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The Impact of Peer-Feedback on Employees Growth and Development

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Abstract: ***Peer feedback is a process where employees provide constructive input, based on their observations and interactions, with their colleagues. This feedback can encompass various aspects of an individual's performance, such as behavior, communication skills, and contributions to team dynamics. Peer feedback typically aims to offer valuable insights, promote personal growth, and enhance teamwork within an organization. It often involves both positive and constructive criticism, fostering a culture of continuous improvement. This approach helps employees gain a better understanding of their strengths and areas needing development, ultimately contributing to their professional development and the overall success of the organization. Peer feedback is an essential component of a 360-degree feedback system, offering a holistic view of an individual's performance.***

Keywords: Peer feedback, Employee Performance, Workplace Communication, Team Work, Professional Development

1. Introduction

Performance appraisal plays a crucial role in the work context. It is used as inputs to test validation, employee selection and termination decisions, promotion decisions, and identifying individuals for training and development programs (DeNisi & Murphy, 2017). Therefore, the organization has strong motivation to ensure that performance ratings are as accurate as possible. Generally, an employee ‘s manager is responsible for providing the subordinate ‘s performance ratings. However, the manager may not directly observe enough of an employee ‘s performance to give the performance ratings with specific examples of good or bad performance behaviors (DeNisi & Murphy, 2017). When this happens, the manager may need to rely on job-related feedback from the employee ‘s peers, including specific behavioral examples of performance, for use in the appraisal process (McLarnon et al., 2019). The use of peer feedback in performance appraisal is not the norm, which is defined as something usual or expected (Merriam-Webster, n.d.d). Although McLarnon et al. (2019) noted the importance of nonmanagerial peer feedback as an input to the performance appraisal process, there is little published research addressing its use. The literature review yielded no published studies exploring how nonmanagerial employees describe the experience of peer feedback. However, personal observation and anecdotal evidence suggest that peer feedback is not uncommon as an input to performance appraisal. The current study focused explicitly on how employees of companies that use formal feedback in the performance appraisal process describe peer feedback.

Furthermore, peer feedback also improves the performance of the recipient and the provider, benefiting the organization's performance, the feedback recipient, and the feedback provider (McLarnon et al., 2019). Therefore, it was important that the information in the peer feedback was accurate. It is interesting to note that decades of research addressed how to train managers to provide more accurate performance ratings (DeNisi & Murphy, 2017; Roch et al., 2012). However, organizations can have problems getting employees to give feedback to their peers. Goldberg (2018) noted that peers often avoided giving feedback to their colleagues and hypothesized that peers do not feel competent giving feedback even when they are trained to provide it. Therefore, feedback training seemed to be a logical option to increase the quality and quantity of peer feedback. However, the literature review yielded limited information on ways to train employees to improve peer feedback quality, even though Hauenstein (1998) identified the need for research on this topic. Finally, two published studies identified the need to improve performance feedback quality, although they did not propose ways to increase feedback quality (Iqbal et al., 2015; Spence & Baratta, 2015). This lack of published learning on peer feedback supported qualitative inquiry to explore peer feedback in the workplace (Creswell & Poth, 2018). The topic is relevant to Industrial/Organizational (I/O) psychology (American Psychological Association [APA], 2020; Society for Industrial-Organizational Psychology [SIOP], 2020) and is an area of interest for Human Resource researchers and professionals (Society for Human Resources Management [SHRM], 2020).

2. Review of Literature

Dominick, P. G., Reilly, R. R., & Mc. Gourty, J. W. (2000). Did a study on- The effects of peer feedback on team member behavior‖, In his study he concluded the results of the study go beyond earlier studies on multisource feed-back by identifying exposure to critical behaviors as a crucial factor in improving behavior.

Bonnel.W & Boehm, H., (2010). Did a study on-The use of peer assessment in growth and development of employees‖. Peer assessment is an effective tool for staff to promote the development of professional staff and students. Staff can use the information gathered from peer reviews to develop customized improvement plans to support staff development and improve student learning. Peer assessment provides a form of feedback that can be used to identify their strengths and weaknesses.

Ashmawy, I. K. I. (2024). Conducted a study —The influence of peer support on employee psychological capital during the COVID-19 pandemic —This study looks into how employee PsyCap is affected by peer support during the

COVID-19 epidemic. The paper concludes that peer support has a positive influence on employee PsyCap, especially self-efficacy, hope, and optimism. This is demonstrated by conducting three online focus groups with N = 15 employees out of N = 350 employees working at an international organization operating in Egypt as a bilateral development partner funded by the German government, and a questionnaire with N = 42 employees.

3. Methodology

Problem: The problem statement for assessing Peer-Feedback in Seshasayee Paper and Boards Limited has been significantly decreasing over the past decades, while other Sector areas of the Industries such as IT, Designing continue to see increasing in Peer-Feedback.

