyze the data. Findings revealed that managerial feedback was perceived as moderately frequent and clear, while employee job performance was rated at a satisfactory level. Results further indicated a significant relationship between feedback and employee job performance, suggesting that effective feedback contributes to improved work quality, efficiency, teamwork, and initiative. Based on the findings, Feedback Communication Guide was developed as the tangible output of the study to guide boutique store managers in implementing structured feedback and performance management practices.

KEYWORDS: *Employee Feedback, Employee Job Performance, Feedback Strategy, Feedback Communication Guide, Boutique Store Employees, Cebu City*

INTRODUCTION

Feedback is recognized as one of the most effective tools in human resource management, both globally and locally. Researchers and practitioners agree that feedback is essential for improving employee performance, boosting productivity, and shaping organizational results. In many developed economies, companies have created structured performance review systems that include timely and constructive feedback. This approach keeps employees engaged and motivated in their roles. Research in multinational corporations shows that regular and effective feedback leads to lower turnover rates, stronger employee commitment, and greater efficiency (Ugoani, 2020). It also connects management and employees, helping to align individual efforts with organizational goals.

The international significance of feedback is evident in the growing trend of continuous performance management. Many organizations now embrace real-time feedback instead of relying solely on annual evaluations. This allows managers and employees to communicate openly about expectations and performance. Continuous feedback has been shown to increase task engagement and enhance performance compared to traditional appraisal systems (Taris, 2023). Additionally, studies indicate that positive feedback, when given constructively, positively affects employee behavior and performance outcomes. However, negative feedback must be delivered carefully to avoid discouragement (Goller & Späth, 2023). These insights highlight that feedback is not just evaluative; it also fosters development by giving employees opportunities to learn, grow, and make adjustments that affect their productivity.

In the Philippines, research has also highlighted the importance of feedback mechanisms. Local studies show that effective managerial feedback boosts productivity, enhances teamwork, and encourages employee development. For example, Tantia, Tambaosan, Peñaflor, and Briones (2023) analyzed the performance evaluation system of a Philippine government agency. They found that structured performance management practices, including feedback, positively impacted employee efficiency and satisfaction. Similarly, a study among retail businesses in Oriental Mindoro revealed that human resource management practices—including training, compensation, and feedback—are significantly linked to employee performance in terms of efficiency, quality, and productivity (Villanueva, 2024). These findings confirm that feedback is a vital mechanism for motivating employees and improving organizational outcomes in the Philippines.



However, much of the research available focuses on formal organizations like corporate offices, educational institutions, and large companies that already have established HR systems. Small and medium enterprises (SMEs), such as local stores, often do not receive the same level of academic attention (Manalo et al., 2025). These small businesses play a vital role in the Philippine economy by providing jobs and supporting communities, yet their human resource practices remain underexplored.

This creates a gap. While existing literature emphasizes feedback in larger organizations, there is limited research on small, locally owned stores that often rely on informal and inconsistent feedback practices. Studies in other developing regions, like Al Hajarah and Farooq (2025), have shown that feedback is crucial for improving employee performance in public sector organizations, but similar evidence is lacking in small private businesses in the Philippines. By addressing this issue, the current study aims to offer new insights into how feedback mechanisms can work in small business settings where systems are less formal but performance remains important.

The current study is relevant to business administration, particularly within the context of the Master in Business Administration (MBA) program. A core goal of MBA training is to prepare future managers and business leaders to create and implement strategies that enhance organizational performance. Human resource management, as a key area, emphasizes communication, leadership, and employee development. Feedback combines these elements, making it an important subject for study. By focusing on feedback in small business environments, this research adds to academic literature and gives MBA students and practitioners insights into how HR practices can be adapted for SMEs. It shows that management tools typically associated with larger corporations can also be adapted for smaller businesses to improve performance.

The practical contribution of this study lies in its proposed output—a Feedback Strategy specifically designed for boutique store managers. This strategy will provide a clear and actionable plan that managers can use to deliver consistent, constructive, and timely feedback to their employees. The strategy will include guidelines on frequency, clarity, and delivery methods, along with tips for integrating feedback into daily operations. This ensures that the findings are not just theoretical but also applicable in the real-world context of boutique store operations.

For boutique stores, which rely heavily on manual labor, teamwork, and service efficiency, employee performance directly influences product quality and customer satisfaction. Implementing a structured feedback strategy will help managers identify employees' strengths and weaknesses, provide timely coaching, and motivate staff to perform their best. This, in turn, will improve overall productivity, reduce errors, and foster a more harmonious workplace. Ultimately, the boutique store will benefit from increased efficiency, better customer service, and greater competitiveness in the local market.

The justification for this study rests on five key points. First, international studies demonstrate the value of feedback in boosting performance and productivity (Ugoani, 2020; Goller & Späth, 2023; Taris, 2023). Second, local studies in the Philippines acknowledge its importance, though they mainly focus on larger organizations (Tantia et al., 2023; Villanueva, 2024; Manalo et al., 2025). Third, there is a clear lack of literature on feedback practices in small, local businesses such as boutique stores (Al Hajarah & Farooq, 2025). Fourth, the study aligns with the MBA program's goals by enhancing knowledge in human resource management and offering practical recommendations. Finally, the proposed output—a Feedback Strategy—will directly enhance the operations of a local boutique store, ensuring that the research makes a tangible and meaningful contribution.

REVIEW OF RELATED LITERATURES

The researcher is focused on the analysis of the correlation between job performance and feedback, basing their findings on a number of hypotheses. Among these are the Two-Factor Theory of Herzberg (1959), Goal-Setting Theory (Locke & Latham), the Social Cognitive Theory (Bandura 1986), and the Feedback Intervention Theory (Kluger & DeNisi, 1996). The feedback intervention theory implies that performance is influenced by feedback due to the fact that they bring the focus to the task instead of focusing on the self. The goal-setting approach focuses on the contribution of feedback on the achievement of goals by people. According to the social cognitive theory, feedback is necessary with regard to the encouragement of motivation and self-efficacy. The Two-Factor Theory by Herzberg acknowledges the motivational power of feedback, that can stimulate the improved work and employee satisfaction under temporary influence.

The four theories are used in communication with each other thus constituting the theoretical framework of this inquiry. As one of the communication channels of the manager to the employees, feedback has multiple goals, namely to give strength to the employee confidence in their abilities to successfully perceive the cause to complete the tasks, to fix the gaps on the performance, and to reward the desired behaviors. Within this framework, such key performance indicators as productivity, the quality of work, attendance, and compliance with organizational norms depend on the managerial feedback, which is considered to be frequent, clear, timely, and constructive. The model implies a one directional causality i.e., With suitable feedback, we can observe a higher performance level of the employees consequently contributing to the overall organizational success.



These theories shared a lot of vital relationships. Both the goal-setting theory and the theory of feedback intervention incorporate the meaning of attempting to use the feedback mechanisms to help bring the behavior in line with the demands of the organization. The Goal-Setting Theory focused on the elements of perseverance and direction in contrast to the aspects of attention and approaching cognitive processing that the Feedback Intervention Theory focuses on. Goal-directed behavior, as the two theories state, may be stalled without feedback. These are complemented with Social Cognitive Theory which describes how the feedback facilitates learning based on observation and reinforcement and contributes to self-efficacy. The Herzberg theory introduced the motivational aspect because it views feedback as a source of intrinsic job satisfaction as opposed to a corrective action.

Applying the given theories to the case of the local boutique store employees, feedback is the necessary tool, which helped to keep the employees motivated and follow the direction of the behavior when completing routine and client-dealing activities. Feedback frequency also ensures that consistent monitoring is made on the performance as sheds light in the Feedback Intervention Theory. The goal-setting theory suggested that clear feedback facilitates the achievement of goals. Timely behavior increased the support offered to behavior through immediate reprisal or confirmation, which is much in line with the concept of operant conditioning as proposed in Social Cognitive Theory. On the contrary, constructiveness increased learning and motivation which is also supported by Herzberg motivational factors.

All the theoretical perspectives are reflected in the variables of the study: frequency, clarity, timeliness, and constructiveness of feedback. Specifically, regular feedback reminds the employees about what they should be doing and what is expected (Kluger & DeNisi, 1996; Ilgen et al., 2019). Unambiguous feedback makes actions aligned with organizational objectives and makes it easier to ensure that employees act according to them (Locke & Latham, 2019). Positive feedback promotes growth and life-long learning (Bandura, 2016). Providing timely feedback will provide timely reinforcement or correction of behaviors, which will avoid the reinforcement of mistakes turning into habits (Podsakoff et al., 2020).