Hence, they lack in following impacts;
- Friendly Culture
- Improving peer circle
- Gender equality
- Sharing Feedback
- Maintaining Relationship
- By taking leave
- By planning leisure trips.

These are the problems found while doing data collection.

Objectives of the study

Primary Objectives:
- To find out the employees' growth and development through peer- feedback.

Secondary Objectives:
- To study the socio- economic profile of the respondents.
- To identify the peer- relationships and sharing of peer-feedback between employees.
- To know the role of peer assessment techniques in performance appraisal method.
- To offer suggestions towards the employees' growth and development.

Research Design
A research design is considered as the framework or plan for a study that guides as well as helps the data collection and analysis of data. The research design may be exploratory, descriptive and experimental for the present study. The descriptive design is adopted for this project.

Descriptive research Design is used to describe characteristics of a population or phenomenon being studied. It does not answer questions about how/when/why the characteristics occurred. Rather it addresses the "what".

Research design is the framework of research methods and techniques chosen by a researcher to conduct a study. The design allows researchers to sharpen the research methods suitable for the subject matter and set up their studies for success.

A research design is a strategy for answering your research question using empirical data.

Creating a research design means making decisions about:
- Overall research objectives and approach
- Rely on primary research or secondary research
- Sampling methods or criteria for selecting subjects
- Data collection methods and Data analysis methods

A well-planned research design helps ensure that your methods match your research objectives and that you use the right kind of analysis for your data.

Area of the study
Seshasayee Paper and Boards Limited. Erode

Sample size
The Sample size for the study is 60 from Seshasayee Paper and Boards Limited. Erode

Sampling Techniques
For this research paper, the 'Convenience sampling technique has been used. It is non-probability sampling method where the samples have been selected according to the convenience of the convenience of the researcher.

Tools Used for Data Collection Questionnaire:
The questionnaire method was adopted for collecting primary data from the employees of Seshasayee Paper and Boards Ltd., Erode. A structured questionnaire was designed to obtain relevant information regarding the role of peer assessment techniques in performance appraisal and their impact on employees' growth and development. The questionnaire consisted of questions relating to the demographic profile of the respondents, their awareness of peer assessment techniques, the effectiveness of peer feedback, and its influence on employee performance and professional development. The questions were framed in a simple and understandable manner to ensure that employees could provide their responses easily and accurately.

Statistical tools applied in this research include:
- Percentage Analysis
- Correlation
- ANOVA

4. Data Analysis and Interpretation

Distribution of Respondents Based on Socio-Economic Factors

Socio-Economic Factors	Frequency	Percent
Gender		
Male	33	55
Female	27	45
Marital Status		
Married	20	33.3
Unmarried	27	45
Widowed	8	13.3
Separated	5	8.3
Age		
25-35	23	38.3
36-45	28	46.7
46-50	9	15
Education Level		
Diploma	5	8.3
UG	29	48.3
PG	23	38.3

Ph.D	3	5.1
Working Hours		
6:00AM – 2:00PM	20	33.3
2:00PM – 10:00PM	25	41.7
10:00AM – 6:00AM	14	23.3
Religion		
Hindu	36	60
Muslim	11	18.3
Christian	13	21.7

The above table-1 shows that majority of the respondents are male employees at 55% than female employees, who are the least number respondents at 45%, as shown in the above Table-1 & Chart-.1. It can also be seen that most of the respondents are unmarried at 45% which is significantly larger than the number of married respondents at just 33.3%, Widowed of 13.3% and Separated of 8.3%. From the above Table-1, it is observed that the majority of respondents are in the age group above 36-45 years, this account for 46.7% of the population that was surveyed and another 38.3% of the population fall under the age group of 25-35 years, and the remaining 15% fall under 46-50 years. Majority of the respondents had completed UG at 48.3%, followed by respondents who had completed PG at 38.3%, followed by respondents who had completed Diploma at 8.3%, and the least number of respondents answered ‗PhD' degree at 3.5%.Most of the respondents (41.7%) Work 2.00PM – 10.00PM Shift, followed by (33.3%) Work 6.00AM – 2.00PM shift and the least number of respondents (23.3%) work 10.00PM – 6.00AM Shift. The Working shift is determined by the designation and experience of the employee. As shown in the above table, most of the respondents are Hindu employees at 60%, Christian employees at 21.7%, and the least were Muslim employees who are the least number