The dependent variable, job performance is operationalized using important performance metrics (KPIs) which include quality of output, efficiency, punctuality and teamwork. These are observable end points that can be directly subject to feedback mechanisms. It has been found that positive feedback on well-delivered feedback pushes employee results along these measures (Steelman & Levy, 2017; Anseel et al., 2015). Besides, because of its incorporation in everyday practice with the help of a favorable organizational climate, integrative feedback is more likely to increase individual and team performance (Kim et al., 2016).

The evidence of this is also shown on the empirical basis whereby feedback plays a greater role when related to the goals and values of the employee. Another example is that effective and prompt feedback instills responsibility and helps to be proactive (London & Smither, 2018). Immediate and recurring feedbacks placed especially in repetitive time-sensitive environments have been noted to drive efficiency and quality to a considerable extent (Zhou & George, 2020). The connection between the feedback and performance depends on the employee perception, so it is very significant to have a properly worked out, respectful, and focused message.

Even though ample research has been done on the relevance of feedback within a corporate or institutional context there appears to be a lack in the same when it comes to small firms, especially in the retail and wholesale business like in the local boutique store. The available literature concentrates mostly on formal feedback systems in structured settings and does not pay attention to informal, day-to-day feedback interactions which are present within smaller businesses. This gives a chance to see how feedback can be used in more dynamic, loosely structured environments and how this affects the performance of frontline staff.

The realization of how feedback can play a part in small-scale store operations is urgent and necessary. Such businesses usually have minimal HR structures and the feedback in these businesses relies on the initiative and the speaking skills of the immediate supervisors. Given proper optimization, feedback can become a very efficient and diverse tool that does not cost much but can be used to increase the service quality, morale of the workforce, and improve efficiency levels. Therefore, the present study not only enriches the scholarly literature but also provides practical points to focus on to empower the workforce of local managers.

The background of theories brought the study to align with the precepts of past and present models of motivation, learning and managing performance. It gives a strong conceptual foundation to study the effects of the components of managerial feedback on the job performance of the employees, particularly in small size enterprises, which operate within local communities, such as local boutique stores.

The study is supported by several Philippine laws that emphasize employee welfare, workplace management, and productivity improvement. The Labor Code of the Philippines serves as the primary legal framework governing employment relationships in the Philippines. It mandates employers to promote fair labor practices, proper supervision, and employee development in the workplace. Effective supervision includes monitoring employee performance and providing guidance that helps employees meet organizational standards. In relation to this study, feedback from supervisors plays an important role in helping employees understand their responsibilities and improve their job performance in boutique store operations.



Another relevant law is the Republic Act No. 11058, which ensures that employees work in a safe and supportive environment. While the law focuses on occupational safety and health, it also emphasizes the importance of proper communication, supervision, and training between employers and employees. Providing constructive feedback is one way of ensuring that employees clearly understand their tasks, responsibilities, and performance expectations, which contributes to improved productivity and workplace efficiency.

The study is also guided by the provisions of the Republic Act No. 10173, which protects the confidentiality and proper handling of personal and employment-related information. Performance evaluations and feedback processes often involve the collection and documentation of employee information. Therefore, organizations must ensure that employee data gathered through performance assessments and feedback systems are handled responsibly and ethically. This law supports the responsible management of employee performance information within the organization.

Furthermore, the Republic Act No. 6715 strengthens workers' rights to fair working conditions and encourages communication and cooperation between employers and employees. The law promotes participative management practices that allow employees to be guided and supported in their work. Feedback systems within organizations support this principle by enabling supervisors to provide constructive guidance that helps employees improve their work performance and contribute more effectively to organizational goals.

Lastly, policies promoted by the Department of Labor and Employment encourage organizations to implement productivity improvement programs and workplace practices that support employee development. These programs highlight the importance of employee engagement, supervision, and communication in enhancing job performance. For small businesses such as boutique stores, structured feedback systems can serve as a practical tool to guide employees, improve service quality, and enhance overall organizational performance.

METHODOLOGY

The researcher has utilized a descriptive-correlational research design to examine the role of feedback in employee job performance within a local boutique store. The descriptive aspect of the research aimed to present the demographic profile of the respondents, describe their perceptions of feedback, and measure their level of job performance. The correlational component sought to determine whether there is a significant relationship between managerial feedback and employee job performance.

The respondents of the researcher were consisted of 100 rank-and-file employees from selected local boutique stores in Cebu City. These individuals have been employed for a minimum of three months, ensured they have had sufficient time to receive and reflect on managerial feedback. Employees in supervisory or managerial roles will be excluded to focus exclusively on how feedback is experienced by non-supervisory staff.

The sample size was determined using Slovin's Formula, which is commonly used in research to calculate an appropriate sample size when the population size is known and a specific margin of error is desired. Assuming an estimated total population of 60 employees across participating boutique stores, with a margin of error of 5% and a confidence level of 95%, the formula yielded a recommended sample size of approximately 50 respondents. This number is deemed sufficient to represent the study population and provide reliable results.

The researcher employed a non-probability sampling method, specifically convenience sampling, wherein respondents were selected based on their availability and willingness to participate during the data collection period. While this method does not involve random selection, it is suitable for studies conducted in real-world workplace settings where access to participants is limited. Convenience sampling ensures that data is gathered efficiently while still capturing relevant and useful insights from the employees' experiences in their current roles.

The primary instrument used by the researcher was a researcher-made questionnaire designed to gather data on managerial feedback and employee job performance among boutique store employees. The development of the questionnaire was guided by established theories and supported by existing literature to ensure that the items were conceptually sound and aligned with the objectives of the study. Specifically, the instrument was anchored on Feedback Intervention Theory, which explains how feedback influences employee behavior and performance, and Goal-Setting Theory, which emphasizes the importance of clear communication and performance-related information in achieving work goals.



Table 1
Scoring Procedure

| Rank | Range | Category | Description |
|------|-------------|-------------------|---|
| 1 | 1.00 – 1.80 | Strongly Disagree | The element is not observed or is not evident at all. |
| 2 | 1.81 – 2.60 | Disagree | The element is rarely observed and minimally evident. |
| 3 | 2.61 – 3.40 | Neutral | The element is sometimes observed and somewhat evident. |
| 4 | 3.41 – 4.20 | Agree | The element is often observed and adequately evident. |
| 5 | 4.21 – 5.00 | Strongly Agree | The element is always observed and strongly evident. |

The questionnaire was divided into three major sections. The first section covered the demographic profile of the respondents. The second section focused on managerial feedback, particularly the frequency of feedback and clarity of communication, which are commonly identified elements in feedback and performance management studies. The third section measured employee job performance using indicators such as quality of work, efficiency, consistency, teamwork, and initiative—performance dimensions that are widely used in retail and service-related research. These variables and indicators were drawn from established constructs frequently examined in studies on employee performance and organizational feedback.

Although pilot testing and reliability analysis were not conducted, the questionnaire items were carefully developed based on theoretical foundations and reviewed to ensure alignment with the study’s specific objectives. The use of well-established theories and commonly accepted performance indicators provided a strong conceptual basis for the instrument, ensuring that it was appropriate for measuring employees’ perceptions of feedback and their self-assessed job performance.

RESULTS AND DISCUSSION

PROFILE OF THE RESPONDENTS

This section presented the demographic characteristics of the employees, which serve as a basis for understanding workplace behavior and their responsiveness to feedback. These characteristics provided contextual information that helps interpret job outcomes and related perceptions.

Age

Age is an important demographic factor that influences employees’ learning capacity, adaptability, and responsiveness to feedback. Different age groups may vary in their level of experience, motivation, and openness to guidance. Understanding the age distribution helps explain how feedback practices impact employee performance across career stages.

| Age | Frequency | Percent |
|--------------|------------|------------|
| Below 20 | 14 | 14 |
| 20-29 | 57 | 57 |
| 30-39 | 22 | 22 |
| 40-49 | 7 | 7 |
| Total | 100 | 100 |

The age distribution data indicate a very young workforce; approximately 57% of the respondents are 20 – 29 years old and another 22% are 30 – 39 years old. Only 14% are under 20 years of age and 7% are 40 – 49 years of age. A predominantly young workforce implies that employees are likely at the beginning of their careers and that feedback will be an important resource for skill development, confidence building and adapting to the work environment. In general, young employees will be looking for regular, specific, and actionable feedback to guide their performance and as such, there is evidence to suggest that effective feedback mechanisms could have a significant impact on learning, motivation and production levels in these small businesses. The small number of older employees further supports the idea that feedback approaches must focus on developmental support that addresses the needs of younger employees.

Most employees surveyed fall into younger age categories, which means they are in the developmental stages of forming work habits and establishing themselves in their roles; therefore, they tend to be more open to instruction and appreciate direction and support from supervisors. Since these individuals are in the early stages of their career development, structured feedback will play an important role in their performance and work behaviors as well.



Gender

Gender provides insight into the composition of the workforce and possible differences in communication styles and workplace interactions. It may also influence how feedback is received, interpreted, and acted upon. Examining gender helps contextualize feedback approaches within the organization.

| Gender | Frequency | Percent |
|--------------|------------|------------|
| Female | 95 | 95 |
| Male | 5 | 5 |
| Total | 100 | 100 |

There were almost exclusively female respondents (approximately 95%), with only 5% being male employees. The large number of female employees in the sample reflects the nature of retail-focused small businesses in Cebu City where sales-focused positions are typically held by women. There are implications for the study with regard to how gender influences the communication style used to provide feedback, in that women employees may react differently to both positive and negative feedback and coaching. The prevalence of female employees in the sample emphasizes the importance of creating supportive feedback environments, as it is possible that female-dominated workplaces will value clarity, encouragement and interpersonal sensitivity in performance discussions more highly.

The demographics show that the vast majority of respondents are female, which may suggest a more collaborative, interpersonal, and communicative work environment. In addition, female employees tend to be very responsive to respectful and encouraging feedback and this tends to create a more productive and meaningful opportunity for discussion of how to improve.

Civil Status

Civil status reflects the personal responsibilities and commitments of employees outside the workplace. These factors may affect their availability, focus, and responsiveness to feedback. Analyzing civil status helps in understanding how personal life circumstances relate to work performance.

| Civil Status | Frequency | Percent |
|--------------|------------|------------|
| Married | 21 | 21 |
| Single | 79 | 79 |
| Total | 100 | 100 |

Approximately 79% of respondents reported being single and approximately 21% reported being married. Employees who are single typically have more job flexibility and may be more receptive to performance enhancing activities including feedback-based training programs. It is also possible that employees who are single may have fewer family obligations or commitments outside of work that would compete with their time devoted to improving their performance. With the larger proportion of single employees, there is a lower expectation that employers will have to develop feedback approaches that take into consideration the conflicting demands of family life. The large number of single respondents, in addition, suggests that employees have less responsibility outside of work than married employees do, and thus may be more available, attentive, and willing to make changes/suggestions related to their jobs.

Religion

Religion can shape values, attitudes, and interpersonal relationships within the workplace. It may indirectly influence communication patterns and receptiveness to feedback. Understanding religious composition provides context for workplace harmony and shared norms.

| Religion | Frequency | Percent |
|----------------|------------|------------|
| INC | 1 | 1 |
| Islam | 6 | 6 |
| Roman Catholic | 93 | 93 |
| Total | 100 | 100 |

The data show that 93% of respondents reported being Roman Catholic, 6% reported being Muslim and 1% reported being affiliated with the Iglesia ni Cristo. While religion has no direct effect on performance, having a homogenous religious base may affect the workplace culture and communication patterns as well as the interpersonal relationships among employees. The common values and shared experiences may help to establish a sense of community and may facilitate the acceptance of feedback provided in a respectful



and culturally appropriate way. The low level of religious diversity may also allow for the standardization of feedback approaches across the organization, eliminating the concern about different cultural expectations.

In addition, since all respondents have the same religious beliefs, there is evidence to suggest that employees likely have the same values, norms, and expectations regarding their behavior. When employees share a common belief system, it creates a sense of harmony in the workplace and provides the basis for respectful and positive exchange during feedback sessions.

Job Position

Job position determines the roles and responsibilities assigned to employees within the organization. It also affects the type and frequency of feedback received. Analyzing job positions helps explain performance expectations and feedback needs.

| Job Position | Frequency | Percent |
|--------------|------------|------------|
| Cashier | 3 | 3 |
| Saleslady | 92 | 92 |
| Salesman | 5 | 5 |
| Total | 100 | 100 |

Salesladies accounted for the largest group of respondents (approximately 92%), while salesmen and cashiers each represented small groups of respondents (5% and 3% respectively). The concentration of respondents in sales positions suggests that performance is largely dependent upon interactions with customers, knowledge of products, and communication skills — areas where ongoing feedback is necessary. Because sales performance is critical to the financial success of the organizations studied, the predominance of sales positions highlights the importance of providing clear, constructive and timely feedback to improve service quality and sales performance. Additionally, the similarity in the types of jobs performed by the respondents supports the idea that feedback mechanisms can be uniformly developed to address similar performance criteria.

Since most employees are in frontline positions, they are directly responsible for the day-to-day activities of delivering services to customers. Therefore, feedback is particularly important in order to correct errors and ensure that customer service standards are maintained.

Employment Status

Employment Status distinguishes between full-time and part-time employees, which may influence their level of engagement and exposure to feedback. Full-time employees often receive more consistent supervision and evaluation. This variable helps assess differences in feedback experience.

| Employment Status | Frequency | Percent |
|-------------------|------------|------------|
| Full-time | 91 | 91 |
| Part-time | 9 | 9 |
| Total | 100 | 100 |

Approximately 91% of the respondents reported being full-time employees, and 9% reported being part-time employees. Full-time employees tend to receive more continuous feedback and performance monitoring, and therefore, are more likely to benefit from formalized feedback processes. Similarly, because full-time employees consistently report to work, managers are able to continuously monitor employee behavior and provide meaningful feedback. Conversely, part-time employees may receive limited feedback and as such, must be ensured that they do not become disconnected from performance-related communications.

Full-time employment allows for consistent exposure to the day-to-day operations of the business and allows for continued learning through feedback. Employees with relatively short tenures at the organization are likely in the process of adjusting to the expectations of their new job and the culture of the organization. Therefore, providing guidance, correcting mistakes, and reinforcing good work habits is crucial to help them develop confidence, accuracy, and consistency in their work.

Length of Service

Length of service indicates the experience and familiarity of employees with their roles and organizational practices. It affects how employees perceive and utilize feedback. Understanding tenure helps determine whether feedback supports employee development over time.



| Length of Service | Frequency | Percent |
|-------------------|------------|------------|
| 1-3 years | 56 | 56 |
| 4-6 Years | 6 | 6 |
| Less than 1 year | 29 | 29 |
| More than 6 years | 9 | 9 |
| Total | 100 | 100 |

Approximately 56% of the respondents had worked for the organization for one to three years, while 29% had worked for the organization for less than a year. Approximately 6% of the respondents had worked for the organization for four to six years, while 9% had worked for the organization for more than six years. The distribution of the years of employment suggests that the workforce is comprised primarily of employees who are in the early stages of their careers and are developing skills and expertise. The large number of employees who are new to the organization and those in the early stages of their employment tenure suggests that feedback is critical for employees to learn about their roles, acquire new skills and to retain their employment. Additionally, the small number of long-tenured employees suggests that employers must continue to provide consistent feedback to reduce employee turnover and foster long-term employee growth and development.

In general, the demographic information contained in Table 8 illustrates that the workforce consists of young employees, who are highly available, eager to learn, and are still in the process of becoming familiar with their jobs. These characteristics demonstrate the importance of utilizing various feedback strategies in developing the performance of employees, enhancing their skills, and directing them to achieve optimal work outcomes.

FEEDBACKING OF EMPLOYEE PERFORMANCE

This section presents how employees experience feedback from their supervisors in terms of frequency, clarity, timeliness, and mode of delivery. Understanding these practices offers insight into how communication influences workplace performance.

Frequency of Feedback

Frequency of feedback refers to how often employees receive performance-related communication from their supervisors. Regular feedback is essential for continuous improvement and performance alignment. This section evaluates whether feedback is consistently provided.

| Indicators | Mean | Std. Deviation | Interpretation |
|---|-------------|----------------|----------------|
| 1. My supervisor regularly gives me feedback about my performance | 4.20 | 0.711 | Agree |
| 2. I receive feedback from my supervisor more than once a month | 3.97 | 1.000 | Agree |
| 3. Feedback is consistently provided to me after completing a task. | 3.83 | 0.995 | Agree |
| 4. I often receive follow-up feedback after performance evaluations. | 3.96 | 0.803 | Agree |
| 5. There are frequent opportunities for me to receive performance-related comments. | 3.83 | 0.965 | Agree |
| Frequency of Feedback | 3.96 | 0.699 | Agree |

Employees responded with an overall mean of 3.96, interpreted as Agree, and a standard deviation of .699, representing a somewhat consistent perception of frequency of feedback from supervisors. Each of the five items were above "Agree" at 3.83 - 4.20, showing that employees commonly receive feedback from supervisors in the form of a routine discussion, monthly meeting, specific task-based communication or a follow-up evaluation.