Role of peer assessment techniques in performance appraisal method

S. No	Role of peer assessment techniques in performance appraisal method	Extremely		Moderately		Not at all	
		N	%	N	%	N	%
1	Does Peers work impact your ability to deliver on your Growth and Development	33	55	25	41.7	1	1.7
2	Is your workplace following performance appraisal method in improving growth and development	28	46.7	31	51.7	1	1.7
3	Are you aware of the peer assessment techniques in performance appraisal method	20	33.3	38	63.3	5	8.3
4	Does the organizations values vision mission matter to you	25	41.7	30	50	5	8.3
5	Will you Listen to others suggestions	18	30	30	50	12	20

- A majority of 55% of respondents stated that peer work impacts their growth and development extremely, while 41.7% reported a moderate impact. Only 1.7% indicated that peer work does not impact their development. This suggests that peer collaboration plays an important role in employee growth. Therefore, employees extremely agree that their peer work impact their ability for growth and development.
- From above table 3 stated that 46.7% of respondents' workplace follows performance appraisal methods to improve growth and development to an extreme extent. Meanwhile, 51.7% reported a moderate extent. This indicates that performance appraisal methods are generally being implemented to support employee development.
- The table 3 indicates that a majority of 63.3% of respondents reported moderate awareness of peer assessment techniques, while 33.3% reported a high level of awareness. This suggests that employees have some understanding of peer assessment, but organizations may need to provide additional training and awareness programs.
- The above table 3 shows that about 41.7% of respondents stated that organizational values, vision, and mission matter to them extremely, while 50% reported that they matter moderately. This indicates that organizational values are an important factor in employee engagement and performance.
- 30% of respondents stated that they are extremely willing to listen to others' suggestions, while 50% reported a moderate willingness. However, 20% indicated that they are not willing to listen to others' suggestions. This highlights the need to encourage open communication and constructive feedback among employees.

Correlation Test:

Aspects	R_p Value	P Value
Peer assessment techniques in performance appraisal method Vs Ability to deliver Growth and Development	0.376	0.001**
Age Vs How many job(s) have employees changed	.386	.002**
Age Vs Work experience of employees in the present company	.555	<.001**

**** Significant at 1% Level * Significant at 5% Level**

From Aspect-1 The Analysis from the above, it is found that there is a significant relationship between Peer assessment techniques in performance appraisal method and Ability to deliver Growth and Development. So, it indicates the existence of correlation. Hence, the Null Hypothesis is rejected at (R_p Value of 0.376 and P Value of 0.001).

From Aspect-2 From the above table, it is found that there is a significant Age and How many job(s) have employees changed. So, it indicates the existence of correlation. Hence, the Null Hypothesis is rejected at (R_p Value of 0.386 and P Value of 0.002). From Aspect-3 The result from the above table, it is found that there is significant Relationship Age and Work experience of the employees in the present company. So, it indicates the existence of correlation. Hence, the Null Hypothesis is rejected at (R_p Value of 0.555 and P Value of <0.001).

Anova Test:

Age	N	Mean	Std. Deviation	F Value	P Value
25-35	23	3.74	1.096	3.943	0.025*
36-45	28	3	1.277		
46-50	9	2.67	0.707		

**** Significant at 1% Level * Significant at 5% Level**

It is clear that from the above table, the result of the age and Peers support in Problem Solving. There are significant mean differences between Age and Peers support in Problem Solving [F Value = 3.943, P Value = 0.025]. It highlights that the employees with 25-35 age group have more Peers support in Problem Solving (3.74+1.096), Followed by that employees with 36-45 age group have more Peers support in Problem Solving (3+1.277) and the employees with 46-50 age group have lest Peers support in Problem Solving (2.67+0.707). Hence, Fresher do not have any issue in supporting peers at work place. Hence, the Null Hypothesis is rejected at (p value < 0.05)

5. Conclusion

The Impact of Peer – Feedback on Employees Growth and Development has been plaguing the Seshasayee Paper and Boards Ltd, erode for decades, but it has become a bigger and more menacing issue at present. With the right strategies and good planning, the rate of Peer – Feedback on Employees can be curbed.

Regular feedback is essential to the growth and development of employees. It provides a clear understanding of their talents as well as what are the areas need to be improvement. This feedback can help employees develop new skills, improve their performance and work towards achieving their goals. Additionally, it also enriches employee engagement, job satisfaction, and overall growth, development & productivity.

The findings of the study reveal that peer feedback was not given much importance in the past; however, its significance is gradually increasing in the present organizational context.

Fortunately, respondents were expecting good peers and their feedback for their growth and development. Majority of the respondents are ready to accept people from diverse backgrounds to work together and enhance their peer‘s feedback towards enriching their growth and development. Therefore, the study concludes that peer feedback plays a significant role in improving employee performance, strengthening workplace relationships, and promoting continuous learning. Organizations should encourage a supportive feedback culture, provide opportunities for open communication, and implement effective peer assessment techniques to enhance employees' growth and development.

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