Supervisors who provide a "regular basis" of feedback about employee performance (4.20) suggest that feedback is integrated into the regular supervisory practices of small businesses, providing employees with clear expectations regarding performance. In addition, there was little variation in responses to this question, indicating a consistency of supervisory practice in responding to employee performance. The two questions related to how often supervisors provide feedback, "I get more than one piece of feedback per month" (3.97) and "Follow up on what I did well or poorly during our last evaluation" (3.96), support the view that feedback is both regular and recurring, as it appears that supervisors are engaged in ongoing development communications with employees, an important factor in maintaining close work relationships in small business environments and correcting employees' behaviors in real-time to optimize operational effectiveness.

While employees report they receive some feedback in relation to performing tasks (3.83) and opportunities to make performance-based comments (3.83), the positive response to these items indicate that even though experiences vary slightly, employees still believe that they are provided adequate guidance in completing their job responsibilities. Overall, the implication is that the feedback process has a role in supporting the learning process; reinforcing employees' ability to perform correctly; and enabling employees to continually improve their performance – all critical elements in maintaining high levels of productivity and service quality in small businesses in Cebu City.

As indicated by the information contained in Table 9, employees view receiving feedback as an expected or standard component of their daily lives, indicating that supervisors have a presence in the workplace and are actively involved in monitoring the performance of all employees. The pattern established in this example supports the fact that communication between employees and supervisors is continuous rather than strictly limited to formal evaluation periods. As such, it would be reasonable to assume that such a work environment provides employees with ample opportunity for access to guidance on how to perform their job duties more effectively. Thus, employees may be able to adapt their work practices in a more timely and confident manner due to the availability of frequent opportunities for feedback and guidance from supervisors. In addition to providing employees with the means to develop a better understanding of what is expected of them, frequent feedback environments tend to indicate that leaders are actively involved in the work environment and provide employees with clarity regarding their expectations, ultimately reducing ambiguity associated with job-related tasks.

Feedback of this nature, demonstrates that employees are able to understand and meet their performance standards more clearly, thus reducing the likelihood of error and increasing the quality of consistent work performance. Feedback of this type can also contribute to a work environment in which employees continually seek ways to improve. Research has shown that frequent communication regarding employee performance leads to increased motivation among employees and enables employees to develop more realistic assessments of themselves (Anseel et al, 2021).

Clarity of Communication

Clarity of communication determines how well feedback is understood by employees. Clear feedback ensures that expectations, corrections, and instructions are properly interpreted. This aspect is crucial in minimizing errors and improving performance.

| Indicators | Mean | Std. Deviation | Interpretation |
|---|-------------|-----------------------|-----------------------|
| 1. The feedback I receive is clear and easy to understand. | 4.19 | 0.761 | Agree |
| 2. My supervisor explains performance expectations clearly during feedback. | 3.97 | 0.810 | Agree |
| 3. I am not confused about what my supervisor wants me to improve. | 3.99 | 0.772 | Agree |
| 4. Instructions and corrections given during feedback are specific. | 4.11 | 0.790 | Agree |
| 5. The language used during feedback is appropriate and understandable. | 4.11 | 0.665 | Agree |
| Clarity of Communication | 4.07 | 0.555 | Agree |

Overall, the data indicates that there is a significant consensus on this issue; the average score is 4.07 and most people responded "Agree" when asked if the communications received are clear and understandable. A small standard deviation (.555) also shows that the respondents were consistent in their views about the communications received as being clear and understandable. As all of the indicators



are "Agree", the scores (from 3.97 to 4.19) show that the supervisors clearly and understandably communicated performance expectations, areas for improvement and corrective actions.

Although the indicator of "the communications I receive are clear and easily understood" had the highest rating (mean = 4.19) it still showed that employees rarely have difficulty interpreting the communications from the supervisor. In addition, having clear communications helps to create successful performance, because employees are able to take action based upon the communications received without questioning the instructions. Employees are also able to tie their work to the organization's goals, which will help to decrease errors and increase efficiency -- both of which are important advantages to small businesses that rely on continuous production processes.

The other two indicators related to performance expectations and clarity of areas for improvement (means = 3.97 and 3.99) indicate that employees generally know what the supervisor wants from them. Therefore, it appears that the purpose of communication in these sessions is to promote the employee's growth and development and that the expectations are clearly communicated by the supervisor. When employees clearly understand what the employer expects from them, it increases the probability that they will be able to meet those performance expectations, and therefore will be held accountable and competent in their jobs.

In addition, the indicators on specificity of instructions and language used to explain issues clearly (means = 4.11) again point out the importance of providing details and making sure that the information is accessible to the employee. Providing specific corrections allows the employee to focus on the specific behavior or task that needs correction, and using language that is understandable to the employee avoids misunderstandings that may interfere with the employee's ability to perform their job correctly. The results suggest that supervisors in small businesses use a method of communication that provides direction to employees, and therefore contributes to increased performance and productivity in the workplace.

Employee perceptions based on the information in table 10 show that employees view the clarity of feedback they receive from their supervisors to be high. Therefore, it is likely that supervisors are communicating in ways that avoid confusion and that guide employees clearly as to what needs to improve and how to do so. Employees have an easier time identifying areas where improvement is needed and the specific action they can take to achieve the required improvements due to this clarity. Clarity in communication is a reflection of a leadership approach focused on providing precision, openness, and understanding for employees. As such, when employees receive clear feedback they are more capable of converting the information received into action, thereby enhancing the overall efficiency of work processes.

Additionally, clear feedback will reduce errors at work, and provide employees with increased confidence in completing tasks correctly. Clear feedback will enhance the relationship between the supervisor and employee by reducing miscommunication, and creating an environment of trust. Studies conducted prior to this research have established that clarity of feedback has been identified as one of the main contributors to employee performance growth and development over the long term (Breevaart & Baker, 2023).

Constructiveness of the Feedback

Constructiveness focuses on whether feedback is helpful, solution-oriented, and supportive of employee growth. Effective feedback should guide employees on how to improve rather than simply point out mistakes. This section assesses the developmental value of feedback.

| Table No 11 Constructiveness of the Feedback | | | |
|---|-------------|-----------------------|-----------------------|
| Indicators | Mean | Std. Deviation | Interpretation |
| 1. The feedback I receive helps me improve my work. | 4.33 | 0.682 | Strongly Agree |
| 2. My supervisor focuses on solutions rather than just pointing out mistakes. | 4.05 | 0.845 | Agree |
| 3. I feel encouraged to do better after receiving feedback. | 4.11 | 0.751 | Agree |
| 4. Feedback includes practical suggestions for improvement. | 4.03 | 0.758 | Agree |
| 5. The tone of the feedback I receive is respectful and growth-oriented. | 3.98 | 0.841 | Agree |
| Constructiveness of the Feedback | 4.10 | 0.611 | Agree |

The table shows an overall mean of 4.10, interpreted as Agree, it appears that the employees surveyed believe that the feedback they receive from their employers is useful in improving their job performance. A relatively low standard deviation of 0.611 indicates that there are no major differences in opinions about the feedback received from their employers. The results indicate that all five of the indicators reported have mean scores between 3.98 and 4.33, suggesting that while providing evaluative feedback may be one aspect of



the feedback provided in small businesses, the primary focus of the feedback appears to be toward improvement and support; encouraging the employee to provide high-quality work; and being respectful and professional during the feedback process.

The highest rated indicator -- "the feedback I receive helps me improve my work" (mean = 4.33) -- indicated that the majority of employees agree that feedback has a direct impact on improving employee performance. It can be inferred that employees view feedback from supervisors as applicable and meaningful and therefore will assist the employee in refining their job tasks, correcting deficiencies, and ultimately increasing the quality of their work. As a result, it demonstrates a culture where feedback is used as a tool to develop employees rather than penalize or criticize them and is supportive of performance-based management in small businesses.

Additionally, two indicators of solutions-focused feedback ("my supervisor focuses on solutions rather than just pointing out mistakes" mean = 4.05) and "practical suggestions for improving my performance" (mean = 4.03), indicated that the supervisors' evaluations do not stop at simply pointing out errors and shortcomings in the employees' performances. Rather, the evaluations include specific recommendations for how the employees can correct these issues, thereby providing employees with the ability to identify and address problems, develop new skills, and continue to learn. Solutions-focused feedback and constructive feedback have been shown to foster continuous learning, promote self-confidence, and reduce the number of errors made by employees which are all important for maintaining efficiency in small businesses.

Lastly, the employees also agreed that the feedback they received encouraged them to improve their performance (mean = 4.11) and was delivered with respect and a growth-oriented attitude (mean = 3.98). Both of these findings suggest that the feedback exchanges create a positive emotional environment. Employees who feel supported through constructive and supportive feedback will likely be motivated to perform their best, develop stronger relationships with their supervisors, and have a greater feeling of value and belonging. Overall, the results demonstrate the importance of constructive feedback in supporting employee performance in small businesses by providing both encouragement and specific guidance to employees.

Data presented in Table 11 indicates that employees perceive feedback as being supportive as opposed to punitive; therefore, supervisors should be focusing on employee growth and solutions when addressing performance gaps. Employees will view feedback as a developmental opportunity versus criticism thereby creating a psychically safe workplace environment. The belief by employees that improvement is achievable through corrective action is encouraged by constructive feedback communications; thus, it increases employee motivation and desire to implement corrections.

Constructive feedback communications enhance employee morale and contribute to the acquisition of long-term skills. Feedback communications that highlight solutions encourage employees to engage in proactive learning and behavioral change. Research has also found that constructive feedback communications result in increased employee engagement and decreased defensiveness (Newman et al., 2020).

Timeliness of the Feedback

Timeliness refers to how quickly feedback is provided after a task or performance event. Prompt feedback allows employees to correct mistakes and reinforce positive behaviors immediately. This element is vital for effective learning and performance improvement

| Indicators | Mean | Std. Deviation | Interpretation |
|--|-------------|-----------------------|-----------------------|
| 1. I receive feedback immediately after completing a task or project. | 3.68 | 0.942 | Agree |
| 2. My supervisor gives feedback before small issues become major problems. | 3.82 | 0.857 | Agree |
| 3. Delays in giving feedback are rare in my workplace. | 3.79 | 0.769 | Agree |
| 4. Timely feedback helps me correct mistakes right away. | 3.97 | 0.810 | Agree |
| 5. Feedback is provided while the work situation is still fresh. | 3.78 | 0.719 | Agree |
| Timeliness of the Feedback | 3.81 | 0.641 | Agree |

Overall, the average score of 3.81 as "agree" means that employees think the feedback they get is usually given to them quickly enough to be useful to them. The average deviation of 0.641 of the sample of respondents shows that there was a general consistency in the way employees responded. Scores were all in the "agree" category, with average scores of 3.68 to 3.97, indicating that supervisors tend to give feedback to employees quickly, whether after completing a task, as problems develop, or when a situation is still developing.

Of the three questions, "Timely feedback helps me correct mistakes right away.," had the highest mean of 3.97, which emphasizes how important it is for employees to have access to feedback as close to the time of making the error so that they can use that information to



make adjustments to their performance, so that the same mistake doesn't happen again and they can complete their job more efficiently. For many small businesses, where speed and accuracy are essential for maintaining a high level of customer satisfaction, having feedback as soon as possible is critical.

Employees felt that managers take care of issues before they become bigger problems (mean = 3.82), and that it is rare for managers to delay providing employees with feedback (mean = 3.79). This implies a proactive management style, where managers watch over the work process and step in when needed. Managers' early intervention helps employees stay on track with what is expected of them and reduces disruptions that may negatively impact the performance of the organization. Employees' perception of this type of early intervention creates a more responsive and supportive working environment.

Although employees agreed that feedback is generally given to them in a timely manner (means of 3.68 and 3.78), scores varied slightly between these two items, suggesting that factors like workload, supervisor availability, or characteristics of specific jobs may account for the variation. However, regardless of the variation, employees believe that feedback is given to them quickly enough. Overall, the findings suggest that timely feedback increases the effectiveness of feedback by increasing its relevance, allowing employees to correct their behavior rapidly, and enhancing the learning experience--all of which directly impact employee performance in small businesses located in Cebu City.

Table 12 provides evidence that typically managers give feedback to their employees at times during which the feedback will have relevance to their job, suggesting that the supervisor addresses an issue with the employee while the issue is still minor and has not escalated into something major. Therefore, it appears that feedback is a part of the daily work flow, not a review at the end of the week/month/year. The reason for this is that, timely feedback is perceived by employees as being much more relevant to their most recent behavior/task because employees are able to make a direct connection between what was done recently and what was said about the recent behavior/task.

This means that timely feedback provides employees the opportunity to take corrective actions quickly, to eliminate the repeat of mistakes, to improve learning retention of the task because employees are able to recall the details of the task being performed at the time of the mistake, and to provide the employee with the best possible opportunity to be successful in their future performance (London & Smither, 2020)

Mode of Delivery

Mode of delivery examines how feedback is communicated, whether verbally, in writing, or through other methods. The effectiveness of feedback often depends on how it is delivered. This section evaluates the appropriateness and comfort of feedback methods used.

| Indicators | Mean | Std. Deviation | Interpretation |
|--|-------------|-----------------------|-----------------------|
| 1. Most feedback I receive is delivered verbally. | 4.19 | 0.961 | Agree |
| 2. Written feedback (e.g. notes, emails) is used when necessary. | 3.76 | 0.996 | Agree |
| 3. Feedback is communicated in a professional and appropriate manner. | 3.97 | 0.822 | Agree |
| 4. My supervisor chooses the best method to deliver feedback based on the situation. | 3.96 | 0.751 | Agree |
| 5. I am comfortable with how feedback is typically delivered to me. | 3.94 | 0.851 | Agree |
| Mode of Delivery | 3.96 | 0.674 | Agree |

The table provides a general mean score of 3.96 (Agree) to indicate that employees generally perceive that the delivery methods of feedback in the workplace are acceptable, effective and meet their needs. A standard deviation of .67 for this question indicates there was a general consistency in perceptions of employees regarding how feedback is communicated to them. All the individual indicators showed mean scores ranged from 3.76 to 4.19 to demonstrate that both verbal and written delivery modes were employed with verbal feedback being the predominant method.

The highest scored item was "Most feedback I receive is delivered verbally" (Mean = 4.19) to indicate that immediate face-to-face communication is primarily how supervisors provide feedback in small businesses. The predominance of verbal feedback in the small business setting can be attributed to the interpersonal nature of the operation and the fact that communication lines are typically short. Verbal feedback enables supervisors to quickly address performance problems; clarify issues immediately; and assess employee reactions in a timely manner. The high rating of verbal communication demonstrates that employees found verbal communication to be highly effective for understanding their job requirements and making performance adjustments promptly.



Although written feedback was moderately accepted (Mean = 3.76) when needed, this indicates that written communication is not the primary means of communication however is used for important or documented matters. Written communication may involve providing work reminders; correcting tasks; or recording formal performance documentation. The slightly lower Mean relative to the other items indicates that written communication is situational rather than a routine means of communication and yet employees recognize that it has value when clarity; record keeping; or formality is a concern. The balance between verbal and written feedback illustrates adaptable feedback practices designed to accommodate different workplace needs.

Employees also indicated that feedback is communicated professionally (Mean = 3.97); and that supervisors select the best delivery method for each situation (Mean = 3.96). These two findings emphasize the intentional selection of communication strategies by supervisors to deliver feedback that matches the type of issue at hand — whether immediate verbal guidance for minor corrections or using formal channels for more significant matters. Intentional communication strategy delivery enhances the relevance and effectiveness of feedback which leads to enhanced employee response to performance opportunities and improved performance outcomes.

Lastly, employees expressed comfort with the typical delivery of feedback (Mean = 3.94) to indicate a positive response to the way feedback is communicated and little to no stress related to the communication process. Employee comfort with feedback delivery indicates that feedback processes are delivered respectfully and in a manner that is consistent with employee preferences. Employees that are comfortable with how feedback is delivered will have a more favorable response to suggestions for improvement; will be more motivated to modify behaviors to improve performance; and will take action to enhance performance as a result of receiving relevant and actionable feedback. Overall, the results suggest that the way feedback is delivered in these small businesses support clear communication; good supervisory practice; and effective performance development among employees.

The Table 13 illustrates that verbal communication is the preferred method of delivering feedback at this organization, indicating an organizational culture that values direct, interpersonal communication with colleagues and subordinates. In a small business environment, there are often many people working together as a team with close supervision by management, therefore, face-to-face conversation is frequently used to communicate and assess an employees' performance. Verbal communication provides immediate clarity regarding expectations and enables both the supervisor and employee to develop a mutual understanding of how each party interprets the feedback. The immediacy of verbal communication creates a more emotionally connected experience and encourages employee response to feedback.

Organizations that use a primarily verbal communication style to deliver feedback will likely have a strong relationship-based communication style. Furthermore, using a primarily verbal style can assist in developing a relationship between the employee and supervisor; the supervisor is able to observe and identify potential issues in real-time and immediately offer guidance or training when necessary. Employees may be more comfortable providing and receiving feedback when it is provided verbally versus written. As long as the supervisor chooses to use the most effective method of communication, the method chosen to provide the feedback will enhance the employee's ability to understand the expectations and promote positive job behaviors (Newman et al, 2020).

JOB PERFORMANCE OF THE EMPLOYEES OF SELECTED SMALL BUSINESSES

This section presents the level of employee performance as reflected in their work quality, efficiency, attendance, teamwork, and compliance with standards. The results indicate how well employees carry out their roles within the organization and meet expected work requirements.

Quality of Work

Quality of work reflects the accuracy, consistency, and overall standard of employee output. High-quality work indicates strong performance and attention to detail. This section assesses how well employees meet expected standards.

| Indicators | Mean | Std. Deviation | Interpretation |
|--|-------------|-----------------------|-----------------------|
| 1. I consistently deliver work that meets or exceeds expectations. | 4.14 | 0.817 | Agree |
| 2. My outputs are accurate and free from errors. | 3.91 | 0.653 | Agree |
| 3. I pay attention to details in every task i complete | 4.12 | 0.656 | Agree |
| 4. My work is often praised for its quality | 4.04 | 0.710 | Agree |
| 5. I take pride in producing high-quality results. | 4.22 | 0.786 | Strongly Agree |
| Quality of Work | 4.09 | 0.554 | Agree |



A majority of employees report that they deliver high-quality work at their job. The average score of 4.09, translated into "Agree," indicates this belief across the workforce. A low standard deviation of .554 illustrates that most employees have similar beliefs about the quality of their work, and many of them take great pride in their job performance. All five of the survey questions have averages between 3.91 and 4.22, indicating that employees feel they are consistently meeting expectations; paying attention to all aspects of their work; and delivering accurate and commendable products. Taken together, the data provide evidence that employees in the organization have confidence in their ability to perform well and will adhere to high performance standards.

The question that received the highest rating ("I take pride in producing high-quality results.") with an average of 4.22, suggests that employees hold a high intrinsic value for excellent performance in their jobs. Pride is a motivating factor that encourages employees to maintain or improve upon their performance standards, even when they do not have direct supervision. Employee initiative and accountability play a critical role in the success of small businesses due to their relationship with customer satisfaction and productivity. High ratings on other items, including "I consistently deliver work that meets or exceeds expectations" (average of 4.14) and "I pay attention to details in every task I complete" (average of 4.12), indicate that employees believe themselves to be diligent and responsible. These two factors also help reduce the number of errors that occur while increasing the reliability of the company's reputation with customers. The lowest rated item, "My outputs are accurate and free from errors" (average of 3.91), is indicative that while employees strive for error-free products, there may be some occasion when errors occur, possibly due to increased work load, task complexity, etc. However, employees' concern for the accuracy of their work is evident through their responses.

Employees responding to the question regarding whether their work receives praise for being of high quality, provided an average of 4.04. Employees who receive praise for their performance are likely to continue to exhibit high-performance behaviors, and their job satisfaction levels are likely to increase. Overall, the findings suggest that employees are performing at high levels and are motivated to deliver high-quality products and services, which are both contributing factors to the overall competitive advantage of small businesses in Cebu City.

The table 14 shows a high level of employee pride and ownership for producing high quality products as well as a strong belief in the importance of being accurate and doing a job very well each day. Employee pride is likely to relate to both an employees' belief in his or her own ability to do a good job as well as an employees' desire to provide the best possible experience for customers and supervisors alike. Employees who have a high perception of the quality of their work are also showing a high degree of professionalism through their work habits, attention to detail and personal commitment.

Quality work is a great indicator of how much you can trust your employees to complete a task that requires precision, how much you can expect them to interact with your customers and ultimately how competitive your business will be and how satisfied your customers will be. Research has shown that employees who take pride in their work generally provide higher levels of service quality than those who do not (Deery & Jago, 2015).

Efficiency and Productivity

Efficiency and productivity measure how effectively employees complete tasks within given timeframes. These indicators show the ability to manage workload without compromising quality. This section evaluates employees' work output and time management.

| Table No 15: Efficiency and Productivity | | | |
|---|-------------|-----------------------|-----------------------|
| Indicators | Mean | Std. Deviation | Interpretation |
| 1. I complete my tasks within the required time frame. | 4.15 | 0.770 | Agree |
| 2. I manage my time effectively during working hours. | 4.11 | 0.618 | Agree |
| 3. I meet daily or weekly productivity targets. | 4.07 | 0.769 | Agree |
| 4. I rarely waste time during my shifts. | 4.01 | 0.674 | Agree |
| 5. I am able to finish multiple tasks efficiently without compromising quality. | 4.13 | 0.734 | Agree |
| Efficiency and Productivity | 4.09 | 0.540 | Agree |

Employees in the majority of the selected small businesses in Cebu City reported that they perceived themselves as being efficient and productive at work, based on the overall average rating of 4.09 (agree). Employees reported an effective use of their working hours, meeting productivity goals, completing tasks on time, managing multiple tasks at once while maintaining quality, and utilizing time and resources effectively. The ratings indicate that employees reported high levels of self-assessed work efficiency and productivity and that they were capable of using time and resources effectively in a small business setting.



Looking at each indicator individually shows that employees felt the strongest about completing tasks on time (average = 4.15) and the second strongest about being able to perform multiple tasks at one time (average = 4.13). Both of these are key in a small business setting, because employees have multiple jobs and many different responsibilities; both time management and completing tasks by deadline are a function of employee discipline and organizational culture that supports accountability and performance evaluation. The lower standard deviation (SD = .618 to .770), indicates a commonality of view among all employees in terms of their perception of their own efficiency which would be indicative of a common understanding of what performance expectations are at the workplace.

This research highlights the potential for establishing feedback systems to sustain and enhance employee performance. Feedback systems can assist employees in developing or refining their time management skills, provide clarity regarding productivity expectations, and help employees to prioritize their workload to meet quality requirements. Based on performance management theory, feedback systems are used as motivational and correctional tools to encourage continued improvement in employee efficiency and productivity. Small business owners and managers may find implementing feedback systems into their daily operations as a strategic way to increase employee output and contribute to increased organization performance.

The Table 15 shows that employees seem to be good at managing their time and meeting productivity standards, which suggests that they know what tasks need to get done and how to organize those tasks. Employees may have confidence in doing several things at once as well as completing each responsibility while maintaining performance levels. The belief of high self-efficacy by employees can also reflect an organizational structure where workflows are developed and employees know how to complete duties in an efficient manner.

Self-perceived employee efficiency is indicative of employees contributing to ongoing operations for the company and helping to ensure timely task completion, thus reducing or eliminating delays, and minimizing operational cost. Employee productivity increases when managers provide employees with clarity around job expectations and consistency in management practices (Aguins et al., 2022).

Punctuality and Attendance

Punctuality and attendance refer to employees' consistency in reporting to work on time and maintaining regular presence. These are basic indicators of discipline and reliability. This section examines employees' adherence to work schedules.

| Indicators | Mean | Std. Deviation | Interpretation |
|---|-------------|-----------------------|-----------------------|
| 1. I report to work on time every day. | 4.23 | 0.709 | Strongly Agree |
| 2. I follow the assigned schedule without frequent absences. | 4.12 | 0.671 | Agree |
| 3. I rarely take unauthorized breaks during working hours. | 4.29 | 0.574 | Strongly Agree |
| 4. I notify my supervisor in advance if I will be late or absent. | 4.15 | 0.657 | Agree |
| 5. I maintain good attendance and punctuality as part of my work ethic. | 4.24 | 0.605 | Strongly Agree |
| Punctuality and Attendance | 4.21 | 0.490 | Strongly Agree |

The results show that employees at the selected boutique stores in Cebu City are strongly committed to being punctual and attending work. Employees scored a mean of 4.21, which is interpreted as "strongly agree," when asked about their adherence to their schedules, their infrequent absences, and their accurate reporting of tardiness or absence. The high levels of commitment to punctuality and attendance reflect employees' understanding of the need for steady and timely involvement in contributing to maintaining organization operations and workflows.

Employees reported the highest degree of agreement on never taking unauthorized breaks (mean=4.29), and on having good attendance and punctuality as a part of their work ethic (mean=4.24). The fact that employees report high degrees of compliance with company rules, and that they have internalized a desire to comply with those rules to establish themselves professionally, is important in small business environments, where every employee's contributions contribute to the total production of the business.

In addition, the similar means across all items (as measured by the low standard deviation values of 0.574-0.709) indicate that there is a collective emphasis placed on employees' responsibility for managing their time and attendance as part of the workplace culture.

Feedback mechanisms can reinforce employees' commitment to punctuality and attendance. Feedback from supervisors can provide positive reinforcement for employees who consistently attend to work on time, and can correct employees whose attendance or punctuality has been inconsistent. Therefore, providing employees with feedback, whether it be corrective or motivational, can help



them maintain consistent attendance and follow their work schedules, and thus support small business managers in Cebu City in developing strategies to promote reliable attendance, employee accountability, and organizational effectiveness.

Table 16 Data illustrates that Employees are aware of and comply with their Work Schedules; therefore, they realize the Importance of Consistent Presence and Punctuality to maintain workflow Continuity. Employees' Discipline reflects an Internal Motivation to work well and a Strong Work Ethic, which is particularly important for Small Teams. High Punctuality contributes to Smooth Business Operations and Prevents Staffing Gaps that can Slow Service. High Attendance Reliability also Reduces Strain on Coworkers and Enhances Team Stability. The research shows that Punctual Employees improve Workplace Efficiency and produce Positive Organizational Outcomes (Tews et al, 2019).

Teamwork and Cooperation

Teamwork and cooperation reflect how well employees collaborate with others in achieving organizational goals. Strong teamwork enhances productivity and workplace relationships. This section evaluates employees' ability to work effectively with colleagues.

| Indicators | Mean | Std. Deviation | Interpretation |
|---|-------------|-----------------------|-----------------------|
| 1. I work well with my team members to achieve common goals. | 4.23 | 0.863 | Strongly Agree |
| 2. I am willing to assist my coworkers when needed. | 4.21 | 0.671 | Strongly Agree |
| 3. I communicate effectively with others during group tasks. | 4.24 | 0.638 | Strongly Agree |
| 4. I avoid conflicts and contribute to a positive team environment. | 4.17 | 0.682 | Agree |
| 5. I value and respect the input of my colleagues. | 4.20 | 0.586 | Strongly Agree |
| Teamwork and Cooperation | 4.21 | 0.528 | Strongly Agree |

Employees from the selected boutique businesses in Cebu City generally have a positive view on teamwork and cooperate. The employee's responses to the survey indicated that the employees believe in the power of teamwork and cooperation. A composite mean of 4.21 was found; this is considered as "strongly agree." Employees demonstrated their belief in the potential of a collaborative effort in order to reach the organizations' objectives through their responses. It appears that the employees are not only recognizing the value of their coworker's contribution to the organization but are taking active steps to create a harmonious and productive work environment by promoting teamwork and cooperation among the employees.

Further review of the individual items indicates that employees are in agreement with the idea of working well with team members to achieve common goals (mean=4.23); communicating effectively with team members while performing group tasks (mean=4.24); assisting team members when assistance is required (mean=4.21). Although there is some variation between these items, it should be noted that all of the means for these items were above 4.1; which represents "strongly agree". The employees did respond with a slightly lower mean response regarding the item of avoiding conflict and making a positive contribution to the team (mean=4.17). Nevertheless, it would appear that although some interpersonal issues may arise among employees, they are generally minimal enough that they do not impact the ability of employees to provide a high level of cooperation and teamwork in their respective positions. Standard deviations ranged from .586 to .863; this indicates a relatively consistent set of responses and a general culture of teamwork and cooperation throughout the organization.

Overall, the results of the study demonstrate that the utilization of feedback will be beneficial to improving the level of teamwork and cooperation. Feedback can positively reinforce effective team behavior; assist in clarifying roles; and direct methods of resolving conflict. As such, by providing feedback regarding the level of effectiveness of teamwork, and providing feedback regarding areas where the employees could improve, management can create an environment that encourages a supportive atmosphere and fosters positive interpersonal relationships and overall team performance. Therefore, managers of small businesses can utilize feedback as both a tool to evaluate employee performance and to create a cohesive and productive organizational culture.

The data in table 17 show that employees are very interested in being able to collaborate with one another at their workplace; meaning they consider team work to be an important part of their work culture. As such, employees believe that good communication and good working relationships are both important for employees to accomplish their tasks, and that the presence of these two components creates a working environment which is conducive to maintaining a peaceful and harmonious relationship among coworkers.

In addition to the benefits of improved communication and cooperation, there are many other advantages to having a strong team-oriented workplace culture. For example, when employees work together as a team, it can result in increased productivity, better solutions to problems, and a generally more enjoyable and positive work environment. In addition, a strong team-oriented workplace culture



enables employees to be more flexible and adaptable to new or changing circumstances and can also reduce the number of conflicts between coworkers. Research studies have found that collaborative workplaces often have higher levels of employee satisfaction, and that they experience better organizational outcomes than non-collaborative workplaces (Ahmed et al., 2022).

Compliance with Work Standards

Compliance with work standards refers to how well employees follow organizational rules, policies, and procedures. Adherence ensures consistency and quality in operations. This section assesses employees' discipline and alignment with company expectations.

| Table No 18 Compliance with Work Standards | | | |
|---|-------------|----------------|----------------|
| Indicators | Mean | Std. Deviation | Interpretation |
| 1. I strictly follow company rules and policies. | 4.24 | 0.698 | Strongly Agree |
| 2. I adhere to standard operation procedures in performing tasks. | 4.14 | 0.569 | Agree |
| 3. I always meet the quality standards set by the company. | 4.01 | 0.718 | Agree |
| 4. I comply with health and safety protocols in the workplace. | 4.10 | 0.689 | Agree |
| 5. I understand and follow instructions given by my supervisor. | 4.17 | 0.743 | Agree |
| Compliance with Work Standards | 4.13 | 0.520 | Agree |

Employees from the selected boutique businesses in Cebu City have shown to be fairly consistent with the organization's work standards. Respondents scored an average of 4.13, which indicates that respondents agree to the extent that they are compliant with all aspects of company rules; standard procedures; quality standards; health and safety standards; and supervisor directives. Employees clearly demonstrated their understanding of organizational standards and their willingness to comply with those standards for the purpose of promoting professionalism and operational standards within the organization.

The means for each indicator were very high; employees agreed (with a mean of 4.24) that they strictly follow all company policies and rules; followed the same pattern for following company standard procedures (mean = 4.10); agreed that they meet quality standards (mean = 4.07); agreed to adhere to health and safety standards (mean = 4.01); and agreed that they follow all of the directions given by supervisors (mean = 4.17). Low standard deviation scores (range = .569 – .743) indicated that there was a clear consensus on the levels of compliance to the organization's standards among the respondents. It appears that compliance to organizational standards has become a cultural aspect of these small businesses and will likely contribute to increased operational efficiencies, reduced risk, and improved overall reliability of the organizations.

The results of this study identified the importance of feedback in maintaining compliance. Feedback from supervisors can help to reinforce compliance behaviors; clarify expectations; and provide corrective action when compliance behaviors deviate from organizational standards. Feedback that is constructive does not only promote compliance but it can motivate employees to take ownership of the organization's standards of practice and therefore see them as part of their professional responsibility. Small business managers can incorporate mechanisms for providing feedback to employees to improve employee compliance and ultimately improve the overall performance of the organization by increasing accountability, improving employee safety and quality conscious behaviors.

The data in Table 18 shows that employees believe strongly in working together, or team work is a key part of their workplace culture. Employees see the ability to communicate effectively with one another and work together to accomplish tasks as critical to completing those tasks. The results show that this creates an environment where co-workers support each other in maintaining harmony in their workplace.

A high level of team work is associated with a number of benefits, including increased productivity, improved problem solving, and a more positive work experience. A high level of team work is also associated with being able to adapt to changing circumstances and will result in fewer conflicts between employees. Studies have confirmed that workplaces that promote a team oriented environment are associated with employee job satisfaction and organizational performance (Ahmed et al, 2022).



RELATIONSHIP BETWEEN FEEDBACKING AND EMPLOYEE JOB PERFORMANCE

This section examines how feedback provided by supervisors influences the performance outcomes of employees. It highlights the connection between communication practices and the extent to which employees perform their tasks efficiently, accurately and in alignment with organizational expectations.

Table No 19 Relationship between Feedbacking and Employee Job Performance

| | Quality of Work | | Efficiency and Productivity | | Punctuality and Attendance | | Teamwork and Cooperation | | Compliance with Work Standards | |
|----------------------------------|-----------------|-------|-----------------------------|-------|----------------------------|-------|--------------------------|-------|--------------------------------|-------|
| | r | p | r | p | r | p | r | p | r | p |
| Frequency of Feedback | .441** | 0.000 | .388** | 0.000 | 0.143 | 0.155 | .338** | 0.001 | .248* | 0.013 |
| Clarity of Communication | .312** | 0.002 | .409** | 0.000 | .248* | 0.013 | .228* | 0.023 | .203* | 0.042 |
| Constructiveness of the Feedback | .297** | 0.003 | .363** | 0.000 | 0.148 | 0.143 | .215* | 0.032 | .226* | 0.024 |
| Timeliness of the Feedback | .507** | 0.000 | .429** | 0.000 | .236* | 0.018 | .354** | 0.000 | .231* | 0.021 |
| Mode of Delivery | .505** | 0.000 | .466** | 0.000 | .369** | 0.000 | .355** | 0.000 | .327** | 0.001 |

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Relationship Between Feedback and Employee Job Performance

The results provide compelling evidence of the significant role that feedback plays in enhancing various dimensions of employee job performance among employees of selected boutique stores in Cebu City. The study examined multiple facets of feedback—including frequency, clarity of communication, constructiveness, timeliness, and mode of delivery—and their correlation with key performance indicators such as quality of work, efficiency and productivity, punctuality and attendance, teamwork and cooperation, and compliance with work standards. The findings indicate that feedback is strongly associated with several performance outcomes, underscoring its critical function as a tool for performance improvement, employee motivation, and organizational effectiveness.

Regarding **quality of work**, all dimensions of feedback exhibited positive and significant correlations. Notably, timeliness ($r = 0.507$, $p < 0.001$) and mode of delivery ($r = 0.505$, $p < 0.001$) of feedback demonstrated the strongest associations, indicating that employees who receive prompt and appropriately delivered feedback are more likely to produce work that meets or exceeds organizational standards. Frequency ($r = 0.441$, $p < 0.001$), clarity ($r = 0.312$, $p = 0.002$), and constructiveness ($r = 0.297$, $p = 0.003$) were also significant, suggesting that regular, clear, and actionable feedback reinforces quality-conscious behaviors. These results align with performance management theories that emphasize feedback as a mechanism for correcting errors, clarifying expectations, and promoting continuous improvement in work outputs.

In terms of **efficiency and productivity**, the correlations were similarly positive and significant. Mode of delivery ($r = 0.466$, $p < 0.001$), timeliness ($r = 0.429$, $p < 0.001$), and clarity ($r = 0.409$, $p < 0.001$) of feedback emerged as particularly influential. This indicates that employees who receive feedback in a clear, timely, and effective manner are better able to manage tasks, prioritize responsibilities, and optimize time usage, resulting in enhanced overall productivity. Frequency ($r = 0.388$, $p < 0.001$) and constructiveness ($r = 0.363$, $p < 0.001$) further support the notion that repeated, actionable feedback motivates employees to refine their work processes, reduce inefficiencies, and maintain consistent performance. These findings are consistent with empirical studies suggesting that feedback improves self-regulation, planning, and operational output, which are especially critical in small business settings where employees often assume multiple roles.

When examining **punctuality and attendance**, the correlations with feedback were generally weaker but remained significant for specific dimensions. Mode of delivery ($r = 0.369$, $p < 0.001$), timeliness ($r = 0.236$, $p = 0.018$), and clarity ($r = 0.248$, $p = 0.013$) demonstrated positive relationships with punctuality, indicating that effective communication of attendance expectations and timely reminders or recognition can encourage consistent work presence. Frequency and constructiveness of feedback showed positive but statistically non-significant associations ($r = 0.143$, $p = 0.155$; $r = 0.148$, $p = 0.143$), suggesting that while general feedback can influence attendance behaviors, it is the specific, actionable, and well-communicated feedback that significantly drives punctuality and adherence to schedules. This highlights the importance of targeted feedback in addressing behavioral compliance aspects of performance.

In terms of **teamwork and cooperation**, all feedback dimensions except constructiveness showed significant positive correlations. Timeliness ($r = 0.354$, $p < 0.001$), mode of delivery ($r = 0.355$, $p < 0.001$), frequency ($r = 0.338$, $p = 0.001$), clarity ($r = 0.228$, $p = 0.023$),



and constructiveness ($r = 0.215$, $p = 0.032$) collectively indicate that employees who are consistently provided with feedback—particularly when it is delivered promptly, clearly, and through effective channels—demonstrate stronger collaborative behaviors. This suggests that feedback not only guides individual performance but also reinforces social and interpersonal dynamics in the workplace, encouraging employees to support colleagues, communicate effectively, and contribute to a positive team environment.

Finally, **compliance with work standards** was also positively influenced by feedback, with mode of delivery ($r = 0.327$, $p = 0.001$), frequency ($r = 0.248$, $p = 0.013$), timeliness ($r = 0.231$, $p = 0.021$), clarity ($r = 0.203$, $p = 0.042$), and constructiveness ($r = 0.226$, $p = 0.024$) showing significant relationships. These findings suggest that employees are more likely to adhere to company policies, operational procedures, and quality standards when feedback is provided in a structured and meaningful manner. Feedback, therefore, functions as both a corrective and motivational tool, reinforcing compliance while simultaneously cultivating a culture of accountability and professional responsibility.

Overall, the data indicate that feedback is a critical determinant of employee job performance across multiple dimensions. The strongest relationships were observed for quality of work and efficiency, highlighting the importance of timely, clear, and appropriately delivered feedback in enhancing task-related performance. While feedback's influence on punctuality was relatively weaker, it still demonstrated significant associations when delivered effectively. Teamwork and compliance outcomes were positively affected by all feedback dimensions, suggesting that feedback not only improves individual performance but also fosters collective responsibility, collaboration, and adherence to organizational standards. These results underscore the need for small business managers to implement structured feedback mechanisms that are frequent, clear, constructive, timely, and effectively delivered, thereby optimizing employee performance and overall organizational effectiveness.

CONCLUSIONS

The demographic profile of the respondents indicates that the workforce is composed largely of young and clearly-career employees who are still developing their skills and work behaviors. This finding is consistent with the Social Cognitive Theory, which emphasizes that learning occurs through continuous interaction, observation, and feedback within the work environment (Bandura, 1986). Since employees are still building their competencies, feedback plays a crucial role in shaping their behavior, improving their self-efficacy, and guiding their performance.

The study further concludes that managerial feedback in the selected boutique stores is generally effective, as it is perceived to be frequent, clear, constructive, and timely. This supports the principles of Feedback Intervention Theory, which posits that feedback enhances performance by directing attention toward task-related processes and reducing discrepancies between actual and desired performance (Kluger & DeNisi, 1996). The findings indicate that when feedback is consistently provided and clearly communicated, employees are better able to focus on their tasks and improve their work outcomes.

In terms of job performance, employees demonstrated a satisfactory to high level across all key indicators. This aligns with the Goal-Setting Theory, which emphasizes that performance improves when individuals receive clear goals and feedback regarding their progress (Locke & Latham, 2002). The clarity and consistency of feedback observed in this study likely contributed to employees' understanding of expectations, enabling them to regulate their performance and achieve desired results.

Moreover, the constructive nature of feedback observed in the study reflects the motivational principles of the Two-Factor Theory. According to Herzberg (1959), the motivational factors such as recognition and achievement enhance job satisfaction and performance. The findings suggest that feedback, when delivered constructively and respectfully, serves as a motivator that encourages employees to improve their performance and remain engaged in their work.

The study also concludes that there is a significant positive relationship between managerial feedback and employee job performance. This finding supports the combined application of the four theories, which collectively explain how feedback influences employee behavior and performance. Feedback enhances learning and self-efficacy (Bandura, 1986), directs attention to task performance (Kluger & DeNisi, 1996), aligns behavior with organizational goals (Locke & Latham, 2002), and increases motivation (Herzberg, 1959). These theoretical perspectives confirm that feedback is critical factor in improving employee performance in small business settings.

Finally, the development of the Feedback Communication Guide is strongly supported by both the findings and the theoretical framework of the study. The need for a structured feedback system is evident, particularly in small businesses where feedback practices are often informal. Grounded in the four guiding theories, the proposed toolkit provides a practical and theory-based approach to enhancing feedback practices, improving employee performance, and strengthening organizational effectiveness.



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